



Mohawk Valley  
Regional Economic  
Development Council



# 2025 ANNUAL REPORT & ACHIEVE Competition Proposal

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PART ONE

# Executive Summary



# Executive Summary

## Message from Co-chairs Rooted. Resilient. Ready.

This year, the Mohawk Valley stands tall. Our feet are planted firmly in the soil that built New York, and our eyes are fixed on the horizon of what's next. We've proven that small towns can dream big, that farms and foundries can transform into modern engines of innovation, and that our people are our greatest renewable resource.

Over the past decade, we've weathered storms, harnessed opportunity, and cultivated an ecosystem of growth that is as regenerative as the land beneath us. Rooted in the Mohawk Valley is not just the title of our ACHIEVE proposal. It's a declaration of who we are.



Dr. Marion Terenzio

Lawrence Gilroy III

From the Schoharie fields to the shores of Oneida Lake, from the Adirondack foothills to the Erie Canal, our six-county region is planting the seeds of a new rural renaissance. Together, we are redefining what transformational means, not just in theory, but in practice: jobs created, farms revived, main streets reborn, and partnerships that transcend borders and reinvent entire industries.

Our story this year is one of scale and soul. Dozens of projects, large and small, are making the Mohawk Valley not just a place to visit, but a place to belong. From the Empire State Greenhouses, a national model for carbon-negative agriculture, to the Nexus Neighborhood, which links health, housing, and opportunity in the heart of Utica, we're pushing the boundaries of sustainable regeneration and pride in place.

We call it Rooted because the power of this region has always come from its people, who are grounded, inventive, and unafraid to do the work. Whether you're tending a farm, teaching a class, or building a business, you're part of the same movement to restore, to regenerate, and to rise within the Mohawk Valley. This year, we have seen collaboration reach new heights, with colleges, communities, and companies aligning to build something lasting. We are rooted in our vision that is practical, creative, and determined to leave every acre, every main street, every county stronger than we found it.

Our region turns plans into progress, and progress into pride. It was a delight to guide the ACHIEVE proposal process, shaped by 57 project submissions that reflect the creativity and commitment of our region. We submit this 2025 Annual Report and ACHIEVE Competition proposal with full belief in its vision and in the people who make it real.

With gratitude, grit, and Mohawk Valley heart, we invite you to see what happens when roots run deep and dreams reach far.

**Dr. Marion Terenzio**  
President, SUNY  
Cobleskill

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



# Regional Vision

The Mohawk Valley has entered a new era of momentum, rooted in its people, powered by innovation, and guided by the Mohawk Valley REDC's 2023 Strategic Plan. Over the past year, our six-county region has leveraged state investment to achieve tangible, positive growth: advanced manufacturing facilities are rising in Rome and Marcy, downtowns from Gloversville to Utica are thriving, and agribusiness and tourism are expanding together to create a stronger, more sustainable economy.

**The Mohawk Valley is where New York's rural heart meets global opportunity.** We are training the next generation of STEM and agribusiness professionals through strong regional partnerships, reinvesting in housing and infrastructure to welcome new residents, providing wrap-around services to actively

engage and support our workforce, and building on the success of recent investments in AgriTech and tourism to leverage our strengths, regenerate our resources, and revive our communities.

This annual report illustrates how far we've come and where we're going next. We are a region that is more diverse, more resilient, and more connected than ever. We are anchored by our strategic priorities of workforce development, agribusiness, advanced manufacturing, tourism, and infrastructure. And, we are committed to making smart, inclusive investments that build lasting prosperity for our community.

From the fields of Schoharie to the labs of Marcy, we stand ready to lead the next chapter of New York's innovation story, rooted in our heritage and growing toward a limitless future.

## RECENT INVESTMENTS

Over the past year, the Mohawk Valley has established itself as a **leader in advanced manufacturing**, creating new jobs, attracting new residents, and bringing higher paying jobs to the region. Simultaneously, **the region has continued to invest in its people** through MV Empowers, ON-RAMP, and several other programs — ensuring the benefits of new industries and opportunities are captured locally.

## REGIONAL PRIORITIES



## THE VISION AHEAD

Building on recent growth and investment in advanced manufacturing, the Mohawk Valley is focusing its attention on **agribusiness and tourism** as key drivers of its regenerative economy through the **ACHIEVE Competition** this year.





PART TWO

# State of the Region



# Region's Economic Status

The Mohawk Valley stands at a pivotal moment. Over the past decade, strategic state investment has fueled a wave of projects across communities large and small, helping to stabilize core industries, spark new activity, and demonstrate the region's capacity for transformation. These efforts have established a strong foundation while also revealing the need for more targeted strategies to guide the next phase of growth.

Advanced manufacturing, agribusiness, and tourism are not only reinforcing traditional strengths but also redefining the region's role as a hub for innovation, food systems, and recreation. Recent investments in industrial sites, infrastructure, downtown spaces, and workforce initiatives signal a region that is increasingly competitive, resilient, and ready for future growth.

The region's economy has grown considerably over the last several years. **From 2019 to 2024 the region's Gross Regional Product (GRP) grew by over 30%.** By 2024 the GRP had grown to \$25,607,906,435. Mohawk Valley continues to thrive and shows room for continued expansion.

## Recent Regional Trends

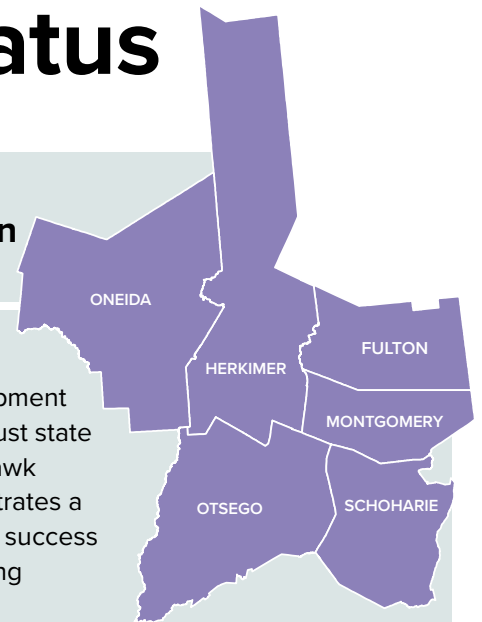
This Regional Update builds on the 2024 Annual Report by highlighting major developments over the past year. While many long-standing dynamics remain, new shifts in population, workforce, and industry performance are shaping the Mohawk Valley's path forward. Agriculture and manufacturing continue to anchor the economy, but they are increasingly connected to tourism, advanced food systems, and high-tech industries. Population change and workforce needs are reshaping local labor markets, while new investments are driving growth in advanced manufacturing and agribusiness.

Across all these areas, state funding remains a consistent driver of progress. Targeted investments have enabled the region to strengthen core industries, revitalize downtowns through community-driven programs like the Downtown Revitalization Initiative (DRI) and NY Forward, prepare shovel-ready sites with FAST NY funding, and expand workforce development with recent investments through ON-RAMP and MV Empowers. The following sections highlight how these resources are intersecting with regional trends in demographics, education, employment, housing, tourism, and manufacturing.

## Rural Revitalization Priorities

Through targeted economic development supported by robust state funding, the Mohawk Valley region illustrates a rural revitalization success story with emerging priorities for:

1. **Bringing equitable growth and opportunity across the region** to a more diverse and dynamic workforce.
2. **Strengthening local, regional, and national food systems** and capitalizing on local agricultural heritage.
3. **Advancing regional tourism**, with a focus on vibrant downtowns, agriculture and food production experience, rural tranquility, and recreation.
4. **Supporting growth in material and advanced manufacturing**, including tech and innovation.
5. **Cultivating a stable and skilled labor force**, including targeted workforce development programs, STEM investment, supportive services, and quality of life opportunities.





## Population & Workforce Pipeline

The Mohawk Valley is home to about 480,300 residents across its mix of urban centers such as Utica and Amsterdam and rural towns like Little Falls and Ilion. Like many upstate regions, the Mohawk Valley has experienced population decline over the last decade, with a drop of about 4% between 2010 and 2024.

**Recent data, however, points to stabilization and early signs of growth.** U.S. Census estimates show a modest population increase of less than 1% between 2023 and 2024, much of it driven by continued refugee and migrant resettlement. More than 16,500 refugees have settled in the Mohawk Valley over the past decade, and Oneida County was among the top five counties statewide for resettlement in 2024, with 422 new arrivals that year. This influx has contributed to a 50% increase in the region's diversity index since 2010.

### Recent Population Change Trends

Region	2024 Population	% Change (2010-2024)	% Change (2023-2024)
Mohawk Valley	480,328	- 4%	+ <1%
North Country	412,691	- 5%	- <1%
Central NY	775,701	- 2%	+ 1%
Southern Tier	629,791	- 4%	- <1%
Finger Lakes	1,211,447	+ <1%	+ 2%
Capital Region	1,115,663	+ 3%	+ <1%

The diversifying cultural landscape is creating both opportunities and challenges in the labor market. By investing in programs that integrate language training, credential recognition, targeted employer outreach, and skills preparation, the region is addressing labor shortages while also creating **pathways for newcomers to enter industries such as manufacturing, healthcare, and agriculture.**

**State support has been essential in sustaining this momentum.** Investments in workforce and resettlement programs—such as the Mohawk Valley Empowers initiative—are enabling local institutions to connect new residents with training, certifications, and wraparound supports like child care and ESL education. These efforts ensure that demographic change is not only managed but turned into an economic advantage for the region.

## Workforce Development Highlight: Mohawk Valley Empowers

Launched in 2024, Mohawk Valley Empowers is a state-supported initiative designed to strengthen the region's workforce pipeline through targeted investments in training, wraparound services, and career readiness. In February 2025, Empire State Development awarded \$10 million to 12 projects across the region, advancing both immediate workforce participation and long-term economic opportunity.

The largest awards included \$2.6 million for SUNY Cobleskill's Institute for Rural Vitality to expand agribusiness training and micro-credentials, \$2.3 million for MVCC's Fast Track Plus program to replicate proven training models and pilot a Whole Family Education approach, and \$1.6 million for the Hillside Work Scholarship Connection to provide mentoring and STEM/healthcare pathways for youth. Together with a \$4 million grant to SUNY Polytechnic Institute for a new Semiconductor Packaging and Training Center, these investments directly align education and workforce development with the Mohawk Valley's most promising industries.



*"The Institute for Rural Vitality is a critical extension of the College's mission and vision to create opportunities. The focus of the Institute is overall community well-being, achieved through intentional programs targeting economic vitality and fostering our talented members' capacity to grow themselves and their businesses."*

- Dr. Marion Terenzio, SUNY Cobleskill President





## Education

Educational attainment<sup>1</sup> continues to lag behind statewide levels. **Only 27% of adults hold a bachelor's degree or higher, compared to about 42% statewide.** This gap limits advancement into higher-paying jobs and can constrain growth in knowledge-based industries such as STEM and advanced manufacturing.

Within the region, attainment varies significantly. **Herkimer and Otsego counties are highest at 34%, while Fulton and Montgomery counties are lowest at 21%.** These disparities highlight the ongoing need to expand access to higher education and workforce-aligned training opportunities, especially in more rural areas.

The region's economic future depends on closing this gap in educational attainment. Employers in healthcare, advanced manufacturing, and agribusiness require increasingly specialized skills, and students need affordable, accessible pathways to develop these specialized skills.

**State investment and leadership from our educational institutions have been instrumental in strengthening these pathways.** Programs supported through ESD and New York State higher education partners—such as SUNY Cobleskill's agribusiness micro-credentials, SUNY Oneonta's Extended and Community Learning Center (ExCL Center), and The Center's 'New American Career Builder Program' in partnership with Mohawk Valley Community College (MVCC)—are expanding the availability of flexible, industry-focused credentials. These efforts are critical to raising skill levels, increasing workforce participation, and aligning education with the region's growth industries.



## Major Industries & Wages

Manufacturing and agriculture remain central to the Mohawk Valley's economic identity, even as the region diversifies into healthcare, education, and services. Across all non-farm industries, the region supports **about 183,400 jobs**, while agriculture employs approximately **1,100 workers** (not including self-employed farmers and family operations).

The overall employment picture is steady and strong. The regional unemployment rate fell from **3.6% in 2024 to 3.4% in 2025**, reflecting an active hiring market. Growth has been especially notable in **Trade, Transportation & Utilities** (+500 jobs in May 2025), **Private Education & Health Services** (+500), and **Leisure & Hospitality** (+400). These gains illustrate both the resilience of the service economy and the ripple effects of new investments in tourism and downtown revitalization.

Within manufacturing, regional employers such as Indium Corporation (1,031 employees), Briggs & Stratton (950), and ConMed (500) anchor production capacity, while hundreds of small firms (over half of regional businesses have fewer than five employees) provide stability and entrepreneurial vitality.

Backed by state investment, Wolfspeed, the Nexus Center, and Chobani, through its new processing facility, have expanded jobs, raised wages, and created room for small businesses to grow.

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*1. Defined as the population of adults age 25 and older who have a Bachelor's degree or higher.*

## Workforce Development Highlight: MVCC Workforce Training & Support Programs

Mohawk Valley Community College (MVCC) is the region's largest provider of post-secondary training, serving **5,762 students in 2023**. MVCC leads initiatives such as the regional ON-RAMP workforce development center, a diverse offering of microcredentials, the New American Career Builders program in partnership with The Center, and apprenticeship readiness training—all designed to build technical and soft skills, expand certifications, and strengthen the regional workforce pipeline.

The **New American Career Builder Program**, supported by **\$360,000 in state funding** through the Mohawk Valley Empowers grant, responds directly to the region's growing refugee population. It provides vocational training, industry-recognized credentials, and wraparound services—ensuring that new residents can connect to stable jobs while supporting inclusive economic growth.





## Housing Affordability

Housing in the Mohawk Valley remains less expensive than in many other parts of New York State. In 2024, the statewide median home price was \$331,500 and the median home price in Mohawk Valley was \$172,500, while most counties in the region reported significantly lower values. Between 2022 and 2024, home prices rose modestly in Oneida (+13%), Herkimer (+9%) and Otsego (+11%) counties, and more sharply in Fulton (+17%), Montgomery (+18%), and Schoharie (+23%).

**Oneida County drives much of the regional housing market.** With the largest population base and more urban communities like Utica and Rome, it records the highest number of annual sales and has a relatively low vacancy rate of about 10%, compared to 20% or more in several surrounding counties. This tighter supply has created what local reports describe as a “hot” market, with rising prices and very limited inventory.

Relative price alone does not tell the full story of affordability. **Median household incomes in the Mohawk Valley are lower than the statewide average, which means many households spend a larger share of their income on housing.** According to the New York State Comptroller, **24% of households in the Mohawk Valley are cost-burdened**, paying more than 30% of their income on housing. Median household incomes in Schoharie and Montgomery Counties in particular have not kept pace with the 18–23% home price growth since 2022, underscoring rising affordability pressure for local workers.

The Mohawk Valley’s relatively low home prices remain a competitive advantage, but **affordability pressures will continue to increase as job growth accelerates in advanced manufacturing, healthcare, and tourism.** Ensuring that workers can access quality, attainable housing near employment centers is essential to retaining talent and supporting economic growth.

Recently, several counties proactively conducted housing studies. **Herkimer County’s Housing Assessment** focused on evaluating sites for manufactured, modular, and tiny homes to increase housing supply for their rural population while keeping costs manageable. **Oneida County’s Housing Market Inventory, Assessment, and Strategy** indicated the housing market will need to accommodate 6,070 new housing units by 2040, with the majority (5,620 units) needed by 2030. **Schoharie County’s Housing Study** highlighted a shortage of quality affordable housing, especially for low- and middle-income households, and recommendations focused on producing new housing in village centers, offering smaller lots, and promoting modular/manufactured homes.



## Tourism Industry

Tourism is once again a cornerstone of the Mohawk Valley economy, drawing on the region’s many cultural, natural, and recreational assets to generate significant visitor spending. **In 2022, the region generated \$4.3 billion in visitor spending—the second-highest level of direct tourism revenue in New York State, behind only New York City.**

In 2024, **Oneida County alone accounted for \$2.1 billion in direct visitor spending—60% of the region’s total tourism sales.** Tourism in the county also generated nearly \$200 million in local and state taxes, saving the average household over \$2,000 annually in additional taxes.

Despite these successes, challenges remain. Tourism employment has not fully returned to pre-pandemic levels, in part due to broader population decline and workforce constraints. This gap highlights the importance of ongoing efforts to link tourism growth to workforce development, downtown revitalization, and regional equity.

### Tourism Highlight:

#### Come for a Day, Stay for a Week

The Mohawk Valley offers a robust network of interconnected tourism destinations, making it easy for visitors to plan multi-stop trips that generate benefits for the whole region. The region features long-established tourism anchors with international draw — like the National Baseball Hall of Fame, Munson, Herkimer Diamond Mines, Turning Stone, and the Glimmerglass Festival — as well as unparalleled access to outdoor recreation and nature in the Adirondacks, along the Erie Canal, and many scenic lakes.

The Mohawk Valley continues to invest in new tourism attractions. The Utica University Nexus Center opened in 2022; it now **draws over 320,000 annual visitors** and generates more than **\$26 million in direct visitor spending** each year. Turning Stone Enterprises, a major driver of tourism in the region, recently announced **a historic \$370 million expansion with a new conference center, Turning Stone Evolution.** When complete in 2027, Turning Stone will be the largest conference destination in Upstate New York. The Evolution will create 3,500 construction and related jobs and generate \$22 million in state and local tax revenue.





## Manufacturing Industry

Advanced manufacturing continues to define the Mohawk Valley's competitive edge. Building on the 2022 completion of Wolfspeed's semiconductor facility, the region has expanded its capacity for high-tech and materials production through new shovel-ready sites, utility upgrades, and workforce partnerships.

The **Marcy Nanocenter Campus** exemplifies this momentum. Spanning **434 shovel-ready acres** with high-capacity utilities, the site is positioned to host multiple semiconductor manufacturers. Long-term efforts by Mohawk Valley EDGE, supported by state and county agencies, have established the campus as a regional anchor for the semiconductor industry and related supply chains.

At the same time, food and agribusiness manufacturing is undergoing transformational growth. In April 2025, **Chobani announced a \$1.2 billion investment** in a new dairy processing plant at Griffiss Business & Technology Park in Rome. This investment is expected to generate ripple effects across farms, logistics, and food innovation enterprises throughout the state.

These large-scale projects signal a continuation of past growth as well as a broader transformation in the food systems sector. Industry innovation is advancing rapidly, with **robotics, artificial intelligence, and precision agriculture** reshaping production, and advanced processing emphasizing sustainability, efficiency, and waste reduction. The sector is moving toward a **circular economy model**—producing more with fewer inputs, reducing emissions, and creating value from by-products.

Through strategic leadership and proactive planning, local governments and economic development organizations have leveraged programs like FAST NY, Excelsior Jobs tax credits, and workforce initiatives to attract landmark investments in the Mohawk Valley. Their efforts to prepare sites, expand critical infrastructure, and align workforce programs have positioned the region as a ready and competitive destination for growth. Looking ahead, manufacturing growth will continue to rely on regional collaboration, strengthening the workforce pipeline, and creating inclusive pathways for newcomers. By continuing to lead these efforts, local partners ensure state investments not only take root but generate lasting, shared prosperity.

### Agribusiness Highlight: **Chobani Coming to the Griffiss Business & Technology Park**

In April 2025, Chobani announced a \$1.2 billion investment to build a dairy processing plant at Griffiss Business & Technology Park in Rome (Oneida County)—a repurposed Air Force base. **This project represents the largest natural-food manufacturing investment in U.S. history**, with plans to employ over 1,000 workers and process 12 million pounds of milk daily. **At full capacity, the facility will purchase an estimated six billion pounds of raw milk each year from New York dairy farms**, creating widespread benefits for producers across the state. Working in tandem with state incentives, Oneida County and MVEDGE played a central role in securing more than \$50 million across multiple rounds of FAST NY funding, along with \$73 million in Excelsior tax credits tied to job creation. Chobani's investment underscores the role that coordinated, strategic, regional planning plays in transforming the region's and state's food system industries.



*"New York is where Chobani's journey began. It was the perfect spot to start Chobani 20 years ago and it's the perfect place to continue our story. With our new plant in Rome and our original home in South Edmeston, we're entering a new dimension, partnering with hard working people across the heartland of New York to build an ecosystem of natural food production and nourish families throughout the country. When we invest in people, in local communities, you're not just building a business – you're building a future."*

*- Chobani Founder and CEO Hamdi Ulukaya*

## Economic Development Highlight: Investing in Small Manufacturers



In Round 14 of the Consolidated Funding Application (CFA), over \$500,000 was awarded to five small manufacturers across the Mohawk Valley. These small manufacturers are strengthening our local economy, creating and retaining jobs, and accelerating our regional priorities of advanced manufacturing and agribusiness. For example, H.W. Naylor — a century old business — was awarded \$54,000 to modernize its product testing lab to maximize functionality and efficiency, while Custom Electronics was awarded \$200,000 to support the implementation of advanced automated systems and enable the company to bid on federal contracts that require U.S. made components.



## Industry-Aligned Workforce Development

As the Mohawk Valley economy diversifies, workforce development has become one of the most critical levers for sustaining growth. The region is proactively addressing demographic change, geographic disparities in educational attainment, and the need for specialized skills in advanced manufacturing, agribusiness, and healthcare.

Recognizing the Mohawk Valley's proven track record and regional workforce ecosystem, the state awarded funding to help advance this agenda. In February 2025, Empire State Development announced a **\$10 million award through the Mohawk Valley Empowers Program**, supporting 12 workforce projects across the region. The program strengthens local capacity by expanding workforce participation, building wraparound services, and redefining career readiness through partnerships among county governments, higher education institutions, and employers.

These efforts are reinforced by the **One Network for Regional Advanced Manufacturing Partnerships (ON-RAMP)**, a competitive \$200 million statewide initiative to connect workers with advanced manufacturing jobs through training, apprenticeships, and permanent placements. The Mohawk Valley was one of only three regions awarded funding. MVCC leads the region's ON-RAMP Center, which is supported by industry and academic partners, and will be located at the Utica Campus in the redesigned Science and Technology building.

Together, these initiatives illustrate how the region is building a workforce aligned with its strongest industries. Leveraging state resources and the region's educational institutions, the Mohawk Valley is not only filling immediate labor shortages but also creating long-term pathways for residents and newly resettled refugees to access stable, high-quality careers.

## A Supportive Ecosystem of Higher Education Institutions.

Across the Mohawk Valley, higher-education institutions collaborate to align training with industry growth. SUNY Cobleskill, SUNY Oneonta, SUNY Polytechnic Institute, Herkimer College, Fulton-Montgomery Community College, and Mohawk Valley Community College form a coordinated ecosystem that links agribusiness innovation, advanced manufacturing, and workforce inclusion—ensuring students and employers share a pipeline of local talent.





## Refined Regional Priorities

Building on the region's recent trends, the Mohawk Valley is sharpening its focus to address both long-standing needs and emerging opportunities. Population stabilization, new waves of workforce diversity, rising housing demand, and major investments in manufacturing, agribusiness, and tourism are reshaping the region's trajectory.

The Mohawk Valley has adeptly wielded state resources to consistently drive this momentum. Utilizing programs such as FAST NY, Excelsior Jobs, Restore NY, DRI / NY Forward, and Mohawk Valley Empowers, the region has prepared sites, expanded infrastructure, created new training pipelines, and revitalized downtowns. These investments provide the foundation for the region's next phase of growth.

**Looking ahead and building upon the 2023 Strategic Plan — which first identified workforce, agribusiness, downtowns, manufacturing, and infrastructure as core focus areas — the Mohawk Valley REDC has refined and updated these priorities to align with the region's current momentum:**

- Expanding agribusiness and food systems
- Strengthening tourism and downtowns
- Supporting advanced manufacturing
- Advancing equitable workforce development
- Ensuring infrastructure keeps pace with growth

Together, these priorities provide a framework for transformational projects that will deliver broad, shared benefits across the region.

## Downtown Revitalization Highlight: Sustaining Communities and Fueling Growth

**We know reinvesting in our downtowns is smart — we are preserving our historic resources, creating vibrant places where people want to live, attracting visitors, and making our residents proud to call the Mohawk Valley home.** Oneonta, a round one winner of the DRI, continues to transform its downtown into a thriving walkable urban center. Last year, the City announced the completion of the \$19 million project located on Dietz Street, which resulted in the transformation of an underutilized parking lot into a mixed-use building home to 64 units of affordable housing and the Baking Innovation Lab for Harwick College. More recently, in October 2025, City officials cut the ribbon on the Transit Hub located on 47 Market St. This project launches a new era of transit in the city. These major projects, coupled with the 25+ projects supported through the City's Downtown Improvement Fund, are continuing to revitalize downtown Oneonta while preserving its small-town rural charm.

The positive impacts of the DRI program are evident across the region. In May 2025, Governor Hochul announced the completion of four major projects in downtown Gloversville, including the renovation of the iconic Schine Memorial Hall, the activation of St. Thomas Square, the creation of a Downtown Piazza, and the enhancement of public amenities at Train Station Park, including a new splash pad, public restrooms, and a pavilion.



Photo credit: Mohawk Valley Today



## Tourism as a Driver of Regional Growth and Equity

Tourism is a cornerstone of the Mohawk Valley economy, blending natural, cultural, historical, and culinary assets across both urban centers and rural landscapes. The sector is increasingly recognized not only for its direct economic impact but also for its ability to support small businesses, diversify rural economies, and enhance community identity.



### Agribusiness & Agritourism

Agritourism has emerged as a particularly powerful growth strategy. Farm tours, pick-your-own orchards, food and beverage trails, and homesteading workshops are creating new income streams for farmers and drawing visitors into smaller communities. In 2022, nearly **950 farms across New York generated \$55 million in agritourism revenue—triple the 2007 total.**

The Mohawk Valley contributes significantly to this growth, with dairy production and processing in Oneida, Schoharie, Herkimer, and Otsego counties forming the backbone of the region's agricultural economy. Large-scale processors like FAGE USA, HP Hood, and Heidelberg Bread anchor this system, but small and mid-sized farms face ongoing challenges, from high insurance costs for on-farm events to uneven rural tourism infrastructure.

From investments in food processing systems and infrastructure through FAST NY, to institutions such as SUNY Cobleskill's Institute for Rural Vitality, state support for agribusiness and agritourism has helped local farms thrive and spawned new business in the regional food system. **In 2022, farms in Oneida, Montgomery, and Schoharie Counties together generated over \$2 million in agritourism income, underscoring the sector's role in diversifying farm revenues.** These efforts ensure that agritourism and rural destinations can complement larger anchors like Turning Stone Resort, the National Baseball Hall of Fame, the Nexus Center, and the Erie Canalway Trail.

## Tourism Highlight: Erie Canal Bicentennial

In 2025, New York State celebrates the 200th anniversary of the Erie Canal, a milestone for one of the most important infrastructure projects in U.S. history. The Bicentennial is drawing renewed attention to the Canal's historic role in commerce and innovation while showcasing its continuing impact on recreation, heritage tourism, and regional identity. Across the Mohawk Valley, communities are leveraging the celebration to attract visitors, support local businesses, and spotlight waterfront revitalization. By linking cultural programming with recreational use of the Canalway Trail, the Bicentennial is expected to generate significant visitor spending and reinforce the Mohawk Valley's identity as the "Gateway to the Erie Canal."





## Downtown Revitalization

Downtown revitalization has amplified the impact of tourism throughout the region. New event venues, walkable streetscapes, and restored historic buildings in places such as Utica, Rome, Boonville, and Cooperstown are attracting visitors while improving quality of life for residents.

State-supported programs—including the Downtown Revitalization Initiative (DRI), NY Forward, and Restore NY—have been critical to this progress. From pedestrian bridges and waterfront walkways to adaptive reuse of historic structures, these investments are drawing more visitors, strengthening hospitality businesses, and reinforcing downtowns as gateways to nearby rural and agritourism destinations.

Looking ahead, tourism will remain a critical tool for balanced regional growth. By linking urban attractions with rural experiences, and pairing destination marketing with workforce and housing initiatives, the Mohawk Valley can extend the benefits of tourism to more communities while reinforcing its position as one of New York State's most vibrant visitor destinations.

## Restore NY funds reinvest in and revive downtowns across the region.



### City of Rome – \$3.5 million award

The City of Rome received \$3.5 million in Restore NY funds to repair, rehabilitate, and modernize two tornado-damaged vacant properties. The EF-2 tornado that swept through the region on July 16, 2024, extensively damaged the buildings, collapsing portions of the roof, shattering windows, blowing out entire exterior walls, and damaging critical electrical infrastructure. One building will be developed for mixed use with first floor commercial and event space, and the other will become the largest available industrial space in the Utica-Rome metropolitan statistical area.

## Advanced Manufacturing as a Conduit for Equitable Workforce Development

The Mohawk Valley excels as one of New York's leading regions for advanced electronic manufacturing, building on the completion of Wolfspeed's facility in 2022 and the expansion of shovel-ready sites, like the Marcy Nanocenter at SUNY Polytechnic Institute. Paired with significant private investment, the region has leveraged state funding to prepare sites and train our workforce, positioning the Mohawk Valley to attract new firms, expand its workforce, and strengthen existing supply chains.

Growth in this sector is projected to continue, with **computer and electronic product manufacturing expected to expand by more than 20% by 2032**. As these industries grow, they create both a demand for specialized talent and an opportunity to align workforce development with inclusive economic participation.

### The Mohawk Valley is leveraging State-backed programs to help ensure growth benefits all residents.

The MV Empowers program, the new ON-RAMP (One Network for Regional Advanced Manufacturing Partnerships) initiative, and SUNY Polytechnic Institute's Semiconductor Packaging and Training Center are providing training pathways that prepare local workers for high-paying jobs in semiconductor and advanced manufacturing.

Utica's role as a major U.S. resettlement hub strengthens this opportunity. With targeted investments in skills training, credential recognition, and employer partnerships, newly resettled refugees can help meet workforce needs while accessing stable, upwardly mobile careers. **The Mohawk Valley's focus on its people highlights how advanced manufacturing can serve as a conduit for equity—linking industry growth to inclusive workforce participation.**

### Village of Herkimer – \$1 million

The Village of Herkimer received \$1 million in Restore NY funds to rehabilitate the historic former Masonic Temple, a 17,524-square-foot property on 415 N. Main Street, into a vibrant commercial hub addressing long-term vacancy and structural decline. The project will develop spaces for diverse business uses, including the region's only certified kitchen to support food-based enterprises. This project resolves safety and aesthetic concerns, mitigates blight, and leverages the Village's \$10 million Downtown Revitalization Initiative to drive economic growth.



## Infrastructure Investment as a Foundation for Economic Stability & Community Resilience

Infrastructure underpins every aspect of the Mohawk Valley's growth strategy—from advanced manufacturing and agribusiness to tourism and housing. State support has been essential in expanding utilities, preparing sites, and improving connectivity, ensuring the region can accommodate new industries while strengthening community resilience.

At sites such as Marcy Nanocenter, Griffiss Business & Technology Park, and the Johnstown Commercial Park in Fulton County, state-backed FAST NY funding has supported utility upgrades and site readiness, enabling shovel-ready capacity for semiconductor and food processing investments. Similarly, investments in rural broadband are closing connectivity gaps that limit participation in tourism, workforce development, and modern farm technology. Nearly 19,000 homes and businesses (3.8% of the region) still lack high-speed internet, with the highest gaps in Otsego (8.3%), Herkimer (6.4%), and Fulton (3.4%) counties. Recent USDA Rural Utilities Service funding to Mohawk Valley Economic Development District (MVEDDD) is beginning to address these disparities.

Air, road, and water infrastructure also play a critical role. Regional airports—including Griffiss International and nearby Syracuse Hancock—are vital gateways for visitors and business travel, while ground transportation connections need continued investment to link airports to regional destinations like the Turning Stone Resort, the Nexus Center, and canal-side festivals. Water and wastewater upgrades are also essential to unlocking new housing and commercial development, as demonstrated by recent state-funded projects across multiple counties.

Public infrastructure is the foundation of climate readiness. Dozens of municipalities—including Utica, Rome, Amsterdam, Oneonta, and Sharon Springs—are pursuing Climate Smart Communities certifications and developing Brownfield Opportunity Area Plans to align local planning with greenhouse gas reduction, environmental remediation, climate resilience, and environmental justice goals. State-supported projects in stormwater, brownfields, energy, and resiliency are helping communities adapt to climate change while protecting long-term economic stability.

## Economic Development Highlight: Development-Ready Sites

Across the region, our counties, institutions, and partners are preparing for growth. We are leveraging FAST NY funding to create shovel-ready sites; attract investment; advance our strategic priorities in STEM, advanced manufacturing, agribusiness, and food systems; and, prepare for the future.

- **Marcy Nanocenter at SUNY Polytechnic Institute** is one of the most advanced, infrastructure-ready semiconductor campuses in North America. Strategically located in Marcy, New York, the site offers a fully permitted, greenfield environment designed to meet the aggressive timelines of global high-tech manufacturers. A 127-acre shovel-ready site, Marcy Nanocenter is engineered for speed, scalability, and innovation. The campus features water and sewer infrastructure connections and robust utility infrastructure tailored for semiconductor and advanced electronics operations. **Marcy Nanocenter is a launchpad for growth.** With a proven track record of success and backed by New York's globally competitive incentive programs, the site offers unmatched advantages for companies looking to scale quickly and sustainably in the U.S. semiconductor ecosystem.
- **The Schuyler Four Corners Business Park**, strategically located along U.S. Route 5 and just five miles east of Utica, is owned by Herkimer County IDA and offers over 70 acres of development-ready land. Extensive due diligence has already been completed; the site is clean, has access to water and electric utilities, and is on the list of GO SEMI sites.
- **The Johnstown Commercial Park** is 250 acres and features properties on either side of New York State Route 30A, just four miles from I-90. Available sites vary in size from 5 to 20 acres and offer access to electric, gas, water, and sewer utilities. All sites are shovel-ready and are ideal for manufacturing, distribution, warehousing, and food processing uses.



A photograph of a man with glasses and a beard, wearing a blue shirt and a dark jacket, speaking into a microphone. He is seated in a conference room with other people visible in the background. The image has a blue tint and a semi-transparent dark blue overlay in the center.

PART THREE

# Participation



# Advancing the Mohawk Valley's Future:

## Participation and Innovation in 2025

In 2025, the Mohawk Valley expanded public participation and deepened cross-sector collaboration to address regional priorities with lasting impact. Strategic initiatives across the region demonstrated how local leadership, public-private partnerships, and coordinated planning can support economic resilience, environmental progress, and community well-being.

Across the Mohawk Valley, regional leaders strengthened local partnerships and advanced shared strategies in downtown revitalization, agriculture, and workforce development. The Brownfield Developers Summit brought together government, developers, and community stakeholders to transform underutilized properties into sites for housing, industry, recreation, and mixed-use projects, reinforcing the region's role in New York's semiconductor corridor. At the same time, the Mohawk Valley Dairy Roundtable, led by Mohawk Valley EDGE and supported by regional institutions, focused on building a Net Zero by 2050 community, strengthening workforce pipelines, and deploying advanced technologies across the dairy sector. Focusing on wrap-around services for our workforce, the statewide launch of the Business Navigator Toolkit provided employers with resources to integrate caregiving considerations into business operations, helping companies attract and retain talent while promoting stronger regional economies. Together, these efforts highlight how collaborative planning is shaping a more inclusive and future-ready Mohawk Valley.

The workgroups listed on the following pages are leading engagement efforts across the region, building partnerships with communities, institutions, and businesses to advance innovation, sustainability, and equitable growth.

### ***The Business Navigator,***

**Developed by:** The Early Care & Learning Council, funded by the Office of Children and Family Services



***Brownfield Developers Summit, Partners:*** Mohawk Valley EDGE, Cornell University's College of Agriculture and Life Sciences (CALS), Chobani, Oneida County, and NYS Ag & Markets Commissioner Richard Ball



***Mohawk Valley Dairy Roundtable, Partners:*** Mohawk Valley EDGE, Cornell University's College of Agriculture and Life Sciences (CALS), Chobani, Oneida County, and NYS Ag & Markets Commissioner Richard Ball



# 2025 PUBLIC WORKGROUPS

Each workgroup is staffed by up to three ESD staff members:  
Allison Madmoune, Derek Crossman, and Ryan LeoGrande

## Tourism Workgroup Members

- Dr. Marion Terenzio, *SUNY Cobleskill*
- Larry Gilroy, *Gilroy Kernan & Gilroy Insurance*
- Sarah Foster Calero, *Oneida County Tourism*
- Cassandra Harrington, *Destination Marketing Corp. of Otsego and Schoharie Counties*
- Georga VanDyke, *Schoharie County Chamber of Commerce*
- Vincenzo Nicosia, *Montgomery County Business Development Center*
- MaryBeth Shults, *Fulton-Montgomery Regional Chamber of Commerce*
- Julie Pacatte, *Schoharie Economic Enterprise Corporation*
- Jody Zakrevsky, *Otsego Now*
- Ellen Tillapaugh, *Cooperstown*
- Dr. Renee Shevat, *Herkimer Diamond Mines*
- Ken Meifert, *National Baseball Hall of Fame*
- Nancy Pattarini, *The Paige Group*
- Denise Kelly, *Sharon Springs*
- CJ Hanrahan, *Mohawk Valley EDGE*
- Tim Fitzgerald, *Mohawk Valley EDGE*
- Shaun Kaleta, *Oneida County*
- Kari Puleo, *Greater Utica Chamber of Commerce*

## Vibrant Communities Workgroup Members

- Dr. Marion Terenzio, *SUNY Cobleskill*
- Larry Gilroy, *Gilroy Kernan & Gilroy Insurance*
- Kari Puleo, *Greater Utica Chamber of Commerce*
- Bruce Hairston, *Rome Chamber of Commerce*
- Cassandra Harrington, *Destination Marketing Corp. of Otsego and Schoharie Counties*
- Michele Hummel, *Herkimer County Chamber of Commerce*
- MaryBeth Shults, *Fulton-Montgomery Regional Chamber of Commerce*
- Joseph Wicks, *Community Foundation of Herkimer and Oneida Counties*
- Jody Zakrevsky, *Otsego Now*
- Ken Rose, *Montgomery County Business Development Center*
- John Piseck, *Herkimer County IDA*
- Ron Peters, *Fulton County Center for Regional Growth*
- Steve Wilson, *Otsego County*
- Stephen Smith, *MVEDD*
- Judith Dellerba, *Village of Boonville*
- Mike Debraggio, *Clinton Kirkland Improvement Corporation*
- Rebecca Stanton-Terk, *Village of Cobleskill*
- Nancy Pattarini, *The Paige Group*
- Shawna Papale, *Mohawk Valley EDGE*
- Tim Fitzgerald, *Mohawk Valley EDGE*

## Environmental Justice Workgroup Members

- Dr. Marion Terenzio, *SUNY Cobleskill*
- Larry Gilroy, *Gilroy Kernan & Gilroy Insurance*
- Jody Zakrevsky, *Otsego Now*
- Daniel Gray, *City of Amsterdam*
- Meaghan Marino, *Otsego Now*
- Laura Cohen, *City of Utica*
- Matt Andrews, *City of Rome*
- Ken Rose, *Montgomery County Business Development Center*
- Paul Romano, *Ramboll Engineering*
- Scott Henze, *Fulton County*
- Ron Peters, *Fulton County Center for Regional Growth*
- Joseph Batchelder, *SUNY Cobleskill*
- Shelly Callahan, *The Center*
- John Piseck, *Herkimer County IDA*
- Jeff Rehler, *Mohawk Valley EDGE*
- Tim Fitzgerald, *Mohawk Valley EDGE*



## Regional Spotlight: Brownfield Developers Summit

In 2025, the Mohawk Valley Economic Development District (MVEDD) and friends hosted an amazing opportunity for attendees to explore the available brownfield sites that are available for development. Participants explored real estate trends, funding strategies, and success stories that reinforced the importance of collaboration and investment in turning underutilized properties into vibrant regional assets. **The 2025 Summit reinforced that brownfield redevelopment is a catalyst for regional revitalization, economic growth, and community resilience.** By uniting communities, the Mohawk Valley is positioning itself as a model for turning underutilized spaces into vibrant assets.



### Access to Child Care Workgroup Members

- Dr. Marion Terenzio, *SUNY Cobleskill*
- Larry Gilroy, *Gilroy Kernan & Gilroy Insurance*
- Alice Savino, *Workforce Development Board*
- Kimberly Ahearn, *Catholic Charities of Delaware, Otsego, Schoharie Counties*
- Abbe Kovacik, *Brightside Up, Inc. of Albany*
- Dawn Garvey, *Community Action Program, Inc., Schoharie County*
- Irene Loucks, *SUNY Cobleskill*
- Jennifer VanWagoner, *The Center*
- Delores Caruso, *NYS DOL*
- Sarah Metott, *Air Force Research Laboratory*
- Christy Houck, *Catholic Charities of Delaware, Otsego, Schoharie Counties*
- Cpt. Matthew Walls, *Air Force Research Laboratory*
- Meaghan Marino, *Otsego Now*
- Toni Noma, *MVCAA*
- Courtney Jones, *Cornell Cooperative Extension of Oneida County*
- Jim Wallace, *Herkimer County*
- Sandy Soroka, *The Neighborhood Center of Utica*
- Christina Cain, *Herkimer County Public Health Nursing Service*
- Richelle Singer, *Cornell Cooperative Extension of Oneida County*
- Jan Squadrito, *Community Foundation*
- Dawn Laguerre, *SCORE Utica*
- Tim Fitzgerald, *Mohawk Valley EDGE*

## The Business Navigator: A Child Care Toolkit for Employers in New York State



The Business Navigator Toolkit equips employers with practical tools, regional data, case studies, and tax credit guidance to support effective child care solutions. By aligning work responsibilities with care giving needs, it helps companies attract and retain top talent while improving employees' lives.

### Higher Education Workgroup Members

- Dr. Marion Terenzio, *SUNY Cobleskill*
- Larry Gilroy, *Gilroy Kernan & Gilroy Insurance*
- Dr. Winston Oluwole "Wole" Soboyejo, *SUNY Poly*
- Dr. Alberto Cardelle, *SUNY Oneonta*
- Dr. Greg Truckenmiller, *FMCC*
- Dr. Terri Grates, *Herkimer College*
- Dr. Randall VanWagoner, *MVCC*
- Gus McGiver, *SUNY Cobleskill*
- Dr. Todd Pfannestiel, *Utica University*
- Dr. Darren Reisburg, *Hartwick College*
- Dr. David Wippman, *Hamilton College*
- Cynthia Zinzow, *SUNY Cobleskill*

### Project Development Workgroup Members

- Dr. Marion Terenzio, *SUNY Cobleskill*
- Larry Gilroy, *Gilroy Kernan & Gilroy Insurance*
- Shaun Kaleta, *Oneida County*
- John Crescimanno, *Schoharie County Economic Development*
- Ken Rose, *Montgomery County Business Development Center*
- Ron Peters, *Fulton County Center for Regional Growth*
- Ken Adamczyk, *Fulton County Center for Regional Growth*
- Jody Zakrevsky, *Otsego Now*
- Julie Pacatte, *SEEC*
- John Piseck, *Herkimer County IDA*
- Stephen Smith, *MVEDD*
- Heather Devitt, *MVEDD*
- Shawna Papale, *Mohawk Valley EDGE*
- Marc Barraco, *Mohawk Valley EDGE*
- Tim Fitzgerald, *Mohawk Valley EDGE*
- Scott Henze, *Fulton County IDA*
- Jim Halios, *Schoharie County IDA*

### Housing Workgroup (New for 2025)

- Dr. Marion Terenzio, *SUNY Cobleskill*
- Larry Gilroy, *Gilroy Kernan & Gilroy Insurance*
- Robert Calli, *People First*
- Tyler Hutchinson, *Community Foundation of Herkimer & Oneida*
- John Husnay, *Community Foundation of Herkimer & Oneida*
- Joseph Gehm, *Lahinch Group LLC*
- Christy Harlander, *Coldwell Banker Faith Properties*
- James Genovese, *Oneida County*
- Shaun Kaleta, *Oneida County*
- Chris Lawrence, *City of Utica*
- Matt Andrews, *City of Rome*
- Bill Gaetano, *Pike Construction*
- Ken Kearney, *Kearney Realty & Development Group*
- Ron Peters, *Fulton County Center for Regional Growth*
- Daniel Gray, *City of Amsterdam*
- Stephen Smith, *MVEDD*
- Heather Devitt, *MVEDD*
- Julie Pacatte, *Schoharie Economic Enterprise Corporation*
- Nancy Pattarini, *The Paige Group*

## STEM Industries & Advanced Manufacturing Workgroup Members

- Dr. Marion Terenzio, *SUNY Cobleskill*
- Larry Gilroy, *Gilroy Kernan & Gilroy Insurance*
- Charles Green, *Assured Information Security*
- Cory Albrecht, *MVCC-AIM*
- Dr. David Ziskin, *HFM BOCES*
- Ron Peters, *Fulton County Center for Regional Growth*
- Shaun Kaleta, *Oneida County*
- Tim Beckett, *Townsend Leather*
- Michael Godsen, *Semikron-Danfoss*
- Ross Berntson, *Indium Corporation*
- Ken Rose, *Montgomery County Business Development Center*
- Nick Matt, *Matt Brewing Company*
- Shawna Papale, *Mohawk Valley EDGE*
- Marc Barraco, *Mohawk Valley EDGE*
- Nick Bruno, *Mohawk Valley EDGE*
- Tim Fitzgerald, *Mohawk Valley EDGE*



## Regional Spotlight: Mohawk Valley Dairy Roundtable

On August 14, Mohawk Valley EDGE hosted a Dairy Roundtable in collaboration with Cornell CALS, Chobani, Oneida County, and Commissioner Richard Ball. The event spotlighted the transformative impact of new dairy processing facilities—particularly Chobani’s significant investment—and the opportunities these projects present for rural revitalization, workforce development, and long-term economic resilience.

The Dairy Roundtable reinforced the Mohawk Valley’s role as a statewide leader in agriculture, innovation, and rural economic development, positioning the region at the forefront of a rapidly evolving dairy industry.

## Agribusiness & Food Systems Workgroup Members

- Dr. Marion Terenzio, *SUNY Cobleskill*
- Larry Gilroy, *Gilroy Kernan & Gilroy Insurance*
- Dr. Scott Ferguson, *SUNY Cobleskill, IRV*
- Phoebe Schreiner, *Cade Farms*
- Carolyn Lewis, *Bassett Healthcare*
- Cassandra Harrington, *Destination Marketing Corp. of Otsego and Schoharie Counties*
- Matt Barresi, *Otsego County*
- Amanda Whalen, *MVEDD*
- Stephen Smith, *MVEDD*
- Caroline Myran, *Schoharie County*
- Myron Thurston III, *Mohawk Valley EDGE*
- Sarah Hartmann, *Vesucere*
- Shawna Papale, *Mohawk Valley EDGE*
- Marc Barraco, *Mohawk Valley EDGE*
- Tim Fitzgerald, *Mohawk Valley EDGE*
- Shaun Kaleta, *Oneida County*
- Mark Laramie, *Oneida County*

## Workforce Development Workgroup Members

- Dr. Marion Terenzio, *SUNY Cobleskill*
- Larry Gilroy, *Gilroy Kernan & Gilroy Insurance*
- Alice Savino, *Workforce Development Board*
- Charles Green, *Assured Information Security*
- Dr. David Ziskin, *HFM BOCES*
- David Mathis, *Oneida County Workforce Development*
- Irene Loucks, *SUNY Cobleskill*
- Dr. Laura Casamento, *Utica University*
- Shawna Papale, *Mohawk Valley EDGE*
- Marc Barraco, *Mohawk Valley EDGE*
- Tim Fitzgerald, *Mohawk Valley EDGE*
- Melissa Struckle, *SUNY Cobleskill*
- Dr. S. Scott Ferguson, *SUNY Cobleskill*
- Sarah Lim, *MVCC*
- Adam Palmer, *MVCC*
- Cory Albrecht, *MVCC-AIM*
- Michael Frame, *MACNY*



## Adirondack Park Action Workgroup



The six million acre Adirondack Park is a shared protected natural resource and an economic engine across three different economic regions of NYS. The Park's communities face unique challenges related to community and economic growth, including low population density, growing presence from high income seasonal residents, higher percentage of Short-Term Rentals and Park-wide land use regulations. In 2024, the NCREDC, in conjunction with the Mohawk Valley and Capital Region REDCs. The Adirondack Park Action work group to focus on economic development and placemaking related priorities specific to communities within the "Blue Line" of the Adirondack Park.

**Goal:** Prioritize the opportunities for all Adirondack communities within the six-million-acre Adirondack Park, impacting its economy, communities, environment, and people.

**Progress:** The Adirondack Park Action work group held several meetings to refine its goal and strategies and reaffirmed that housing and placemaking are the key ingredients for economic growth. In addition, members outlined their focus for the year-ahead.

### Members:

Andrea Grout  
Heaven Hill Farm  
Anne Boles  
St. Mary's Healthcare  
James McKenna  
Uihlein Foundation  
John Piseck  
Herkimer County IDA  
Kathyn Muncil  
Fort William Henry Corporation

### ESD Staff

Allison Madmoune  
Michael Yevoli  
Joseph Landy

## Strategies:

1. **Energize the development of creative right-sized solutions for workforce housing in small Park towns.** Implement the Accelerate Workforce Housing Program and secure the low interest Revolving Loan Fund for up to 200% AMI available for non-profits and for profits within the Blue Line.
2. **Elevate the importance of child care within local economic development strategies,** including support for communities that are piloting successful rural child care models and the shared services alliance.
3. **Focus on population retention and attracting new residents, small business retention and the unique workforce development needs** of a region with few large businesses and seasonality. Develop and encourage engagement of Next Move NY within the Blue Line.
4. **Repurpose decommissioned correctional facilities** within the Blue Line, that have unique regulations in the state constitution, including considering support of a community redevelopment and funding plan when facilities are identified for closure.
5. **Harness federal and state funding to support the Park's small town and village infrastructure needs** to ensure clean water, clean air and climate resiliency.
6. **Encourage and support I Love NY, the Adirondack Regional Tourism Council and county Tourism Promotion Agencies** to continue to brand the Adirondacks as a travel destination for Canadians.





PART FOUR

# Status of Past CFA Projects





# People-Centered Revitalization

## 2025 Summary

The success of the Mohawk Valley's Consolidated Funding Applications (CFAs) is grounded in the belief in people-centered revitalization. We've focused on investing in our people through workforce development programs, new housing construction, and job creation that enables the Mohawk Valley to be a place where people live and businesses want to be.

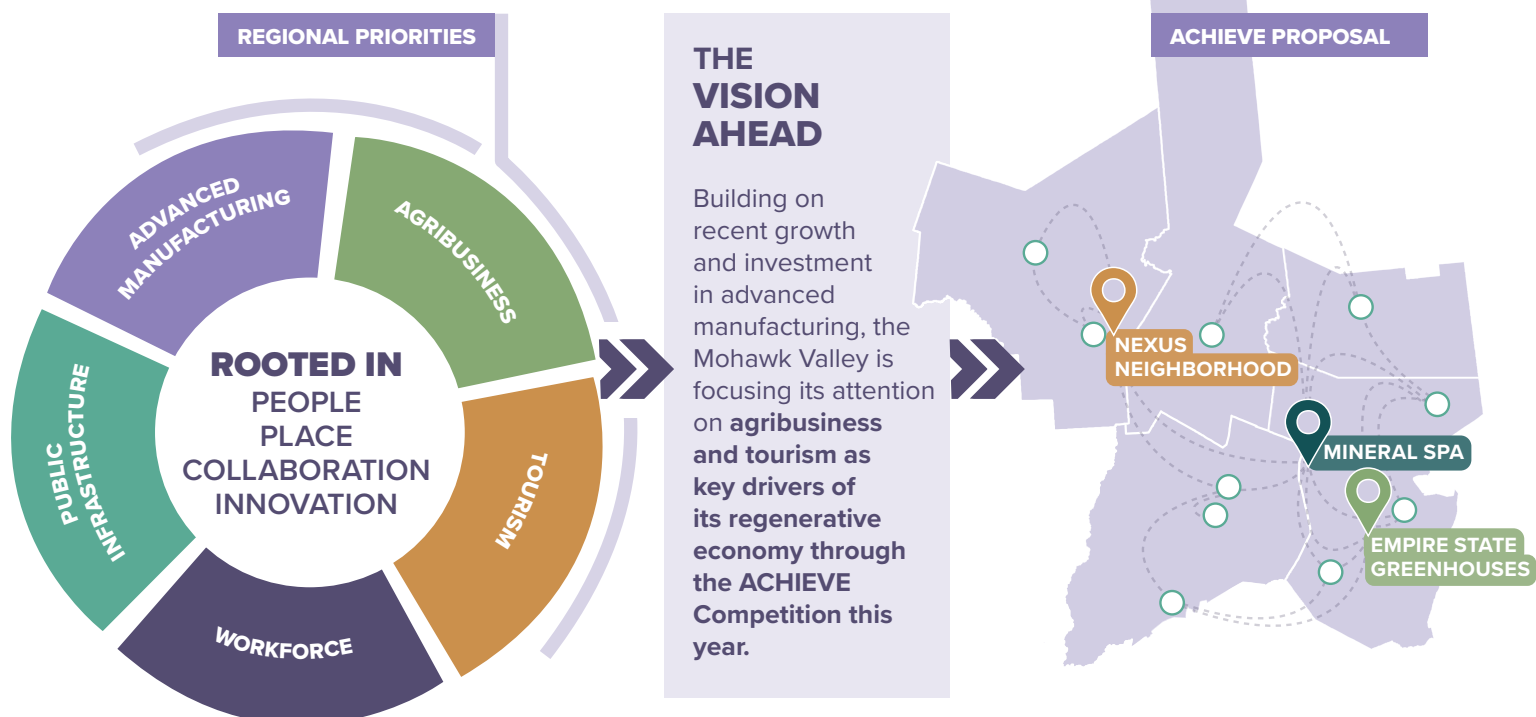
This revival of the Rust Belt comes through intentional investment that aligns with the REDC's strategic plan and advancements to the region's anchor industries of advanced manufacturing, agribusiness and food systems, and tourism. In the past year, regional investments by manufacturing and agribusiness titans like Chobani and Marcy Nanocenter continue to signal global interest in the Mohawk Valley for our ability to provide the sites, workforce, and public-private partnerships to get projects done.

Since 2011, the REDC has guided over 741 CFA projects, leveraging \$39 million in State investment and over \$2 billion in total project costs. Of these projects, 75% are completed or are on track to completion, sustaining over 11,110 jobs in the region.

Our eight DRI and six NY Forward communities are leading examples of the importance of building community pride and creating transformational impacts through leveraging over \$90 million in state funding and millions more in private investment.






From Rome and Utica to Schoharie and Boonville, we are seeing a revitalization of our downtowns and a resurgence in the spirit of our region. These investments goes beyond the physical transformation of our communities to uplift the people who make them so special. Projects like the Mohawk Valley ON-RAMP center help us connect our workforce to the training and job opportunities that make our region the hot spot for STEM-intensive industries. Since inception in Spring 2023, we have had over 3,000 students enter into various Fast Track programming to kick-start and level up their careers through hands-on learning and upskilling opportunities.






The impacts of all of these projects touch every corner of the region, driving an ecosystem of innovation that propels the Mohawk Valley forward.



# Overview of Previously Funded Priority Projects

## Summary Status of Past Priority Projects by Round

Project Status	Round I	Round II	Round III	Round IV	Round V	Round VI	Round VII	Round VIII	Round IX	Round X	Round XI	Round XII	Round XIII	Round XIV	Total
	10	13	20	12	14	12	12	7	3	-	-	-	-	-	103
	-	1	3	1	3	8	12	6	15	10	16	13	9	-	97
	-	-	1	-	-	-	-	2	1	-	-	-	-	-	4
	-	-	-	-	2	1	-	1	1	3	-	-	-	-	8
	4	28	20	2	19	12	15	6	5	2	-	-	-	-	113
<b>Total</b>	<b>14</b>	<b>42</b>	<b>44</b>	<b>15</b>	<b>38</b>	<b>33</b>	<b>39</b>	<b>22</b>	<b>25</b>	<b>15</b>	<b>16</b>	<b>13</b>	<b>9</b>	<b>325</b>	

-  Project is complete
-  Project is on schedule
-  Project is progressing more slowly than anticipated
-  Project contract not yet executed
-  Project canceled or funding declined

## Leverage of State Investment in All Past Priority Projects

The table below lists the ratio of the total investment in past priority projects to the state investment over Rounds I through XIV of the REDC.

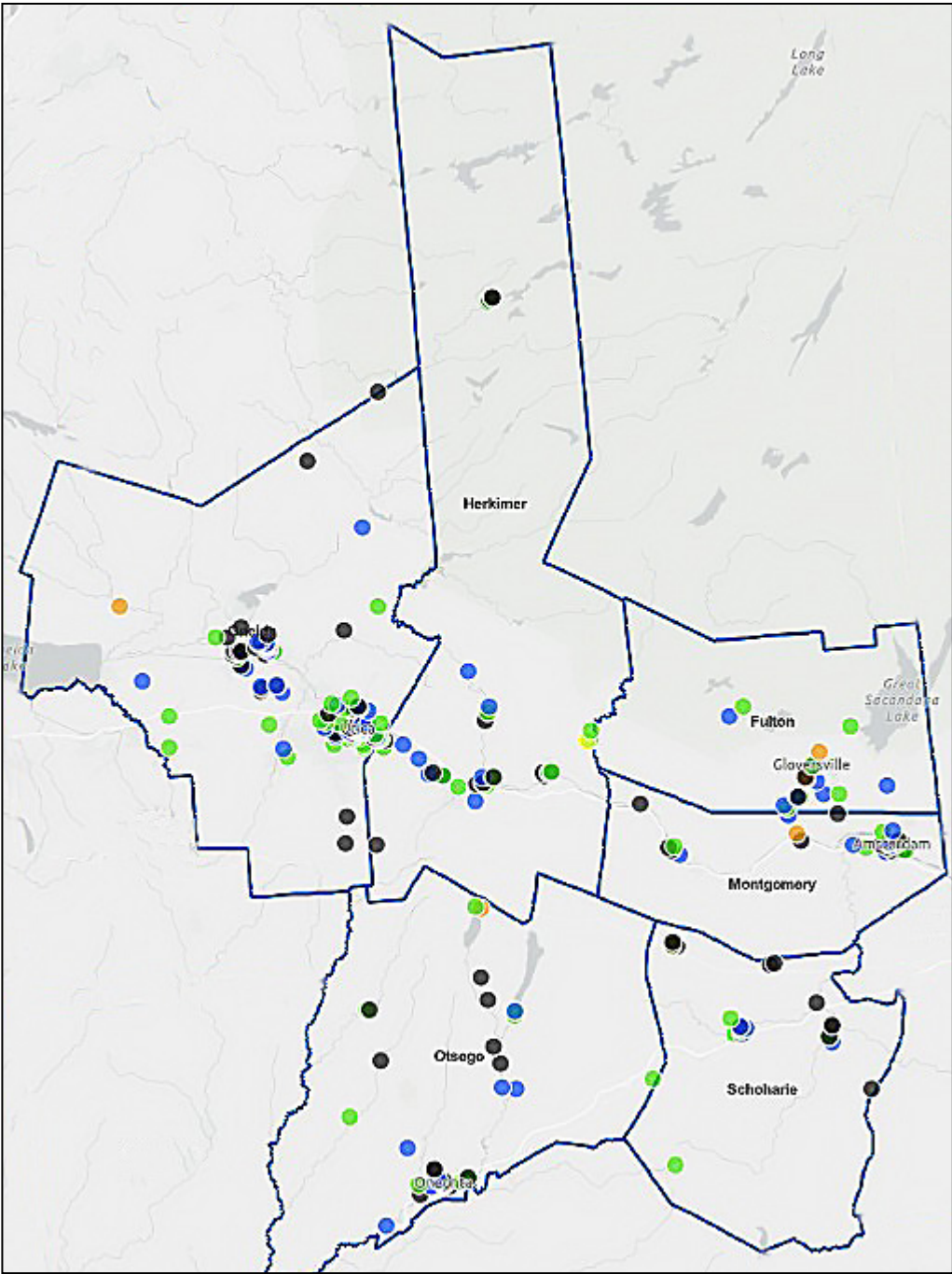
	Total # of Priority Projects	Total Amount of Priority Project Awards	Total Project Cost	Ratio of Award Amount to Total Project Cost
Round I	10	\$34,176,000	\$325,287,474	1:9.52
Round II	14	\$6,187,000	\$53,474,277	1:8.64
Round III	24	\$18,705,000	\$119,073,643	1:6.37
Round IV	13	\$6,957,710	\$49,319,100	1:7.09
Round V	19	\$11,262,468	\$64,068,761	1:5.69
Round VI	21	\$13,287,000	\$51,479,544	1:3.87
Round VII	24	\$10,517,000	\$57,122,923	1:5.43
Round VIII	16	\$13,500,000	\$136,888,661	1:10.14
Round IX	20	\$11,735,000	\$118,396,206	1:10.09
Round X	13	\$8,290,000	\$99,945,482	1:12.06
Round XII	16	\$9,426,600	\$89,905,554	1:9.54
Round XIII	13	\$19,630,000	\$115,672,063	1:5.89
Round XIV	9	\$8,457,800	\$31,792,252	1:3.76
<b>Total</b>	<b>212</b>	<b>\$172,131,578</b>	<b>\$1,312,425,939</b>	<b>1:7.62</b>

Note: Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua.








# Geographic Distribution of Past Priority Projects






- Project is complete
- Project is on schedule
- Project is progressing more slowly than anticipated
- Project contract not yet executed
- Project canceled or funding declined



# Overview of All Previously Funded CFA Projects

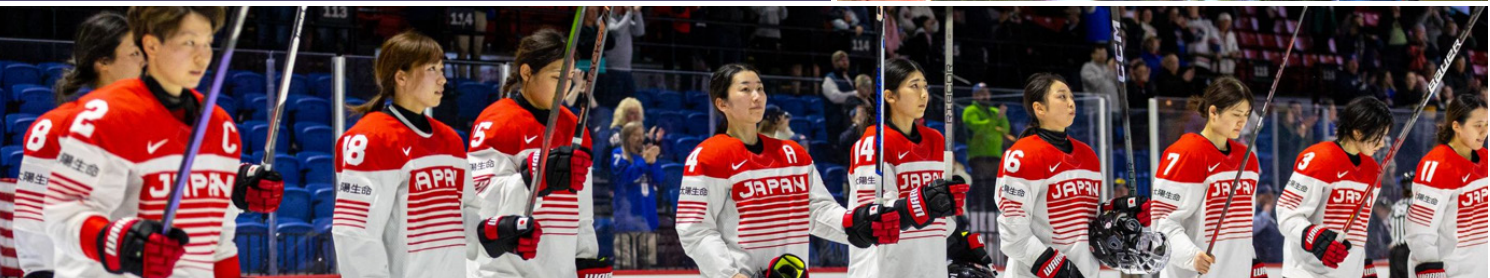
## Summary Status of All Past Projects

Project Status	Round I	Round II	Round III	Round IV	Round V	Round VI	Round VII	Round VIII	Round IX	Round XI	Round XII	Round XIII	Round XIV	Total
	45	40	58	56	56	55	59	47	30	17	2	1	-	466
	1	3	5	2	7	12	19	17	36	41	37	31	22	233
	1	1	2	2	2	-	2	5	3	1	-	1	-	20
	-	-	-	-	2	1	1	1	3	8	-	6	-	22
	14	39	22	6	27	20	21	9	11	7	1	-	1	178
<b>Total</b>	<b>61</b>	<b>83</b>	<b>87</b>	<b>66</b>	<b>94</b>	<b>88</b>	<b>102</b>	<b>79</b>	<b>83</b>	<b>74</b>	<b>40</b>	<b>39</b>	<b>23</b>	<b>919</b>

-  Project is complete
-  Project is on schedule
-  Project is progressing more slowly than anticipated
-  Project contract not yet executed
-  Project canceled or funding declined

*"In Utica and the Mohawk Valley Region there is a massive opportunity for reimagining the future and a unique ability for cohesion and collective vision, with neighbors rallying around new investments and needs. This allows projects and associated outcomes to move more quickly than in many other communities where various priorities and interests can be in competition with one another."*

— Robert Esche, CEO, Mohawk Valley Garden





## Leverage of State Investment in All CFA Projects

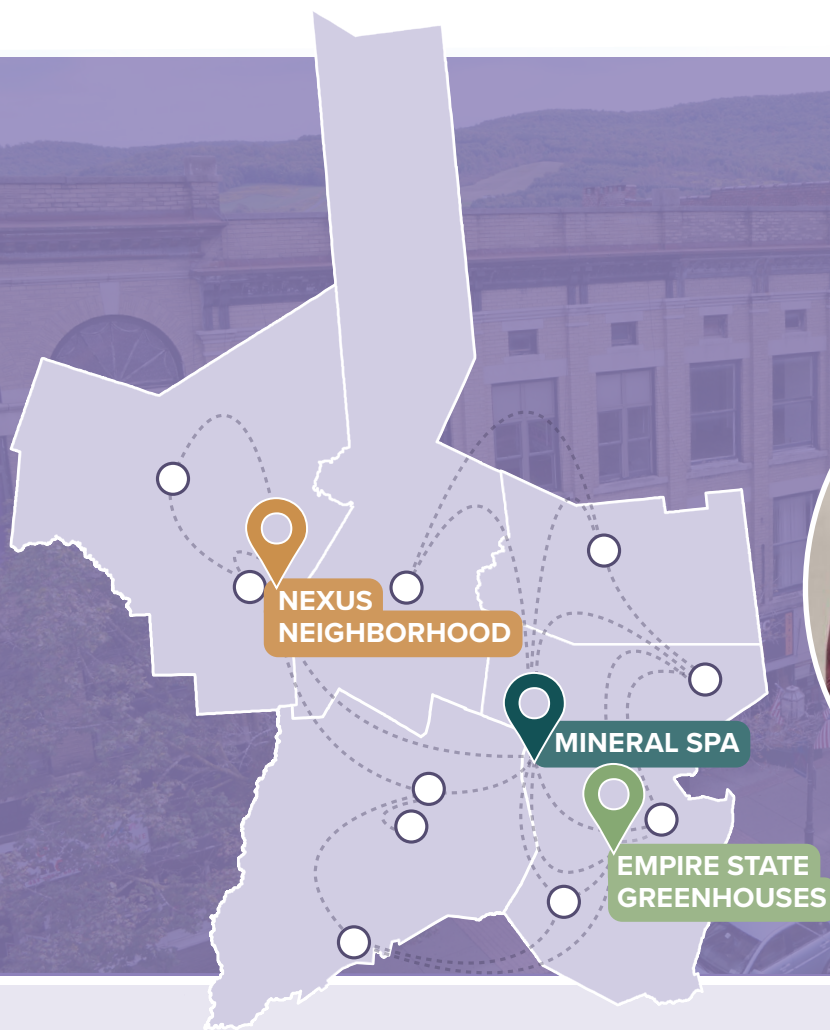
Project Round	Total # of Awards	Total Amount of All CFA Awards	Total Project Cost	Ratio of Award Amount to Total Project Cost
Round I	47	\$48,566,893	\$462,773,920	1:9.53
Round II	44	\$12,977,339	\$85,910,781	1:6.62
Round III	65	\$25,918,478	\$155,348,460	1:5.99
Round IV	60	\$19,217,163	\$80,490,811	1:4.19
Round V	67	\$22,897,425	\$147,081,379	1:6.42
Round VI	68	\$28,318,184	\$88,756,232	1:3.13
Round VII	81	\$30,094,336	\$111,968,947	1:3.72
Round VIII	70	\$34,331,113	\$212,609,544	1:6.19
Round IX	72	\$27,285,443	\$231,785,975	1:8.49
Round XI	67	\$26,026,185	\$190,495,745	1:7.32
Round XII	39	\$18,202,170	\$121,737,628	1:6.69
Round XIII	39	\$31,804,764	\$166,811,480	1:5.24
Round XIV	22	\$13,799,498	\$82,652,395	1:5.99
<b>Total</b>	<b>741</b>	<b>\$339,438,991</b>	<b>\$2,138,423,296</b>	<b>1:6.3</b>

## Job Creation in All CFA Projects

The table below lists the total number of permanent jobs retained and created through the CFA.

Project Round	Projected Jobs Created	Projected Jobs Retained	Total
Round I	518	499	1,017
Round II	232	1,801	2,033
Round III	202	548	750
Round IV	85	491	576
Round V	136	1,107	1,243
Round VI	169	400	569
Round VII	124	792	916
Round VIII	146	571	717
Round IX	58	725	783
Round XI	103	427	530
Round XII	186	1,007	1,193
Round XIII	91	563	654
Round XIV	68	139	207
<b>Total</b>	<b>2,118</b>	<b>9,070</b>	<b>11,188</b>

## The Mohawk Valley REDC ACHIEVE Competition Proposal



# ROOTED in the Mohawk Valley

Rooted in the Mohawk Valley is a transformational six-county proposal to establish the region as a model for rural resilience, regenerative enterprise, and community reinvestment. The Mohawk Valley is a tourism powerhouse, the breadbasket of the state, and a destination unlike any other. Our proposal builds on these strengths to advance two of the region's strategic priorities and fuel growth while also protecting what we love, regenerating the land that sustains us, and reviving the places that define us.

Rooted in the Mohawk Valley is anchored by three projects — Empire State Greenhouses, Hoshino Mineral Spa, and the Nexus Neighborhood — strategically spread across the region and reinforced by a constellation of 14 supporting projects. **Together, these projects form a regenerative ecosystem that builds capacity, reinvests in our communities, and makes residents proud to call the Mohawk Valley their home.**



## We Started by Listening.

The Mohawk Valley's ACHIEVE proposal was shaped through a process of listening, collaboration, consensus building, and alignment with the region's 2023 Strategic Plan.

We began by asking one question: **What does transformational mean for our region?** Through dozens of conversations with regional stakeholders and community members, we engaged over 100 public, private, nonprofit, and academic partners. Through this process, clear priorities emerged. For the Mohawk Valley, transformational meant impact at scale, pride of place, sustainable innovation, partnership power, and a focus on our strategic priorities of agribusiness and tourism. These principles became the foundation of our ACHIEVE framework.

### What TRANSFORMATIONAL means for the Mohawk Valley:



**IMPACT** at scale



**PLACES** that spark pride



**SUSTAINABLE** innovation



**PARTNERSHIP** power

## A Six-County Proposal to Transform the Mohawk Valley.

An open call for project ideas aligned with our vision of transformation resulted in **57 submissions totaling over \$1 billion** in potential investment. Each proposal was reviewed for alignment with regional priorities, feasibility, funding leverage, transformational potential, and capacity to strengthen the economy, workforce, and quality of life. From this competitive process, **three transformational anchors rose to the top: Empire State Greenhouses, Hoshino Mineral Spa Resort, and Nexus Neighborhood.** Around them, a constellation of supporting projects form a regenerative ecosystem that reinvests in communities and creates opportunity across the six-county region.

With projects from all six counties, our ACHIEVE proposal, "Rooted in the Mohawk Valley," is comprised of three anchor projects totaling over \$500 million in project investments and \$43.3 million in ACHIEVE funding requests. These anchor projects are complemented by 14 supporting projects totaling over \$195 million in project investments and \$42,150,000 in ACHIEVE funding requests.

Rooted in the Mohawk Valley is not just a set of projects. It's the result of a transparent, inclusive, and deeply rooted process that reflects the values and vision of the Mohawk Valley. **By listening first, we built a plan that is both ambitious and achievable, and one that ensures the entire region grows together while staying rooted in the people and places that define us and the natural resources that sustain us.**

## ANCHORED IN OUR ROOTS



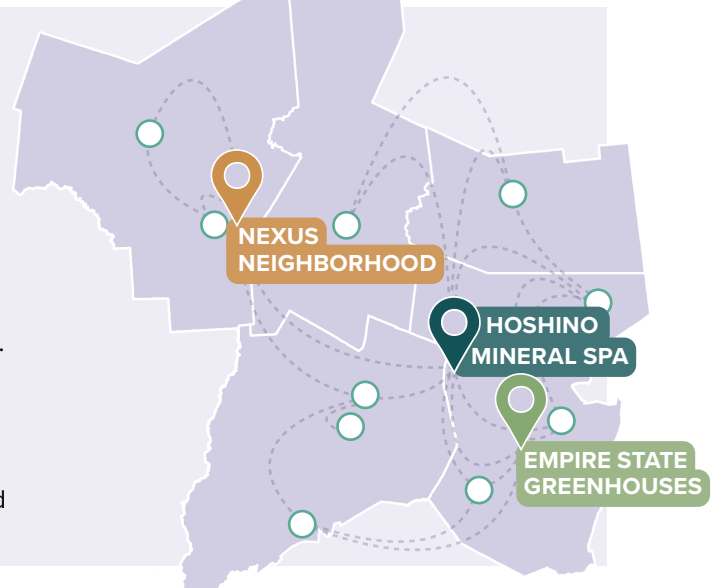
**Empire State Greenhouses: Rooted in Our Agricultural Heritage.** This closed-loop, carbon negative project is the first of its kind in the nation and will usher in the next generation of agriculture, regenerating our soils and strengthening our food systems.



**Hoshino Mineral Spa: Rooted in Our Natural Assets.** Embedded in the region's rolling hills, this project revives a historic spa village, establishes an international destination, and embraces the region's cultural and agricultural heritage.



**Nexus Neighborhood: Rooted in Our Communities.** Building on the region's reputation for sports tourism, this project will create a one-of-a-kind destination, drawing people from across the nation, regenerating urban land, and reviving and reconnecting Utica's historic downtown.



# MOHAWK VALLEY REDC ACHIEVE COMPETITION: ANCHOR + SUPPORTING PROJECTS

● Agribusiness 
 ● Agritourism 
 ● Tourism 
 ● Capital 
 ○ Working Capital

	PROJECT TITLE <i>Project Sponsor</i>		COUNTY	PROJECT TYPE	TOTAL INVESTMENT	FUNDING	
						Sponsor Match	ACHIEVE Request
ANCHORS	<b>Empire State Greenhouses</b> <i>Empire State Greenhouses LLC</i>	Agribusiness	Schoharie	<span style="color: green;">●</span>	\$403,350,000	\$394,150,000	<b>\$7,200,000</b>
	<b>Hoshino Mineral Spa Resort</b> <i>Hoshino Resorts NY LLC</i>	Agritourism	Schoharie	<span style="color: darkgreen;">●</span>	\$59,000,000	\$47,900,000	<b>\$11,100,000</b>
	<b>Nexus Neighborhood</b> <i>Lahinch Group LLC</i>	Tourism	Oneida	<span style="color: orange;">●</span>	\$132,498,775	\$107,498,775	<b>\$25,000,000</b>
SUPPORTING PROJECTS	<b>Rome Downtown Waterfront District</b> <i>City of Rome</i>		Oneida	<span style="color: orange;">●</span>	\$104,000,000	\$93,500,000	<b>\$10,500,000</b>
	<b>Boogie Labs Bakery</b> <i>City of Amsterdam</i>		Montgomery	<span style="color: darkgreen;">●</span>	\$21,448,000	\$18,948,000	<b>\$2,500,000</b>
	<b>Baseball Hall of Fame Museum Expansion</b> <i>National Baseball Hall of Fame</i>		Otsego	<span style="color: orange;">●</span>	\$20,000,000	\$16,500,000	<b>\$3,500,000</b>
	<b>Caroga Arts Center Amphitheater Project</b> <i>Caroga Arts Collective Inc.</i>		Fulton	<span style="color: orange;">●</span>	\$9,131,000	\$4,131,000	<b>\$5,000,000</b>
	<b>Schoharie County Food Hub</b> <i>Cobleskill Auxiliary Service, Inc</i>		Schoharie	<span style="color: darkgreen;">●</span>	\$8,045,667	\$3,545,667	<b>\$4,500,000</b>
	<b>Munson Upgrades</b> <i>Munson</i>		Oneida	<span style="color: orange;">●</span>	\$4,608,146	\$3,608,146	<b>\$1,000,000</b>
	<b>Doubleday Field Improvements</b> <i>Village of Cooperstown</i>		Otsego	<span style="color: orange;">●</span>	\$1,781,000	\$781,000	<b>\$1,000,000</b>
	<b>The Makery: A Food Manufacturing Hub</b> <i>Vesucree</i>		Otsego	<span style="color: darkgreen;">●</span>	\$1,624,200	\$1,224,200	<b>\$400,000</b>
	<b>Herkimer Diamond Mines</b> <i>Herkimer Diamond Mines Resort</i>		Herkimer	<span style="color: orange;">●</span>	\$1,400,000	\$350,000	<b>\$1,050,000</b>
	<b>Starr Rte Hub: Advancing Local Food Systems</b> <i>The Catskills Agrarian Alliance</i>		Schoharie	<span style="color: green;">●</span>	\$850,192	\$550,192	<b>\$300,000</b>
	<b>Schoharie Regional Market</b> <i>Schoharie County</i>		Schoharie	<span style="color: darkgreen;">●</span>	\$1,200,000	\$200,000	<b>\$1,000,000</b>
	<b>Agribusiness Revolving Loan Fund</b> <i>Institute for Rural Vitality at SUNY Cobleskill</i>		Region-wide	<span style="color: green;">○</span>	\$11,000,000	\$5,000,000	<b>\$6,000,000</b>
	<b>Agribusiness Workforce Development</b> <i>Institute for Rural Vitality at SUNY Cobleskill</i>		Region-wide	<span style="color: green;">○</span>	\$12,200,000	\$7,550,000	<b>\$4,650,000</b>
	<b>Destination Entrepreneurship + Tourism Training</b> <i>SUNY Oneonta</i>		Region-wide	<span style="color: orange;">○</span>	\$835,260	\$85,260	<b>\$750,000</b>

**Total ACHIEVE Funding Request: \$85,450,000**

**Total Project Investments: \$792,972,240**



# ANCHOR PROJECT

## Empire State Greenhouses (ESG)

*Project Sponsor:*

Empire State Greenhouses LLC

**Location:** 221 Mineral Springs Rd, Cobleskill, NY 12043

**County:** Schoharie

**Total Project Cost:** \$401,350,000

**Project Sponsor Match:** \$394,150,000

**ACHIEVE Funding Request: \$7,200,000**

### TRANSFORMATIONAL IMPACT on the REGION

Empire State Greenhouses AgriTech Park represents one of the most significant economic development opportunities in Schoharie County's recent history, with the potential to transform the area into a vibrant economic center built on a carbon-negative, regenerative business model that preserves local resources and the county's rural character. Specifically, this project focuses on the reuse and regeneration of our region's valuable natural resources by transforming waste into energy, sequestering carbon, improving soil health, and enabling year-round food production at scale. This project is not only significant for Schoharie County and the Mohawk Valley region, but also represents a major investment in New York State's second largest industry — agriculture.

### Overview

The proposed Empire State Greenhouses AgriTech Park positions the Mohawk Valley as a **national leader in agribusiness technology, offering the first carbon-negative vertical grow facility in the U.S. and sustainable year-round farming practices**. The proposed project includes the construction of four new buildings on a site owned by Cobleskill Auxiliary Services. Each building is dependent on one another, creating a circular system where food waste fuels energy generation and the creation of clean soil media, which in turn enables year-round farming at scale. This circular system is complemented by a business incubator offering light industrial and office spaces as well as technical assistance for small businesses interested in expanding their agribusiness operations. The four proposed buildings include:

- A 252,000 square foot **vertical farm** with the ability to grow, package, store, and distribute 8 million pounds of salad greens per year.
- A 50,000 square foot **greenhouse** that will grow additional crops.
- A 120,000 square foot **gasifier and biomass processing building** will convert approximately 450 tons of waste into fuel daily using Combined Heat and Power (CHP) generators.
- The ACHIEVE funding will support the construction of a 60,000 square foot **business incubator building**, which will include classroom and conference facilities for AgriTech-related training, office spaces, and light industrial suites.

### Regional Unity Through an Ecosystem Approach

The AgriTech Park leverages nearly \$400 million in private and public funding as well as \$5 million in state funding from Round VIII of the CFA, representing a massive investment in the Mohawk Valley's future. Once complete, the Empire State Greenhouses AgriTech Park will be a fully integrated carbon-negative project that combines Controlled Environment Agriculture (CEA) food production with on-site waste processing to generate megawatt-scale renewable energy and fertilizer systems. This innovative reuse of resources eliminates 40% of the cost of competitors, resulting in locally-grown, affordable food. Empire State Greenhouses will be a regional anchor in many ways — it will supply other anchor and supporting projects with local food, it will serve as a regional logistics and distribution hub further strengthening the region's food system, and with the potential to create 150 new full-time jobs and 600 indirect jobs, Empire State Greenhouses will become a major regional employer.

## Strategic Alignment

This project positions the Mohawk Valley to be the first in the nation to deliver carbon negative agriculture at a production scale. ESG, in combination with Chobani's new plant in Rome, NY, advances the Mohawk Valley as a national leader in AgriTech innovation and sustainable food production. This strategic investment directly aligns with the region's 2023 Strategic Plan by enabling year-round food production, renewable energy, and sustainable waste management; establishing regional distribution systems that strengthen local food production; and supporting new agribusiness ventures by providing access to the vertical farm, processing, and cold storage facilities.

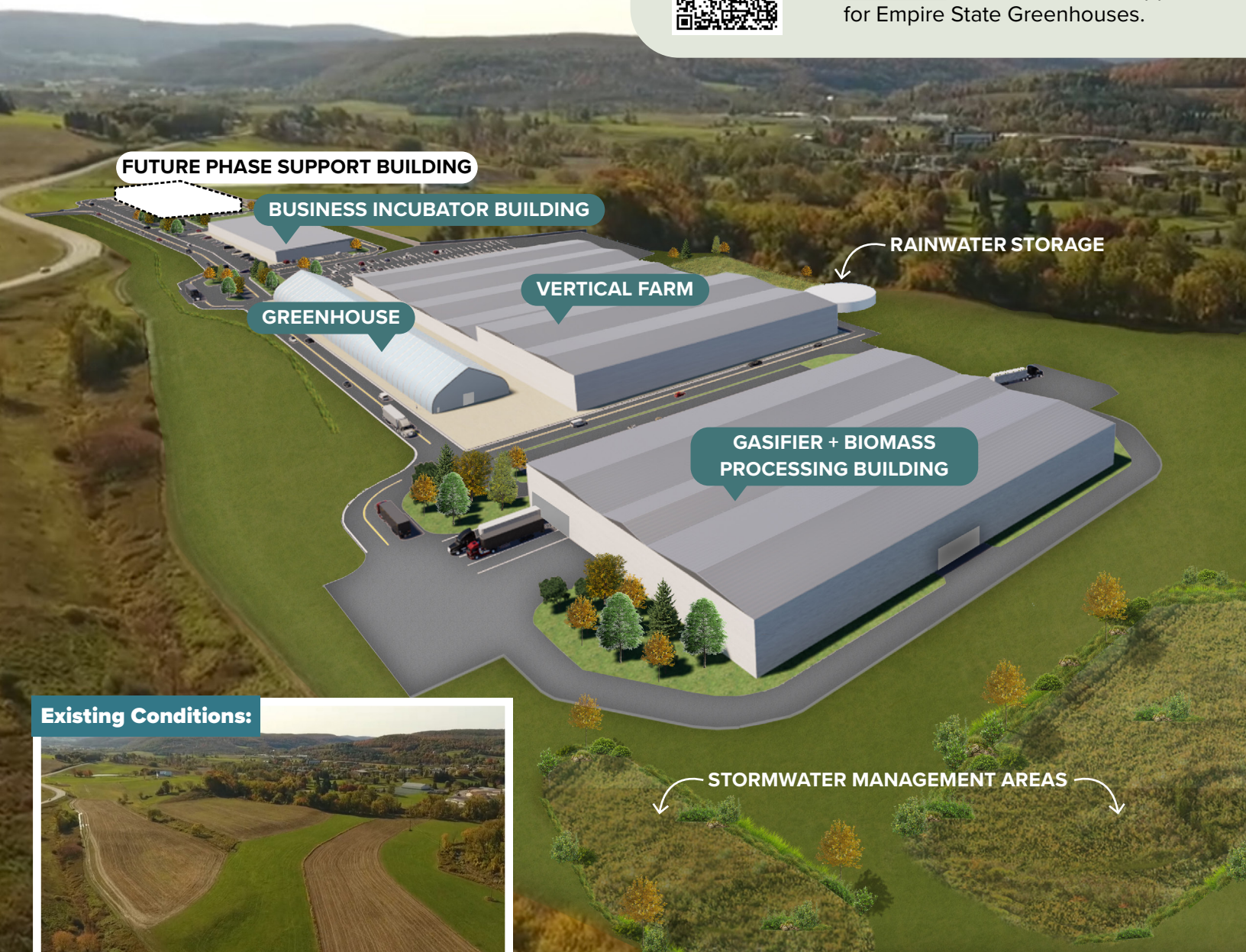
## Leveraging Local + Regional Assets

This investment will revive Schoharie's historic role as the "breadbasket of the American Revolution" using cutting-edge technology while honoring agricultural traditions, leveraging academic expertise, and building on the region's natural assets. The project's regenerative approach pairs agricultural legacy with innovation and resource preservation with growth. ESG also creates pathways for SUNY Cobleskill graduates to stay in the region while providing opportunities for traditional farmers to learn new technologies.



### Letters of Support.

**Click here** to view letters of support for Empire State Greenhouses.





## Collaborative Approach

### Engagement

The project sponsors have been working closely with SUNY Cobleskill and the Schoharie County Industrial Development Agency (IDA); these two entities plan to collaborate on the development of an AgriTech business park that will complement and be located immediately adjacent to the ESG project site. This AgriTech park will create a supportive ecosystem of teaching, research, food production, manufacturing, distribution, and business development resources for the community. Local and global partners have also expressed a need for business incubator, office, and small light industrial spaces. For example, Intelligent Growth Solutions, a vertical farming equipment supplier, has already expressed interest in leasing office and warehousing space to inventory spare parts for their U.S. customers.

### Partnerships

ESG is pursuing this project in partnership with SUNY Cobleskill and Cobleskill Auxiliary Services. This project also relies on several other partnerships with state, regional, local, and research institutions, including:

- Intelligent Growth Solutions (UK-based vertical farming equipment supplier)
- VIP Structures (general contractor / architect)
- SUNY Poly
- Cornell Cooperative Extensions
- Schoharie County Office of Agriculture
- NYS Ag & Markets
- Blue Ribbon Ag Education Committee of NYS
- Mohawk Valley Farm and Agribusiness Network
- NYSEDA and NYPA
- Village and Town of Cobleskill

## Economic Impacts

### Jobs

**The project will create 150 full-time direct jobs in AgriTech and facility operations, with more than 600 indirect jobs in supporting industries.** These positions will include roles in engineering, logistics, processing, renewable energy, and IT. The quality of these jobs is high, offering competitive salaries, benefits, and long-term career pathways.

### Capacity-Building

The project will enhance social and human capital by creating training pipelines through SUNY Cobleskill, workforce development programs, and entrepreneurial support services. It will offer inclusive access to high-tech agriculture careers and strengthen regional educational and economic infrastructure.

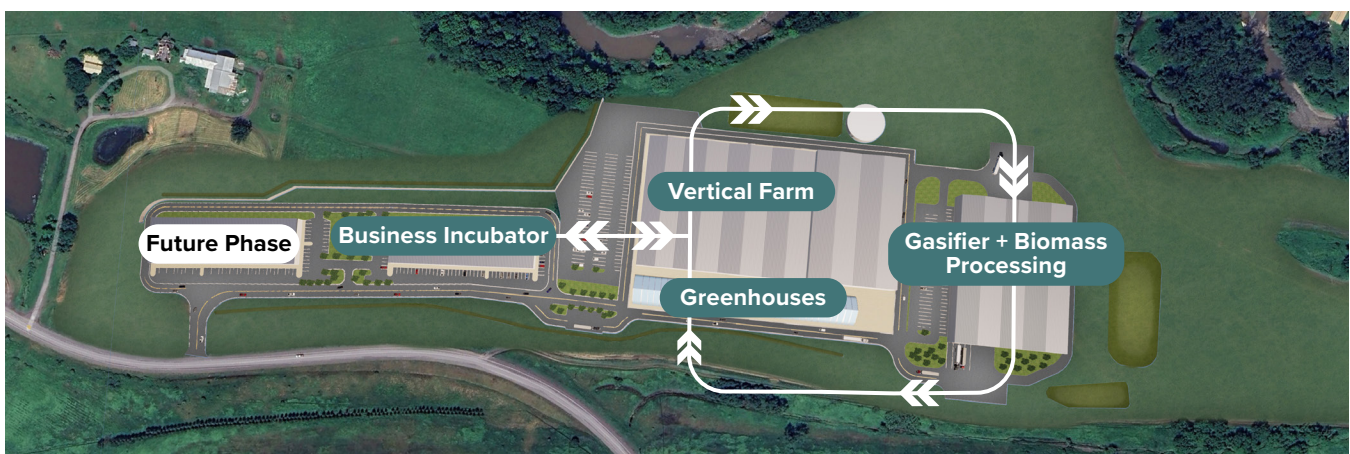
### Co-Benefits

- Workforce training and development opportunities for youth and career changers.
- Contributions to NYS clean energy goals through renewable energy infrastructure.
- Enhancement of agri-tourism and year-round visitor experiences in the Mohawk Valley.

### Advancing the Governor's Priorities and Other State Initiatives

This project advances the Governor's priorities by:

- Investing in a distressed area;
- Establishing an innovative public-private partnership between SUNY Cobleskill, Empire State Greenhouses, LLC, and the State; and
- Advancing Executive Order 32 by significantly increasing local food production and distribution.



# Readiness and Implementation

## Site Control

The ESG anchor project is located on land owned by Cobleskill Auxiliary Services (CAS). CAS is an implementation partner and ESG and CAS have established a lease agreement.

## Pre-Development Activities

Empire State Greenhouses has undertaken the following activities to prepare for implementation of the project:

- Site Survey
- Geotechnical Study
- Septic System Perc Test
- Concept Layout Plan
- Selection of Agriculture & Fertilizer System Components

## Funding Leverage

The project sponsor's funding leverage is comprised of equity (62%), debt (24%), tax credits (9%), and grants (5%). All funding is tied to completion of specific permitting and construction milestones with the distributions coming in multiple tranches tied to the construction schedule. Funding disbursements from the tax credits and grants are tied to the completion of project milestones. Grant funding is from the NYS Energy Research and Development Authority and Empire State Development.

## Implementation Schedule

### 2026

- **Q1:** Secure Permitting / Close Construction Finance
- **Q2:** Construction and site development begin. Equipment and building structures ordered.
- **Q3:** Site development and foundation work completed. Building assembly begins.

### 2027

- **Q1:** Building construction completed. Install equipment and energy systems. Incubator space opens to support local startups.
- **Q2:** CHP, solar, energy storage, building HVAC systems operational. 1st vertical towers begin operation.
- **Q3:** Gasifier building construction begins.
- **Q4:** Vertical farm and fertilizer production reaches peak capacity. Jobs and investment milestones met.

### 2028

- **Q2:** Gasifier systems fully operational. All carbon savings milestones met.

Estimated Project Costs	TOTAL COST	MATCHING FUNDS	ACHIEVE REQUEST
<b>CONSTRUCTION COSTS</b>			
including mobilization, site preparation, construction of the vertical farm, gasifier and biomass processing facility, greenhouse, and business incubator building, and site development	<b>\$326,114,183</b>	\$319,414,183	\$6,700,000
<b>SOFT COSTS</b>			
including design, legal, and permitting	<b>\$75,235,817</b>	\$74,735,817	\$500,000
	<b>\$401,350,000</b> <i>total cost</i>	<b>\$394,150,000</b> <i>matching funds</i>	<b>\$7,200,000</b> <i>ACHIEVE request</i>



# ANCHOR PROJECT

# Hoshino Mineral Spa Resort

*Project Sponsor:*

**Hoshino Resorts New York LLC**

**Location:** 247 Main Street, Sharon Springs, NY

**County:** Schoharie

**Total Project Cost:** \$59,000,000

**Project Sponsor Match:** \$47,900,000 (81%)

**ACHIEVE Funding Request:** \$11,100,000

## TRANSFORMATIONAL IMPACT on the REGION

The proposed onsen ryokan will be embedded within the forest of Sharon Springs, celebrating the region's natural beauty and embracing the healing powers of the mineral springs. Positioned to become an international tourism destination, this project has the potential to revive the historic spa village, drawing visitors from across the world to walk and shop along Sharon Springs' Main Street and catalyze new local investment. The project will create approximately 50 steady and secure positions and around 450 indirect and temporary jobs, with an average wage nearly double the county's hospitality sector average, ensuring high-quality employment across executive, supervisory, and entry levels with mentorship and training opportunities. With international reach, local sensitivity, and a focus on sustainability, the Hoshino Mineral Spa Resort has the potential to revitalize a distressed rural downtown and stimulate regional economic regeneration through tourism, workforce housing, and local food sourcing.

## Overview

Hoshino Resorts proposes a world-class onsen ryokan on approximately 58 acres along 247 Main Street and Beechwood Road in Sharon Springs, a NY Forward community. The resort will restore the historic healing Magnesia Temple and create new guest experiences centered around the area's rare mineral springs, which have been closed for nearly 30 years. The project includes a check-in lodge, funicular transport, and ridge-top resort featuring 30 guest suites with private mineral baths, spa, dining, retail, library, and alley gardens, while support facilities—including staff housing, laundry, and mechanical operations—will be placed off Beechwood Road. Site conditions and Japanese design warrant extraordinary stormwater management, landscaping, new transportation considerations, ADA compliance, and historic preservation. The project is currently estimated at \$59 million due to the high-caliber approach to new construction, including 77,000 square feet of climate-smart building plans, a preservation strategy, and environmental sustainability. This investment will fill the gap in Schoharie County's overnight accommodations while connecting to local farms, universities, and major attractions such as the National Baseball Hall of Fame, Glimmerglass Opera, the Herkimer Diamond Mines, and Howe Caverns, strengthening the Mohawk Valley's strategic tourism goals.

## Regional Unity Through an Ecosystem Approach

Drawing from more than 463,000 Japanese visitors who travel to New York each year, the project connects globally to Japan and regionally to attractions like the National Baseball Hall of Fame and Caroga Arts Center to create a cross-cultural destination experiences that preserve historic resources, reinvest in Main Street vibrancy, and deliver rural regeneration. With the intent to source food locally, this project also has strong ties to the Empire State Greenhouses anchor project, which proposes to produce 8 million pounds of salad greens per year in neighboring Cobleskill.

## Strategic Alignment

The Hoshino Mineral Spa Resort directly advances the Mohawk Valley REDC's tourism strategy goals by:

- Strengthening national and international tourism by drawing from more than 463,000 Japanese visitors who travel to New York each year, the project connects globally to Japan and regionally to attractions like the National Baseball Hall of Fame to create a cross-cultural destination experience that preserves historic resources, reinvests in Main Street vibrancy, and delivers rural regeneration.
- Incentivizing craft food & beverage through partnerships with local farms and regional artisans.
- Creating pathways to prosperity through workforce housing and comprehensive training programs developed in collaboration with SUNY Cobleskill, SUNY Schenectady, and Cornell University, providing local residents and students with year-round employment, career advancement, and cross-cultural hospitality opportunities.

## Leveraging Local + Regional Assets

- The Hoshino Mineral Spa Resort leverages Sharon Springs' historic identity as a mineral springs destination by restoring the Magnesia Temple and reestablishing the village as a wellness and cultural hub.
- The project builds upon the Mohawk Valley's agricultural legacy through partnerships with local farms and producers, sourcing ingredients for on-site dining and developing specialty crops and artisan products.
- It draws on the region's natural beauty and open space by integrating trails, gardens, and outdoor recreation into the resort's site plan.
- In addition, Hoshino collaborates with academic institutions such as SUNY Cobleskill, SUNY Schenectady, and Hamilton, Colgate, and Union Colleges to provide workforce training, hospitality education, and cross-cultural exchange, ensuring the project uplifts the region's diverse communities and long-term economic resilience.



**Left:** Examples of the proposed Mineral Spa from comparable projects completed by Hoshino.

**Above:** Conceptual rendering highlighting the park-like visitor entry sequence and the rehabilitation of historic cultural resources.



## Collaborative Approach

### Engagement

The Hoshino Mineral Spa Resort has been informed by extensive public and partner engagement. Community input during the PDD process emphasized preservation of the Magnesia Temple, leading to its full restoration as part of the project. Direct conversations with local leaders and partnerships with SUNY institutions, farms, and regional attractions have shaped the resort's design, workforce strategy, and tourism network. Specific outreach efforts include:

- Public hearing during the PDD process in the Village of Sharon Springs
- Multiple community meetings with residents prior to PDD approval
- Direct conversations with community leaders about cultural heritage and economic development
- Engagement with SUNY institutions to design training and workforce programs
- Collaboration with regional partners (National Baseball Hall of Fame, JTB Tours, local farms/artisans) to enhance tourism and cultural connectivity

### Partnerships

Hoshino has established extensive partnerships, leveraging the region's tourism destinations, farms, and educational institutions. These partnerships will help ensure the long-term success of the project as well as extend the project's benefits to the Mohawk Valley community. Current project partners include:

- Hamilton College
- Colgate University
- Union College
- SUNY Cobleskill Institute for Rural Vitality
- SUNY Schenectady Community College (School of Hotel, Culinary Arts & Tourism)
- SUNY System (language & cultural programs)
- Cornell University (Hospitality School / Cornell Hospitality)
- National Baseball Hall of Fame
- JTB Tours (largest Japanese group tour agency)
- Local farms and regional agribusiness partners
- Regional artisan network (soaps, specialty food, craft items)
- Bonacio Construction
- Schoharie Economic Enterprise Corp (SEEC)

## Economic Impacts

### Jobs

The Hoshino Mineral Spa Resort will create approximately **50 steady and secure positions and around 450 indirect and temporary jobs**. The average wage of the 48 permanent positions is nearly \$50,000 — double the NYS DOL 2024 reported average wage for food and accommodation in Schoharie County (\$24,941). These jobs span executive leadership, supervisory, entry-level, and skilled technical positions, offering global exposure, strong upward mobility, and supportive mentorship.

### Capacity-Building

The resort will provide comprehensive training, partnering with the SUNY network, Cornell Hospitality, and regional colleges to create pathways into hospitality and tourism careers. Workforce housing (30 units) and cross-cultural exchange programs will help attract and retain talent locally, while partnerships with farms and artisans will build sustainable supply chains. Together, these efforts enhance social and human capital by providing educational opportunities, job mobility, and inclusive workforce development across the Mohawk Valley.

### Co-Benefits

- Revitalize downtowns by restoring Sharon Springs' wellness tourism appeal, boosting Main Street foot traffic, and supporting entrepreneurs.
- Develop new housing, including a 30-unit workforce housing project for year-round workers.
- Offer workforce training that connects youth to quality jobs in agribusiness and tourism.
- Improve public infrastructure with coordinated water, sewer, and utility upgrades.
- Support regional energy needs and clean energy goals through sustainable design and efficient infrastructure.

### Advancing the Governor's Priorities

This project supports Governor Hochul's priorities and other state initiatives by:

- **Investing in a distressed area** through the revival of a historic spa village.
- **Historic preservation** through the full restoration and rehabilitation of historic spa-era resources, including the Magnesia Temple.
- **Downtown revitalization** with the potential to increase foot traffic and spur new business.

# Readiness and Implementation

## Site Control

Hoshino Resorts New York LLC has secured site control for the 58-acre property at 247 Main Street, Sharon Springs, including parcels along Main Street and Beechwood Road. The sponsor has completed pre-development due diligence activities and holds control of the site needed for the resort’s construction.

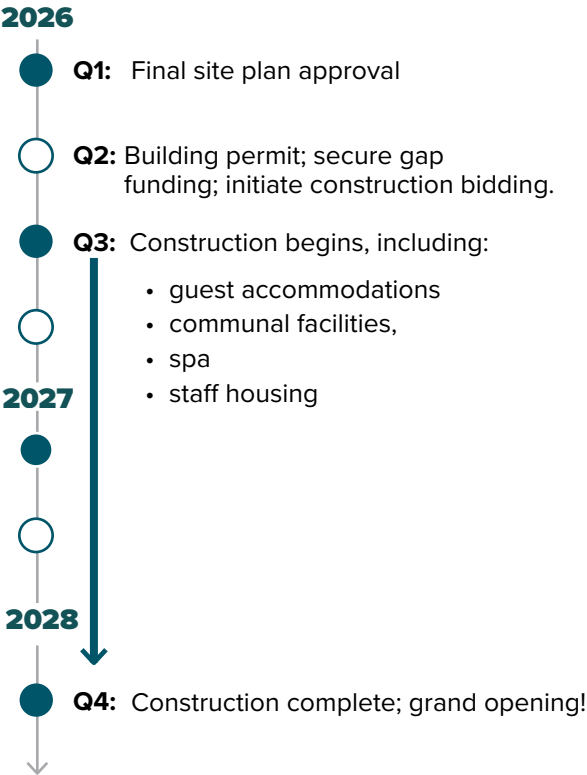
## Pre-Development Activities Completed

- Hydrogeological investigation, followed by installation of two mineral wells
- Archeological Phase 1A and 1B assessments
- Historical analysis and documentation of the Bang-Shafer House, Magnesia Temple, and accompanying National Registry historic structures
- Structural analysis and documentation of the Carriage House
- Pre-design engineering services, including: topographic survey, preliminary and follow-up geotechnical investigations, and water supply and sanitary sewer planning

## Funding Leverage

The project sponsor’s funding leverage is comprised of private equity and debt (\$40 million) and grant funding. In addition to the \$11.1 million ACHIEVE funding request, the project sponsor submitted a 2025 Consolidated Funding Application for Regional Council Capital Funds - Tourism. The project sponsor’s match is secured.

## Implementation Schedule



Estimated Project Costs	TOTAL COST	MATCHING FUNDS	ACHIEVE REQUEST
<b>CONSTRUCTION COSTS</b>			
including mobilization, site preparation, building construction, and site development	\$50,150,000	\$39,050,000	\$11,100,000
<b>SOFT COSTS</b>			
including design, legal, and permitting	\$8,850,000	\$8,850,000	\$0
	<b>\$59,000,000</b> <i>total cost</i>	<b>\$47,900,000</b> <i>matching funds</i>	<b>\$11,100,000</b> <i>ACHIEVE request</i>



## ANCHOR PROJECT

# Nexus Neighborhood

*Project Sponsors:*

**Lahinch Group LLC**

**Mohawk Valley  
Garden LLC**

**Location:** 222 Liberty Street, Utica NY 13440

**County:** Oneida

**Total Project Cost:** \$132,489,775

**Project Sponsor Match:** \$107,498,775

**ACHIEVE Funding Request: \$25,000,000**

## Overview

The Nexus Neighborhood spans three City blocks, encompassing six acres, and is comprised of multiple capital projects including: a new hotel with pedestrian skybridge connection to the Nexus Center; a new multidisciplinary sports medicine facility and adjacent retail; and rehabilitation and adaptive reuse across several blighted historic buildings for residential and mixed uses. **ACHIEVE funding will support all components of the project, with a particular focus on development of the state-of-the-art sports medicine facility, which is a critical component that sustains and grows regional sports tourism.**

## TRANSFORMATIONAL IMPACT on the REGION

The proposed Nexus Neighborhood revitalizes three City blocks and brings over \$100 million of investment to complement the Nexus Center — a driver of the Mohawk Valley's advancing sports tourism industry which currently draws more than 325,000 visitors and more than \$26 million in direct visitor spending annually. Through adaptive reuse and regenerative redevelopment on three brownfield sites, the Nexus Neighborhood will fill a physical void in Utica's downtown, reintroducing vibrant activity, energy, and a mix of new uses to support downtown revitalization and play an integral role in establishing New York as a national leader in sports tourism. This investment will expand the Nexus Center's capacity as a thriving local, regional, national, and international place of gathering, pride, and celebration, catalyzing growth in visitor spending as well as associated jobs across the region. As one of the Mohawk Valley's three anchors, the Nexus Neighborhood reinforces the 'Rooted in the Mohawk Valley' theme—transforming underutilized land into a mixed-use hub that connects sports tourism, housing, and health innovation.

## Regional Unity Through an Ecosystem Approach

The Nexus Neighborhood anchors a coordinated set of Supporting Projects contained in this proposal. Most directly, Nexus Neighborhood supports Munson (Museum of Art) Interior Upgrades in Utica, and Rome NY BOA Downtown Waterfront District in Rome. Together, these projects will strengthen the region's cultural/tourism ecosystem and help convert short event visits into demand for longer regional stays.

Beyond the formal Supporting Projects, Nexus will complement ongoing downtown efforts such as the Artspace Utica Lofts, the Hotel Street Block redevelopment, and Liberty Street corridor improvements. The proposed hotel component also responds to tight lodging conditions during Nexus Center tournaments, helping Utica accommodate peak demand and extend year-round activity.



## Strategic Alignment

As one of the most significant tourism draws for the region, the Nexus Neighborhood will expand upon the Nexus Center's success by providing new amenities and opportunities for visitors, workers, and residents. In particular, the Neighborhood will provide new lodging and dining options as well as innovative sports medicine services. These complementary uses will undoubtedly spur continued growth in sports-related tourism for the region, longer stays, and interest from higher profile athletes, teams, and events. The Project Sponsors are champion entrepreneurs and investment partners in the community, bringing renewed vision and passion to Utica and the region backed by practical expertise and demonstrated success. The Neighborhood's housing, lodging, and dining components also help address near-zero vacancy pressures in Oneida County, supporting resident attraction and retention. By reclaiming three contiguous brownfield blocks—an exceptionally rare opportunity in the city's core—the project fills a major physical and economic gap in downtown Utica and accelerates revitalization.

## Leveraging Local + Regional Assets

The Nexus Neighborhood will leverage and enhance the growing sports culture and sports tourism industry in Utica, Oneida County, and the entire Mohawk Valley region. Located directly adjacent to the Nexus Center – which has lived up to its name as a focal connection point between sports and the wider community and as a tourism powerhouse with \$26 million or more in direct consumer spending annually since its opening in 2022 – this project will underscore the Center's significance for community pride and economic vitality. The Nexus Neighborhood will provide new housing, lodging, retail, dining, and other options and amenities to support a growing jobs market in Utica and the surrounding region.

### Existing Conditions:





## Collaborative Approach

### Engagement

The Nexus Neighborhood concept was informed in part by results from annual surveys of parents whose children participated in youth sports programs at the Nexus Center and through candid conversations with visitors. The project is supported by a variety of key leaders and partners, including Utica Mayor Galime, the Upper Mohawk Valley Memorial Auditorium Authority, Mohawk Valley Health System, St. Matthew's Temple, The Community Foundation, Oneida County Executive Picente, and Assemblywoman Buttenschon. The concept also builds on public input from the City's Brownfield Opportunity Area (BOA) planning process and ongoing coordination with downtown businesses and residents.

### Partnerships

- City of Utica: grant administration, infrastructure, permitting
- Oneida County: technical assistance
- UIDA/OCIDA: tax benefits
- The Community Foundation: project tenant (local business & entrepreneur hub)
- Mohawk Valley EDGE: EPA brownfields funding
- Mohawk Valley Health System: project guidance



### A Place for Utica to Unite.

**Click here** to experience the vision for Nexus Neighborhood.



## Economic Impacts

### Jobs

The Nexus Neighborhood is estimated to create approximately 100+ direct, full-time jobs, in sectors such as hospitality, residential management, sports medicine, retail, and more. In addition, the Nexus Neighborhood is anticipated to extend visitor stays and draw additional visitation to the area which will have a broader positive impact on new job creation and entrepreneurial business opportunities. Approximately 40 temporary construction jobs are also anticipated, with priority for local/regional hiring through Mohawk Valley EDGE and trade partners.

### Capacity-Building

Sports are a uniquely powerful cultural pastime, bringing diverse communities together in shared passion and unified vision. Whether through active participation in youth or adult sports programs and tournaments or through event attendance, the Nexus Center is a place where people grow, inspire, and celebrate collectively. The Nexus Neighborhood will enrich this intangible, yet meaningful impact, through new job opportunities, lodging accommodations for Nexus Center visitors and program participants, and through the Community Foundation's partnership to provide a local business and entrepreneurship hub within the Neighborhood.

### Co-Benefits

- Environmental remediation and adaptive re-use of historic buildings.
- New housing and lodging options downtown.
- Workforce and youth training opportunities.
- Safer, more walkable connections between the Nexus Center and downtown.

### Advancing the Governor's Priorities and Other State Initiatives

The project advances State priorities for investment in distressed areas, brownfield remediation, infill development, Smart Growth, and workforce development through an innovative public-private partnership. By reclaiming three contiguous downtown blocks, it exemplifies catalytic reinvestment aligned with Governor Hochul's vision for revitalized main streets and resilient regional economies. The Nexus Neighborhood also supports family-friendly amenities and youth programming, addressing community needs that align with the Governor's emphasis on child care and family-supportive infrastructure.

# Readiness and Implementation

## Site Control

All 53 parcels (3 blocks) that make up the sites for the Nexus Neighborhood are owned by the Project Sponsors through the Mohawk Valley Garden and Lahinch Group LLCs.

## Pre-Development Activities

The project sponsors have secured site control and initiated environmental and planning due diligence. Phase I environmental testing is underway, with Phase II testing planned to follow as design parameters are finalized. The development team has also begun site planning and zoning review to confirm allowable program components and infrastructure requirements. The sponsors are preparing a DEC Brownfield Cleanup Program (BCP) application to support remediation and position the site for construction readiness within the ACHIEVE funding period.

## Funding Leverage

The majority of matching funds for the Nexus Neighborhood will be sourced from private equity that is secured (about \$15 million) and anticipated bank loans (about \$83 million). The project sponsors received \$2 million in RESTORE NY funding in 2024 and have a pending application for \$3 million in RCCF funding for the Hotel Street Block. The project has been awarded \$100,000 from Mohawk Valley EDGE through their EPA assessment grant program to begin environmental testing, and the City of Utica has a pending application for \$400,000 in BOA funding for the entire project area.

## Implementation Schedule

### 2026

- Q1:** Environmental Testing – Limited Phase 2  
BCP Application/Acceptance  
Term Sheet
- Q2:** Survey & Appraisal  
Lease Negotiations  
Design
- Q3:** Remediation Work Plan  
Application & Approval – Historic Buildings  
Building Permits
- Q4:** Equity Agreements  
Loan Documents

### 2027

- Q1:** Final Close  
Start Construction
- Q2:** Finish Environmental Remediation
- Q3:** Start Marketing/Pre-Leasing for Residential  
Finish Environmental Remediation

### 2028

- Q2:** Finish Construction

Estimated Project Costs	TOTAL COST	MATCHING FUNDS	ACHIEVE REQUEST
<b>CONSTRUCTION COSTS</b>			
including acquisition, mobilization, site preparation, environmental remediation, construction, and site development	<b>\$101,489,500</b>	\$81,489,500	\$20,000,000
<b>SOFT COSTS</b>			
including design, legal, permitting, accounting, insurance, and working capital	<b>\$31,009,275</b>	\$26,009,275	\$5,000,000
	<b>\$132,489,775</b> <i>total cost</i>	<b>\$107,498,775</b> <i>matching funds</i>	<b>\$25,000,000</b> <i>ACHIEVE request</i>





## SUPPORTING PROJECTS

# Attracting Visitors, Reinvesting in our Communities

Selected for their readiness, leverage of private funds, synergy with anchor projects, and transformational potential, these supporting projects strengthen long-standing tourism anchors, create new destinations, and generate revenue that will be reinvested in our communities. Together, the supporting and anchor projects create an ecosystem of destinations across the Mohawk Valley — making it easy for visitors who come for one destination to extend their stay and experience all the region has to offer.



## Munson Museum Expansion + Upgrades

As a centrally located historic landmark, community asset, and cultural anchor, enhancements to the Munson Museum are a visible symbol of Utica's ongoing renewal, inspiring civic engagement and strengthening the community's connection its cultural roots. Specifically, the proposed project includes an expanded interactive gallery, a relocated and expanded Museum Store, a new café, wellness room, and accessible restrooms as well as critical infrastructure upgrades to improve accessibility, efficiency, and functionality. The project leverages over \$3 million in other funds and is ready to begin construction in 2026.

**Munson attracts more than 150,000 visitors annually, and this proposed project will expand family-friendly cultural activities in the City and region, complementing the Nexus Neighborhood anchor**, which is expected to attract youth and families from across the nation with its innovative sports medicine complex.

**Project Sponsor:** Munson Museum of Art

**Location:** 310 Genesee Street, Utica, NY

**County:** Oneida

**Total Project Cost:** \$4,608,146

**Project Sponsor Match:** \$3,608,146

**ACHIEVE Funding Request: \$1,000,000**

## TRANSFORMATIONAL IMPACT *on the REGION*

- Leverages Munson's historic and cultural legacy to further establish the Museum as a pillar of the region's cultural identity.
- Expands family-friendly cultural amenities and learning opportunities in the region.
- Offers residents and visitors with a welcoming and inclusive space for learning, inspiration, socializing, and belonging.

# National Baseball Hall of Fame Expansion

This project modernizes a world-renowned cultural asset while returning a long-vacant Main Street storefront to productive use. Phase I, which is currently under construction, relocates and expands the Museum Store. Phase II is the focus of the ACHIEVE request and converts the former store into new exhibit galleries and a larger visitor lobby. Together, these investments enhance the experience for approximately 250,000 annual visitors, lengthen stays, increase spending with local businesses, and strengthen the Mohawk Valley's tourism identity. **The project embodies the region's Rooted in the Mohawk Valley theme by advancing reuse, reinvestment, and regeneration on Cooperstown's Main Street.** It also builds on the Hall of Fame's 85-year legacy, Cooperstown's cultural cluster, including the Fenimore Art Museum and Glimmerglass Festival, and connects to growing Japan–U.S. baseball interest and international tour markets, providing natural synergies with the Hoshino Mineral Spa Resort anchor in neighboring Schoharie County.

**Project Sponsor:** National Baseball Hall of Fame

**Location:** 25 Main Street, Cooperstown, NY

**County:** Otsego

**Total Project Cost:** \$20,000,000

**Project Sponsor Match:** \$16,500,000

**ACHIEVE Funding Request:** \$3,500,000

## TRANSFORMATIONAL IMPACT *on the REGION*

- Rehabilitates a long-vacant Main Street building.
- Advances reinvestment by leveraging private and philanthropic capital to modernize facilities and expand program capacity.
- Sustains 95 full-time, 25 part-time, and 45 seasonal youth positions.
- Strengthens a cultural anchor that draws national and international visitors.

# Doubleday Field Improvements

Doubleday Field—steps from the National Baseball Hall of Fame—is a historic, village-owned ballpark that anchors Main Street and regional sports tourism. The project will rebuild the playing surface, subsurface drainage, irrigation, and safety netting, which will greatly reduce rainouts, eliminate dugout flooding and trip hazards, improve player and fan safety, and extend the playable season. More reliable field days translate into more games and events, stronger itineraries tied to the Hall of Fame, more families visiting Cooperstown, and measurable spillover to lodging, restaurants, and retail. **This supporting project continues a multi-year reinvestment in downtown Cooperstown, complements the Nexus Center's sports medicine complex and the Hall of Fame's expansion, and strengthens the region's sports-tourism ecosystem by continuing to attract youth and families.**

**Project Sponsor:** Village of Cooperstown

**Location:** Main Street, Cooperstown, NY

**County:** Otsego

**Total Project Cost:** \$1,781,000

**Project Sponsor Match:** \$700,000

**ACHIEVE Funding Request:** \$1,081,000

## TRANSFORMATIONAL IMPACT *on the REGION*

- Reinvests in a century-old civic asset in downtown Cooperstown.
- Regenerates a high-use, family-friendly sports venue that supports year-round tourism.
- Leverages a public-private partnership between the Village, National Baseball Hall of Fame, and tourism partners.
- Supports multi-stop sports tourism across the Mohawk Valley.



# Herkimer Diamond Mines Expansion

The Herkimer Diamond Mines Resort is a long-standing tourism anchor in Herkimer County, attracting approximately 135,000 visitors annually. To strengthen this existing family-friendly destination and attract more visitors from the region, the proposed project will create a new “Mine to Market” exhibit and construct additional recreational amenities including a miniature golf course, a splash pad, and tennis / pickleball courts. These amenities directly complement recent state investments to upgrade infrastructure, enabling the Herkimer Diamond Mines KOA Resort to increase the number of available campsites and better meet visitor demand.

In addition to strengthening the region’s network of tourism destinations, this project offers strong connections to the international community, as Japan has been the Herkimer Diamond Mines’ second largest market for 20 years. **Together, Herkimer Diamond Mines, the Baseball Hall of Fame, and Hoshino Mineral Spa will leverage Japanese tourism in a profound way, strengthening regional tourism and international cultural exchange.**

## Boogie Lab Brewery and Bakery

Boogie Lab Bakery proposes to transform an abandoned paper mill into an integrated bakery, brewery, and bistro. With a current operation in Manhattan, Boogie Lab will also use this new space as its primary distribution facility for the northeast, expanding their footprint into upstate New York and beyond. The project will include the preservation of the historic factory building and the build-out of bakery and distribution facilities.

Empire State Greenhouses is positioning the Mohawk Valley as a leader in next-generation AgriTech and food manufacturing, and Boogie Lab Bakery complements this anchor project by bringing those innovations directly into consumer-facing food production. **Its closed-loop process of recycling brewery grains into bread embodies the same circular economy principles driving Empire State Greenhouses.** Together, these projects reinforce a regional narrative of sustainable agriculture, value-added production, and local-to-regional food systems and expand the scale and diversity of agri-food employment opportunities in the region.

**Project Sponsor:** Herkimer Diamond Mines Resort

**Location:** 4626 NY-28, Middleville, NY

**County:** Herkimer

**Total Project Cost:** \$1,400,000

**Project Sponsor Match:** \$350,000

**ACHIEVE Funding Request: \$1,050,000**

### TRANSFORMATIONAL IMPACT *on the REGION*

- Strengthens an existing tourism anchor in the Mohawk Valley.
- Expands family-friendly amenities to increase visitation, lengthen stays, and diversify revenue streams.
- Offers something for everyone — from first time campers to international tourists.
- Contributes to a strong network of regional destinations that appeal to Japanese tourists.

**Project Sponsor:** City of Amsterdam

**Location:** 58- 62 Forest Ave, Amsterdam, NY

**County:** Montgomery

**Total Project Cost:** \$21,448,000

**Project Sponsor Match:** \$18,948,000

**ACHIEVE Funding Request: \$2,500,000**

### TRANSFORMATIONAL IMPACT *on the REGION*

- Advances reuse of local resources by redeveloping a brownfield site, adaptively reusing historic structures, converting spent brewery grains into fresh bread.
- Leverages over \$18M in other funds.
- Strengthens the region’s food production and distribution systems.
- Creates up to 150 jobs, ranging from entry-level to highly technical.

# Caroga Arts Center + Amphitheater

The Caroga Arts Center will create a hub for arts, education, and an internationally renowned artists-in-residence program along Caroga Lake. The project includes the construction of a lake-view amphitheater with open-air seating for 1,800 and an Artists Lodge at the former Myhill property. With over 50 annual events anticipated, the project is projected to grow visitation from 15,000 to 22,500 annually, strengthening the Mohawk Valley's tourism profile and drawing both residents and visitors into a rural destination that has lacked major cultural anchors. Beyond performances, the project will offer youth mentorship and affordable music education, enriching community life and engaging new talent.

Tourism is the life-blood of the Mohawk Valley region. **With Hoshino Mineral Resort Spa anchoring cultural tourism in Sharon Springs, Caroga Arts Center will position Caroga Lake as a hub for arts and performance.** Together, they form a powerful tourism circuit—pairing wellness, heritage, and international hospitality at Hoshino with music, education, and cultural programming at Caroga.

**Project Sponsor:** Caroga Arts Collective Inc.

**Location:** 114 East Shore Road West Caroga Lake, Caroga Lake, NY

**County:** Fulton

**Total Project Cost:** \$9,131,000

**Project Sponsor Match:** \$4,500,000

**ACHIEVE Funding Request: \$5,000,000**

## TRANSFORMATIONAL IMPACT *on the REGION*

- Restores and preserves a century-old tourism destination in the foothills of the Adirondacks.
- Creates a premier arts center unlike any other in the region, attracting people from across the U.S. to enjoy the region's beauty, arts, and culture.
- Brings arts to an area that is geographically remote & culturally underserved.
- Supports and grows local businesses by boosting hospitality, dining, and retail sectors.

# Rome Waterfront Revitalization

This project will execute the vision of the Downtown Rome Brownfield Opportunity Area (BOA), building on 10 years of strategic planning and public investment to revitalize the City's waterfront, recreation, and employment districts. The City proposes to focus on its two most ready sites for ACHIEVE, which will catalyze additional private investment in the area. Environmental assessments and feasibility studies are underway, with the goal of reviving the waterfront and regenerating underutilized land into an active district with housing, retail, restaurants, lodging, and recreation.

Similar to the Nexus Neighborhood anchor, this project will have an immensely catalytic impact on one of the region's most populous downtowns. It will **advance regional efforts to create remediate brownfields, increase housing supply, reconnect to waterfronts, and create thriving places where people want to live, work, and visit.**

**Project Sponsor:** City of Rome

**Location:** 530 Harbor Way & 132 Race St., Rome

**County:** Oneida

**Total Project Cost:** \$104,000,000

**Project Sponsor Match:** \$93,500,000

**ACHIEVE Funding Request: \$10,500,000**

## TRANSFORMATIONAL IMPACT *on the REGION*

- Regenerates an environmentally contaminated area into a thriving mixed-use district.
- Restores and preserves waterfront access, connecting residents and visitors to Rome's natural resources.
- Leverages over \$93 million in public and private funds across multiple sites.
- Expands housing, retail, hospitality, and entertainment uses, creating new opportunities for people to live and work in the region.



# The Makery

## Food Manufacturing Hub

**The Makery by Vêsucré will be a regional food manufacturing, retail, and workforce development hub** in Oneonta's West End corridor. The project will renovate and equip a 4,000 square foot commercial building into a HACCP-compliant co-manufacturing facility, shared-use commissary kitchen, training center, and Taste NY retail destination. The Makery will fill a critical need for small-batch food processing in the region. Led by an award-winning, woman-owned, and zero-waste food company, this project repurposes a vacant building in downtown Oneonta; strengthens the region's local food system; and creates innovative entrepreneurship and workforce development opportunities for small local businesses and those with disabilities. The Makery's retail component is anticipated to serve approximately 25,000+ visitors annually, contributing to the region's tourism industry and showcasing the Mohawk Valley's agricultural heritage. With a focus on inclusive, human-centered workforce development, The Makery leverages regional partnerships to bring new vision, energy, and opportunities to Oneonta's West End and the Mohawk Valley region.

## Entrepreneurship + Tourism Training



In collaboration with regional partners, SUNY Oneonta will launch the 'Mohawk Valley Regional Hub for Destination Entrepreneurship and Tourism Training.' This two-pronged working capital project will serve the entire Mohawk Valley region, catalyzing local, community-led economic revitalization, and empowering students, residents, and employers to build, scale, and staff innovative tourism enterprises. Specifically, SUNY Oneonta will develop and offer industry-aligned tourism, hospitality, and event management microcredentials through their downtown Oneonta Extended and Community Learning (ExCL) Center in partnership with SUNY Cobleskill. This proposed project also includes experiential, field-based training opportunities in tourism and wrap-around services to address systemic barriers that may otherwise limit participation in the training programs. **Catalyzed by the Hoshino Mineral Spa and Nexus Neighborhood anchors, this working capital project will extend tourism benefits and expand tourism-based workforce development and academic pathways to the entire Mohawk Valley.**

**Project Sponsor:** Vêsucré

**Location:** 379 Chestnut Street Oneonta, NY

**County:** Otsego

**Total Project Cost:** \$1,624,200

**Project Sponsor Match:** \$1,224,200

**ACHIEVE Funding Request: \$400,000**

### TRANSFORMATIONAL IMPACT *on the REGION*

- Creates up to 20 permanent jobs, 25+ apprenticeships annually, and workforce opportunities for individuals with disabilities.
- Supports 30 to 40 small businesses through work and business credentials, mentorship, start-up incubation, apprenticeships, and certified shared commercial food processing space.
- Addresses the regional need for small-scale food production infrastructure and cultivates a supportive network for entrepreneurs.

**Project Sponsor:** The Research Foundation for SUNY on behalf of SUNY Oneonta

**Location:** Region-Wide

**County:** All six Mohawk Valley counties

**Total Project Cost:** \$835,260

**Project Sponsor Match:** \$85,260

**ACHIEVE Funding Request: \$750,000**

### TRANSFORMATIONAL IMPACT *on the REGION*

- Builds a skilled, locally rooted tourism and hospitality workforce pipeline.
- Fosters entrepreneurship and Main Street revitalization.
- Strengthens the region's tourism industry.
- Advances inclusive, place-based rural economic growth by empowering students, residents, and employers to build, scale, and staff innovative tourism enterprises.



## SUPPORTING PROJECTS

# Visitors Fueling Farms, Local Farms Feeding Our Families

Selected for their readiness, leverage of private funds, synergy with anchor projects, and transformational potential, these supporting projects strengthen our region's food system, enabling our soils to sustain future growth. As our anchor projects generate new visitors, our supporting projects enable our farms to meet current and increasing demand by diversifying production, enhancing food distribution systems, and establishing our students, teachers, and workforce as leaders in the next generation of agriculture.



## Schoharie County Food Hub

Rooted in our local food systems, this project proposes to expand SUNY Cobleskill's historic Carriage House Café & General Store into a **Regional Food Hub, with a focus on creating an integrated farm-to-table ecosystem that supports New York farmers and producers.** The project includes the installation of cold storage and environmentally controlled food lockers, the expansion of the Carriage House's Taste NY Retail space and the "Schoharie Fresh" market to include digital and indoor market space, and the creation of a shared-use bakery, a farm-to-table food eatery, and a rooftop urban agricultural model. Once complete, it will serve as a regional model for connecting communities to the farmers who grow their food and providing agriculture-based education and retail opportunities for visitors.

Complementing the Empire State Greenhouses anchor, this project further strengthens the region's food system and directly connects to the Schoharie County Public Market by providing much-needed storage space for producers.

**Project Sponsor:** Cobleskill Auxiliary Service, Inc

**Location:** 126 Schoharie Parkway North,  
Cobleskill, NY

**County:** Schoharie

**Total Project Cost:** \$8,045,667

**Project Sponsor Match:** \$3,540,093

**ACHIEVE Funding Request:** **\$4,500,000**

### TRANSFORMATIONAL IMPACT *on the REGION*

- Cultivates a network of small-scale farmers and producers in Schoharie County and the region.
- Elevates regional agritourism and agribusiness by connecting local farmers with opportunities to sell and promote their products.
- Fosters entrepreneurialism and builds pride by creating intentional shared spaces for innovation.
- Strengthens the food system by connecting students, the workforce, and regional farmers.



# Schoharie Rural Public Market

**Schoharie County aims to establish a first-of-its-kind Rural Public Market to serve the needs of farmers and food insecure communities throughout Schoharie County and the Mohawk Valley region.** This project will establish a permanent, year-round public market with a four-season pavilion that can accommodate 50 indoor vending stalls with additional space for outdoor vending. Developed with significant community input and engagement, this project fills a critical gap in the local food system by providing a community space where regional farmers and producers are directly connected with consumers.

This proposed project complements the Schoharie County Food Hub and the AgriTech workforce development programs by stimulating agribusiness innovation, creating a market for regenerative agriculture, improving the long-term viability of small farms, and supporting a vibrant local food system within Schoharie County and the Mohawk Valley region.

## Star Route Food Hub Expansion

**The Catskills Agrarian Alliance's seeks to expand operations at Star Route Farm by outfitting a farm-based, value-added processing facility and enhancing its function as a robust regional logistics node.** This project includes equipment and storage upgrades, enabling Star Route Farm to process its own crops into shelf-stable products and serve as a last-mile food distribution center. This expansion will enhance the Mohawk Valley's food system supply chain and leverage partnerships with over 60 farms, 700+ households, 39 mutual aid groups, 25 schools, and major food distributors, including Headwater Food Hub, Upstate Growers and Packers, Essex Food Hub, and the Glynwood Center for Regional Food and Farming.

This project helps to create a constellation of food processing and distribution facilities across the Mohawk Valley, aligning with projects such as Empire State Greenhouses, The Makery by Vêsucré, the Schoharie Rural Farmers Market, and the Schoharie County Food Hub.

**Project Sponsor:** Schoharie County

**Location:** South Grand Street, Cobleskill, NY

**County:** Schoharie

**Total Project Cost:** \$1,200,000

**Project Sponsor Match:** \$200,000

**ACHIEVE Funding Request: \$1,000,000**

### TRANSFORMATIONAL IMPACT *on the REGION*

- Fosters entrepreneurship and pride in the regional farming community.
- Strengthens the food system by creating a space for farmers to sell their products and increasing local access to fresh healthy food.
- Promotes regional agribusiness and agritourism growth by creating a destination Public Market.
- Cultivates a regional network of farmers and producers.

**Project Sponsor:** The Catskills Agrarian Alliance

**Location:** 852 County Highway 40, Charlotteville, NY

**County:** Schoharie

**Total Project Cost:** \$850,192

**Project Sponsor Match:** \$550,192

**ACHIEVE Funding Request: \$300,000**

### TRANSFORMATIONAL IMPACT *on the REGION*

- Strengthens the food system by expanding processing and distribution capabilities in a rural, underserved area.
- Cultivates a regional food distribution network with state-wide reach.
- Fosters entrepreneurship and pride in the region's farming community.
- Promotes regional agribusiness growth by connecting growers with essential processing and value-added capabilities.

# Agribusiness WORKING CAPITAL

## Revolving Loan Fund

**This working capital project proposes to establish a revolving loan fund to provide access to capital and technical assistance to support microenterprises, small dairies, and agritourism ventures and strengthen the Mohawk Valley's agribusiness sector.**

Working with a regional lending partner to administer the revolving loan fund, SUNY Cobleskill's Institute for Rural Vitality will ensure all awardees receive wraparound services, including legal, coaching, translation, housing, transportation, and training. This revolving loan fund fills a critical need in agribusiness financing, connecting the region's farmers with the capital they need to expand their businesses and better engage in the region's growing agribusiness and agritourism sectors. The project leverages the region's growing AgriTech and food manufacturing clusters, catalyzed by Empire State Greenhouses, to continue to cultivate the next generation of farmers.

**Project Sponsor:** Institute for Rural Vitality at SUNY Cobleskill

**Location:** Region-Wide

**County:** All six Mohawk Valley counties

**Total Project Cost:** \$11,000,000

**Project Sponsor Match:** \$5,000,000

**ACHIEVE Funding Request: \$6,000,000**

### TRANSFORMATIONAL IMPACT *on the REGION*

- Expands financial resources, capital access, and technical expertise for Mohawk Valley farmers and producers.
- Enables small and medium-scale farmers to fill essential funding gaps to expand into the growing agritourism industry.
- Breaks down traditional financing barriers and establishes a long-term financing program for agribusiness expansion and innovation.

# AgriTech WORKING CAPITAL

## Workforce Development

**SUNY Cobleskill's Institute for Rural Vitality will launch a full-lifecycle Agribusiness Workforce Development initiative,** expanding ACHIEVE programs to serve students, educators, workers, entrepreneurs, and producers. From mobile business support to teacher training and value-added micro credentials, these programs modernize agricultural education, boost rural entrepreneurship, and increase farm profitability across the Mohawk Valley.

This workforce development program seeks to cultivate the next generation of farmers by connecting them with the training, mentorship, and tools needed to succeed in a rapidly changing agricultural landscape. This effort not only enables young people and the region's workforce to upskill but to also identify a clear career pathway in agribusiness. Building on the agribusiness revolving loan fund and cutting-edge production at Empire State Greenhouses, this project will enable the region to leverage the immense innovation and advancement of the agribusiness sector.

**Project Sponsor:** Institute for Rural Vitality at SUNY Cobleskill

**Location:** Region-Wide

**County:** All six Mohawk Valley counties

**Total Project Cost:** \$12,200,000

**Project Sponsor Match:** \$7,550,000

**ACHIEVE Funding Request: \$4,650,000**

### TRANSFORMATIONAL IMPACT *on the REGION*

- Builds an education-to-employment pipeline by connecting workers with the skills to pursue careers in agriculture.
- Strengthens the regional AgriTech workforce by creating cutting-edge programming and workforce development opportunities.
- Drives inclusive rural revitalization by connecting workers of all ages across the region with critical training to participate in the Mohawk Valley's growing agriculture sector.



# Rooted in the Mohawk Valley.

**Transformation is more than a goal. It's our way of doing business.** In the Mohawk Valley, transformation means renewing what's historic, reimagining what's possible, and rebuilding communities with care and intention. It's about creating a closed-loop economy where agriculture, manufacturing, tourism, and workforce development reinforce one another to create long-term prosperity.

Over the past decade, the Mohawk Valley has transformed into a model for rural regeneration, where innovation meets inclusion and growth comes from the ground up. Our people, institutions, and businesses have proven that economic resilience can be both local and global, rooted in stewardship and pride of place.

This year's ACHIEVE proposal advances that legacy. From the Empire State Greenhouses in Schoharie County to the Hoshino Mineral Spa Resort in Sharon Springs to the Nexus Neighborhood in Utica, each anchor demonstrates how transformation radiates outward. These projects are turning investment into opportunity, and opportunity into shared success.

Rooted in transformation, we continue to build an ecosystem that nourishes our land, strengthens our workforce, and celebrates our communities. The Mohawk Valley stands as proof that when innovation grows from local soil, it can change the world.

**Looking forward, we embrace innovation while staying rooted in the people, places, and collaboration that defines the Mohawk Valley.**

We have come so far in such a short period of time. When the Mohawk Valley REDC was just beginning about 15 years ago, project ideas were sparse. Now, with one open call for projects, we sparked excitement and enthusiasm and 57 project submissions totaling more than \$1 billion in investments. Our region's intentional collaboration and commitment to our people continue to drive our success and vision.

This proposal is more than the ACHIEVE Competition. The following table highlights a regional pipeline of 34 agribusiness and tourism projects, representing significant ongoing and future investment opportunities. **Combined, the anchor, supporting, and pipeline projects presented in this proposal chart a strategic path of regenerative growth for the Mohawk Valley — one that fosters innovation, celebrates and preserves our resources, and builds community pride and prosperity.**



**Proposed Caroga Arts Center Amphitheater**

# MOHAWK VALLEY REDC ACHIEVE COMPETITION: PIPELINE PROJECTS

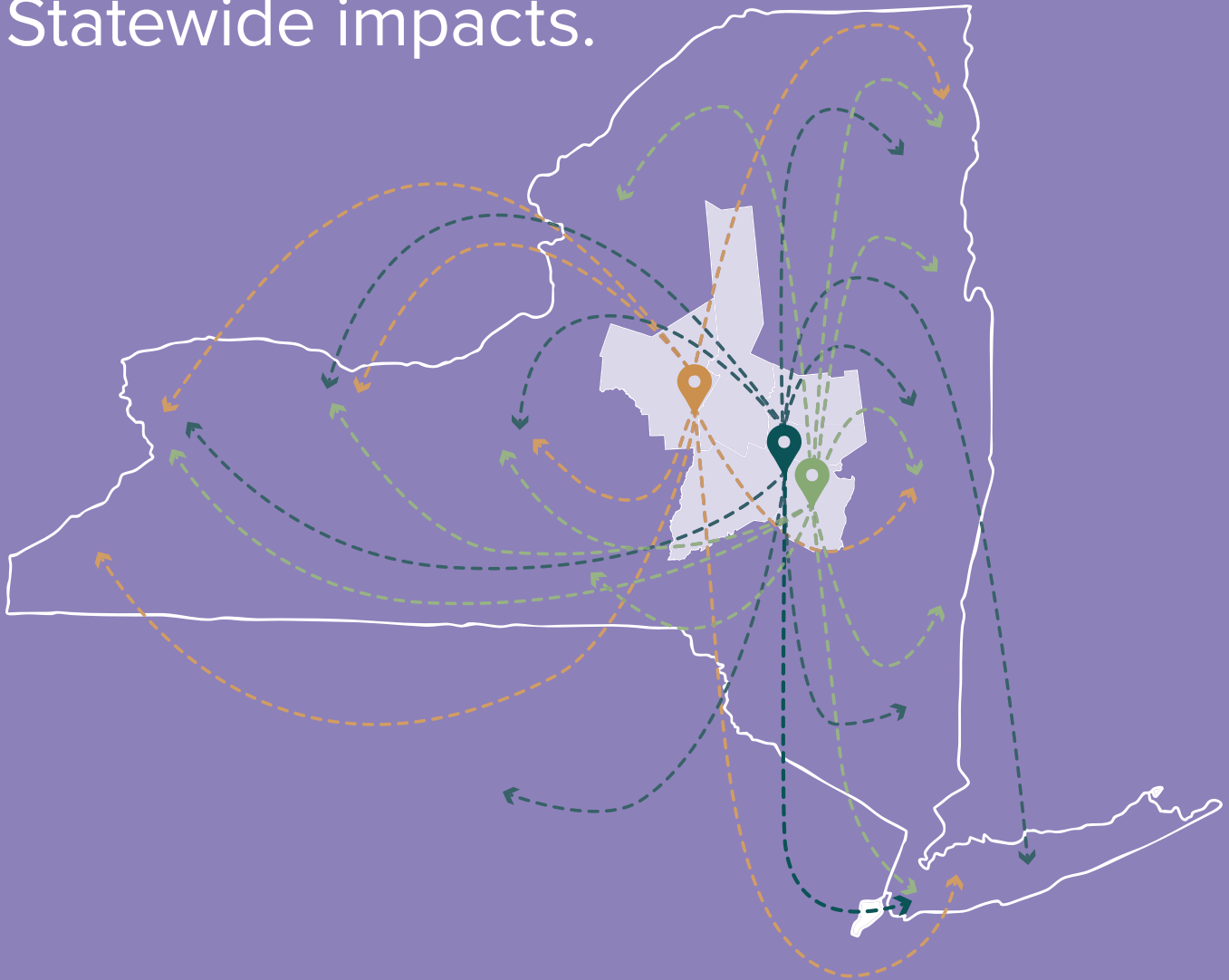
 Agribusiness
  Agritourism
  Tourism
  Capital
  Working Capital

PROJECT TITLE   <i>Project Sponsor</i>	COUNTY	TYPE	TOTAL INVESTMENT
The Runway   <i>Oneida County</i>	Oneida		\$50,000,000
Legacy Center Indoor Community & Recreation Complex   <i>City of Rome</i>	Oneida		\$41,500,000
The Farm and Education Center   <i>Rock City Development LLC</i>	Herkimer		\$20,330,000
Crumhorn Community Hub   <i>Otsego County Conservation Association</i>	Otsego		\$19,960,000
Hoke House, Old Erie Canal Lock #32, & Old Masonic Temple   <i>GMVLB</i>	Montgomery		\$16,000,000
Building a Resilient, Inclusive Food System   <i>Mohawk Valley EDGE</i>	Multiple		\$13,700,000
Nascentia Neighborhood   <i>Nascentia Health</i>	Oneida		\$9,048,170
Great Sacandaga Lake Discovery Center   <i>Fulton County</i>	Fulton		\$6,697,335
West Hill School & Unity Hall Improvements   <i>Mohawk Valley Collective</i>	Multiple		\$6,500,000
Biochar Manufacturing Facility   <i>Caribou Biofuels &amp; RB Customz Fabrication</i>	Schoharie		\$4,900,000
ArtBlok   <i>FlavoredLayers LLC</i>	Oneida		\$4,500,000
River Lofts: Piazza International   <i>RED Adirondacks, LLC</i>	Oneida		\$4,470,700
On Top Of The Lake Cooperstown   <i>CCVA Legacy Development LLC</i>	Otsego		\$4,000,000
Mobile Dairy Processing Unit   <i>The Institute for Rural Vitality, SUNY Cobleskill</i>	Region-Wide		\$3,391,950
Wayward Lane Brewing x Hop House Farm Expansion   <i>Wayward Lane Brewing</i>	Schoharie		\$2,000,000
Dairy Processing Industry Cluster + Tourism Investment   <i>CADE</i>	Multiple		\$1,982,951
Revolutionizing Food Systems + Farm-to-School Supply   <i>LMB Meat Processing</i>	Schoharie		\$1,820,000
New Storage & Processing Facility   <i>Long Future Farm</i>	Schoharie		\$1,669,000
Theatre Restoration   <i>Uptown Theater for Creative Arts, Inc.</i>	Oneida		\$1,425,000
Community Athletic Fields   <i>The Foundation of Fulton-Montgomery</i>	Fulton		\$1,407,950
New York State Walk of Fame   <i>City of Amsterdam</i>	Montgomery		\$1,262,000
Public Composting Stations   <i>The Institute for Rural Vitality, SUNY Cobleskill</i>	Region-Wide		\$1,190,000
Distillery Expansion   <i>Sauvage Distillery</i>	Schoharie		\$1,132,800
Brookwood Park Revitalization   <i>Village of Herkimer</i>	Herkimer		\$1,062,313
Utica Farm   <i>FlavoredLayers LLC</i>	Oneida		\$707,000
Pratt Munson Campus Walk   <i>Munson</i>	Oneida		\$699,940
Lodging for Ag & Farm Employee Housing   <i>Long Future Farm</i>	Schoharie		\$664,000
A Crossroads Connecting Community, Food & Agritourism   <i>Groeslon Farm</i>	Oneida		\$462,000
Agricultural Workforce Stabilization   <i>Pathfinders Legal Upstate Support</i>	Otsego		\$300,000
Renovation of 99 Main Street   <i>Town of Maryland Historical Society</i>	Otsego		\$280,000
Shared Farm Equipment Hub   <i>The Institute for Rural Vitality, SUNY Cobleskill</i>	Schoharie		\$250,000
Cobleskill Creek Pedestrian Bridge   <i>Schoharie County Trail Association</i>	Schoharie		\$235,000
Tractorland   <i>Fly Creek Cider Mill &amp; Orchard, Inc.</i>	Otsego		\$85,000
Community Garden + Agribusiness Program   <i>The Arc of Oneida-Lewis</i>	Herkimer		\$79,750

**Total Project Investments: \$223,712,859**



# Rooted in the Mohawk Valley. Statewide impacts.



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