

**FULTON COUNTY  
INDUSTRIAL  
DEVELOPMENT AGENCY**

**2018 ANNUAL REPORT**

**JANUARY 16, 2019**

**PREPARED BY:**

**FULTON COUNTY INDUSTRIAL DEVELOPMENT  
AGENCY**

## **I. GENERAL OPERATIONS:**

### **A. Background:**

The Fulton County Industrial Development Agency (IDA) was created in 1970 by an act of the New York State Legislature as a corporate governmental agency constituting a public benefit corporation. The purpose of an Industrial Development Agency (IDA) is:

“to promote, develop, encourage and assist in the acquiring, constructing, reconstructing, improving, maintaining, equipping and furnishing industrial, manufacturing, warehousing, commercial and research facilities and thereby advance the job opportunities, general prosperity and economic welfare of the people of the state of New York and to improve their standard of living.”

### **B. Mission Statement:**

The IDA’s Mission Statement is as follows:

**“The IDA’s mission is to create and promote economic growth and prosperity for both residents and entrepreneurs in Fulton County. The IDA’s role in Fulton County’s Economic Development Program is to develop and maintain an inventory of shovel-ready sites for new and expanding businesses, offer financial incentives, as may be required, to encourage the creation of new and retention of existing jobs and expand the County’s tax base. In doing so, the IDA strives to make Fulton County a desirable place to live and do business.”**

### **C. Tax Exemptions:**

The New York State Legislature authorizes IDAs to offer three (3) types of tax exemptions to stimulate private sector investment and create jobs:

#### **1. Property Tax:**

New York State Law designates IDA's as tax exempt entities. When an IDA holds title to real property, New York State Law says all improvements on the property are exempt from real property taxes. However, the land that the improvements are located on remain taxable.

However, for projects the IDA is involved with, the IDA requires companies to enter into a Payment In Lieu Of Tax Agreement (PILOT). A PILOT is a contractual agreement between the IDA and a company that states that even though the project is tax exempt due to IDA ownership, the company shall make PILOT payments to local taxing jurisdictions in lieu of paying taxes. PILOT Agreements stipulate that companies make PILOT payments to local taxing jurisdictions that are based upon a percentage of the property tax that would otherwise be due on the property

was not owned by the IDA. PILOTs are developed in accordance with the IDA's Uniform Tax Exemption Policy. Once a PILOT is executed, the company makes the required annual PILOT payments to local taxing jurisdictions in accordance with the PILOT. It is the responsibility of the local taxing jurisdictions to issue annual invoices under a PILOT to the company and to ensure that payments are received in a timely manner.

2. Sales Tax:

IDA's can offer companies an exemption from New York State and local sales taxes on eligible construction materials and equipment for a project. The exemption is generally limited to the construction, reconstruction or installation period and cannot cover ongoing operational costs. When the lease or installation sale agreement expires, the IDA transfers any personal property that is involved in the project to the company without the payment of any sales or use tax.

3. Mortgage Recording Tax:

If a project involves a mortgage, a company that receives IDA assistance is exempt from New York State's mortgage recording tax which is currently 1% in Fulton County.

**D. Financing:**

IDA's can also provide various forms of bond financing for a project. Financial institutions, such as banks, insurance companies or private individuals purchase these bonds as an investment similar to an individual purchasing a U.S. Government Savings Bond. By purchasing a bond, a private investor lends its funds to a business. The business commits to repay the principal and interest, if the bonds are taxable, to the investor. The business and the financial institution, independent of the IDA, negotiate the terms, interest rate and other conditions of the transaction. The IDA acts as an intermediary for this private transaction. There are no IDA or public funds involved in an IDA bond transaction.

The IDA does not have a loan fund or pool of money to use to help finance projects. The financing referred to here is private funds coming from banks, financial institutions or private investors.

The IDA, Fulton County Government or Fulton County taxpayers do not lend any public money nor do they assume any responsibility for repaying bonds if a company defaults on any payment. There is also no financial liability on the IDA, Fulton County or taxpayers. Bond payments are solely the responsibility of the company borrowing the money.

**E. Payment in Lieu of Tax Agreements (PILOTS):**

1. Background:

The IDA provides Payment in Lieu of Tax Agreements in accordance with its Uniform Tax Exemption Policy. The IDA's current policy states that it will provide PILOT's modeled after Section 485-b of NYS's Real Property Tax Law. Section 485-b states that a company can receive a 50% exemption on its assessed valuation in year 1. The exemption then decreases 5% a year for 10 years. After ten (10) years, the company would make a PILOT payment equivalent to 100% of the amount it would be paying in real property taxes if it owned the property. During that 10-year period, the company would be making "PILOT payments" to local taxing jurisdictions and not "property tax payments." Once the Lease and PILOT Agreement the IDA has with a company expires, the property then returns to the tax rolls. At that time, the company starts making "property tax payments" to local taxing jurisdictions and no longer be making "PILOT payments."

2. IDA Projects with PILOT's:

The following IDA Projects have active PILOT's as of December 31, 2018:

Owner	Lessee	Address
IDA	Swany	115 Corporate Drive
IDA	CG Roxane	1 Old Sweet Road, Johnstown
IDA	Johnstown Renewables	Enterprise Drive, Johnstown

**F. IDA Projects:**

The following is a list of all active IDA projects as of December 31, 2018:

Owner	Lessee	Address
IDA	CG Roxane	1 Old Sweet Road, Johnstown
IDA	YMCA	213 Harrison Street, Gloversville, NY
IDA	Johnstown Renewables	Enterprise Drive, Johnstown

## **II. SUMMARY OF 2018 ACTIVITIES:**

The IDA Board met eleven (11) times in 2018. The following is a summary of the key activities addressed by the IDA Board in 2018:

### **1. TRYON TECHNOLOGY PARK PROJECT:**

#### **1. Background:**

The IDA Board, in partnership with the Fulton County Board of Supervisors, continued work on transforming the former Tryon Juvenile Detention Facility into shovel-ready sites for new businesses. The following is a summary of the activities that took place in 2018:

#### **a. New Electric System:**

When Tryon was run by the State of New York, the electrical service at Tryon was owned by New York State. New York State owned the electrical system to get the most cost effective electricity rates from National Grid. When the State transferred title of Tryon over to the IDA in 2014, the IDA took ownership of the existing electrical system. Since that time, the IDA has been working with National Grid to get National Grid to install a new underground electric service around the perimeter of County Road 117. Once National Grid installs this new service, the IDA could discontinue its existing electrical service and get out of that business. At that time, the new electric service would be owned, operated and maintained by National Grid.

In 2018, National Grid presented a revised design for a new electrical system for the Tryon Technology Park. The revised design would bring a new overhead line into Tryon from CR107 along an old secondary access road. Once this overhead line reached CR117, the line would then go underground. The new line would run along CR117 and service the existing wastewater pump station, water booster station, elevated tank, Vireo Health and Building 60.

Fulton County will be funding this project which is expected to start in 2019.

#### **b. Marketing:**

The IDA worked with the Fulton County Center for Regional Growth in submitting proposals to prospective companies looking for a site. Tryon was offered to several prospective companies in 2018.

#### **c. Regional Business Training and Incubator Center:**

The IDA had originally planned to repurpose all of Building 3 into the Regional Business Training and Incubator Center. The IDA, in conjunction with Fulton County, sought approval through the Northern Borders Regional Commission (NBRC) to repurpose the grant it received for the Regional Business Training and Incubator Center. The request asks the NBRC to redirect the monies to having just the F-wing of Building 3 repurposed into the Regional Business Training and Incubator Center. The intent would be to have a new heating, ventilation, air

conditioning and plumbing systems installed just for that building. The NBRC approved this request. C.T. Male prepared design plans for this work. The project, however, was not advanced to putting out to bid pending the resolution of the new electric system for the Tryon Technology Park. Fulton County and the IDA wanted to see what its cost would be for providing a new electric system before committing dollars to renovating the F-wing of Building 3.

d. Follow-up to Site Selector's Visit:

Some of the suggestions offered by the three (3) corporate Site Selectors that visited Fulton County in September of 2017 were to:

1. Cut down trees so Site Selectors/Companies could see the land/sites.
2. Cut down underbrush and high grass in several areas.
3. Demolish more buildings.

In response to that input, in 2018, several initiatives were completed at Tryon:

1. Fulton County's Highway and Solid Waste Departments cut down many trees.
2. Fulton County's Soil and Water Conservation District pulled the stumps out of the ground from all trees cut.
3. Fulton County's Department of Solid Waste removed all the stumps pulled by the Soil and Water Conservation District.
4. The IDA hired a contractor to cut down a lot of underbrush and high grass in several areas.
5. The Board of Supervisors hired Dan's Hauling and Demo, Wynantskill, NY to:
  - a) Demolish the three (3) large dormitories.
  - b) Demolish three (3) Activities buildings.
  - c) Demolish one (1) Medical building.
  - d) Demolish one (1) small dormitory.

As a result of this work, the suggestions offered by the Corporate Site Selectors were completely addressed.

e. Vireo Health:

Vireo Health asked the IDA Board to approve a revised Site Plan for its facility at Tryon. The primary change was with respect to where their second greenhouse would be located. The IDA Board approved the revised Site Plan.

Vireo Health began work in 2018 on a second 20,000+/- SF greenhouse. This second greenhouse will be located adjacent to their existing greenhouse. It was discovered that an underground electric circuit that feeds the elevated water tank and Building 3 runs right under where this second greenhouse was to be constructed. This existing circuit is owned by the IDA. The IDA Board agreed to pay to have this circuit rerouted so it wouldn't impact the construction of Vireo's second greenhouse. This work was completed in October 2018.

f. County Road 107/158 Intersection:

The Site Plan for the Tryon Technology Park identified reconstructing this intersection into a "T" intersection. In 2018, Fulton County's Department of Highways and Facilities began planning and design work for this project. The IDA Board went on record agreeing to provide Fulton County with whatever land it would need to complete the reconstruction of this intersection.

g. Other:

In 2018, the IDA Board approved the following items for Tryon:

1. Hired James Esper to cut grass.
2. Sold two (2) old sheds.
3. Sold an old antenna.
4. Lease lands to R & R Farms, Inc. to grow crops.

2. **PIONEER WINDOWS EXPANSION PROJECT:**

In 2018, the IDA Board received a Project Application from Pioneer Windows Manufacturing Corporation to:

- Construct a 120,125+/- SF addition to its existing 160,500 SF manufacturing facility.
- Construct this addition on a 3.91 acre parcel adjacent to their existing facility.

The proposed project would create up to 75 new jobs and result in a total investment of over \$11 million.

The IDA Board initiated its review of this Project Application and held the required public hearing. It is anticipated that final approval of the Project Application will be granted in early 2019.

3. **BENJAMIN MOORE EXPANSION PROJECT:**

In 2018, the IDA Board received a Project Application from Benjamin Moore to:

- Construct a 120,000+/- SF addition to their existing paint manufacturing facility.
- Construct the addition on their existing property.

The proposed project would create approximately 45 new jobs and result in a total investment of \$24+/- million.

The IDA Board initiated its review of this Project Application and held the required public hearing. Unfortunately, Benjamin Moore advised the IDA that the project had been put on hold.

4. **CENTURY LINEN PROJECT:**

In 2018, the IDA learned that Century Linen had scrapped its plans to relocate its business into a vacant building at 123 Union Avenue Extension in the City of Johnstown. Century Linen had been advised by National Grid that National Grid's existing gas line could not supply the volume of gas at the pressures Century Linen needed. The cost to upgrade National Grid's line was too expensive for Century Linen.

5. **SWANY:**

In 2018, Swany filed a formal request with the IDA to terminate its Lease Agreement for the facility it occupies in the Crossroads Industrial Park. The IDA approved this request. The closing on this transaction was held on December 18, 2018.

6. **REGIONAL BUSINESS PARK PROJECT:**

Work on the Regional Business Park Project continued in 2018. Under New York State's Municipal Annexation Law, a SEQR review must be conducted on a petition for annexation before the affected municipalities can vote on whether to approve or disapprove the proposed annexation. In 2017, the SEQR review process continued on this proposed annexation. As Lead Agency, the Town of Mohawk issued a Positive Declaration requiring the preparation of a Draft Environmental Impact Statement (DEIS). The Town of Mohawk declared Fulton County as a Project Sponsor and required the County to pay for and prepare the DEIS. Fulton County agreed to do so in partnership with Montgomery County and the City of Johnstown. Sterling Environmental was hired to prepare the DEIS. The DEIS was completed in November, 2018 and sent to the Town of Mohawk to review for completeness.

7. **JOHNSTOWN RENEWABLES PROJECT:**

Construction of the Johnstown Renewables Project was halted in 2017 when the Project's primary investor passed away. The IDA has aggressively monitored the project and has had numerous communications with the company, the estate of the primary investor and others. The IDA is hopeful that the original project is completed or a new project is brought to the site.

8. **FULTON COUNTY'S ECONOMIC DEVELOPMENT STRATEGY:**

In 2016, Fulton County hired River Street Planning & Development to prepare an Economic Development Strategy. This Strategy would serve as Fulton County's blueprint for economic development in the foreseeable future. The final Development Strategy was completed in the summer of 2018.

In the fall of 2018, the IDA Board reviewed the key recommendations identified in the final Economic Development Strategy (see attached). One component of the Economic Development Strategy was a Housing Strategy. The Housing Strategy used standard industry models to document the current and future demand for housing in Fulton County and specific locations within the County. This report will be key in attracting potential developers to invest into Fulton County because it documents a current and future need/demand for new housing.



Three (3) Primary Development Areas were identified where new housing could be developed. One of these Primary Development Areas is the Tryon Development Area. This Development Area contains approximately 100+/- acres and is located at the northern end of the Tryon property owned by the IDA. The IDA Board reviewed the following recommendations in the Housing Strategy for the Tryon Development Area:

- a. Fulton County should prepare a one-page “sell sheet” that focuses specifically on the market demand for executive-level housing. The sheet should include information on growth in households with incomes over \$100,000 and the lack of executive level housing in the County.
- b. Fulton County should market the residential plan in conjunction with the Technology Park as “Tryon Technology Park and Village.” The vision for an upscale residential village adjacent to the Technology Park can help support tenant recruitment efforts for the Park. This, in turn, will help induce demand for housing in the village as new businesses move into the Park. The County should enhance the Tryon website to help promote and market the vision for Tryon as a business park and residential community. Erie Station Village and Erie Station Business Park in Henrietta, New York is a good example of this approach.
- c. Fulton County should focus on neighborhood-serving retail like a coffee house, bar or restaurant. Potential uses should be carefully designed to be contemporary and fresh to complement the housing in that development area that should be targeted to professionals and executives. In the near term, it is more feasible to recruit a small café or similar business to locate on the Tryon Campus. As housing is built, new retail development may become feasible in the “village” area.
- d. Fulton County should consider partnering with a developer on a “Phase I” project. The type of housing envisioned in Tryon Village represents a largely unproven market, which may deter developers. The County should be prepared to engage in a partnership to entice a developer, such as putting in a small portion of the new road. The purpose of this will be to demonstrate a market for the types of homes included in the vision, which will attract additional private investment. Alternatively, it may demonstrate a need to shift the vision for Tryon Village, such as towards more workforce-level housing.

9. **OTHER:**

In 2018, the IDA Board also took the following additional actions:

1. The Fulton County Sheriff’s Department and NYS Police conducted training exercises at Tryon.
2. The IDA renewed its Gold Membership with the Fulton County Center for Regional Growth.
3. The IDA adopted new Investment and Sexual Harassment Policies.
4. The IDA Board adopted a 2019 Budget.
5. Two (2) IDA Board members, William Sullivan and Diana Putman, resigned. Two (2) new members, George Doherty and Jane Kelley, were appointed by the Board of Supervisors to the IDA Board.

The IDA Board appreciates the strong partnership it has with the Fulton County Board of Supervisors on the Tryon Technology Park and looks forward continuing and strengthening that partnership.

## TABLE 4. FULTON COUNTY DEVELOPMENT STRATEGY: RECOMMENDATIONS

### INITIATIVE ONE: BECOME AN EXTRAORDINARY PLACE TO LIVE WITH AN ENVIABLE QUALITY OF LIFE

#### **Recommendation: Implement Fulton County's Housing Strategy**

##### ***Housing Strategy Goal: Implement a Fulton County Housing Program***

Fulton County should create a Fulton County Housing Program. Fulton County should initially hire a consultant to lead and guide in implementation of this program. Concurrently, Fulton County should develop in-house expertise to take over and operate, manage and administer this program.

At a minimum, Fulton County's Housing Program should include:

1. A Countywide New Housing Program.
2. A Countywide Housing Rehabilitation Program. Fulton County should file a CFA to obtain grant funds to implement this program.
3. A Countywide Homebuyer Assistance Program. Fulton County should file a CFA to obtain grant funds to implement this program.
4. A Countywide Anchor Building Rehabilitation/Reuse Program for important/key properties. Fulton County should file a CFA to obtain grant funds to implement this program.

As part of Fulton County's Housing Program:

1. Fulton County should conduct a Housing Summit to bring together municipal leaders, housing developers and the real estate community to network, develop partnerships and promote the Housing Strategy.
2. Fulton County should solicit developers to build new senior housing, middle income and executive level homes at the Primary Development Areas and other specific sites.
3. Fulton County should solicit developers to build new mixed use developments in the Primary Development Areas and other specific sites.

##### ***Housing Strategy Goal: Market and Promote Fulton County's Housing Program***

Fulton County should annually prepare and implement a professional marketing campaign to promote:

1. Fulton County's Housing Program.
2. Fulton County's Housing Strategy.
3. Three Primary Development Areas.
4. Fulton County's affordability, strong quality of life and property values that make it a great place to buy a house and live.

##### ***Housing Strategy Goal: Promote Downtown Revitalization in the Cities***

Fulton County should partner with Gloversville to implement key Downtown Development Strategy projects and initiatives.

Fulton County should encourage Johnstown to hire a professional consultant to prepare a Downtown Development Strategy.

Fulton County should secure grants from the New York State Homes and Community Renewal's Main Street and other Programs to incentivize development of new housing in downtowns.

### INITIATIVE TWO: BUILD A STRONG ECONOMY AND STABLE TAX BASE

#### **Recommendation: Implement Fulton County's Retail Strategy**

##### ***Retail Strategy Goal: Increase Sales Tax Revenue by Capturing Demand from Four Sources***

Fulton County should recapture retail leakage in the local and regional trade areas.

Fulton County should capture spending by households including new families and current residents forming new households.

Fulton County should capture spending by non-resident workers.

Fulton County should capture spending by visitors and seasonal households.

**TABLE 4. FULTON COUNTY DEVELOPMENT STRATEGY: RECOMMENDATIONS**

***Retail Strategy Goal: Support Retail Recruitment Retention & Expansion***

Fulton County should conduct a Retail Summit to present the Retail Strategy and receive new ideas and strategies to grow retail sales in Fulton County.

Fulton County should designate a County retail point-person to serve as primary contact for retailers interested in the County.

Fulton County and the FCCRG should create and maintain on their websites an up-to-date inventory of available retail space.

***Retail Strategy Goal: Support Retail Development in the Cities, Towns and Villages***

Fulton County should work with the Cities, Towns and Villages to identify sites for new retail. Fulton County and the FCCRG should create and maintain, on their websites, an up-to-date inventory of these sites for new retail development.

Fulton County should provide water and wastewater services to these sites for new retail through the County’s SMART Waters Program.

Fulton County should secure grants from the New York State Homes and Community Renewal Main Street and other programs to incentivize new retail projects in downtowns.

Fulton County, in partnership with the FCCRG, should apply for a CBDG Microenterprise Grant to attract new restaurants/ brew pubs into Downtown Gloversville and Johnstown modeled after Livingston County’s craft beverage trail project.

**Recommendation: Implement Three Primary Development Areas**

With respect to the Hales Mills Development Area:

1. Fulton County should work with the Town of Johnstown to develop the Town Park on the west side of Hales Mills Road Extension.
2. Fulton County should work with the Fulton County Industrial Development Agency to acquire purchase options with the property owners comprising the Development Area.
3. Fulton County should implement a plan to provide municipal sewer services for the Development Area.

With respect to the Vail Mills Development Area:

1. Fulton County should, in partnership with the Town of Mayfield and FCCRG, conduct a targeted business recruitment campaign to attract desired businesses into the Development Area.
2. Fulton County should, in partnership with the Town of Mayfield, develop the community uses identified in the Development Area including a park and canoe launch.
3. Fulton County should work with the Fulton County Industrial Development Agency to acquire purchase options on key parcels of land in the Development Area.

With respect to the Tryon Development Area:

1. Fulton County should prepare a one-page “sell sheet” that focuses specifically on the market demand for executive-level housing and how that demand can be met in this Development Area.
2. Fulton County should market the residential plan in this Development Area in conjunction with the Tryon Technology Park as “Tryon Technology Park and Village.” The vision for an upscale residential village adjacent to the Technology Park can help support recruitment efforts for the Park which, in turn, would help induce demand for housing in the Village as new businesses move into the Park.
3. Fulton County should partner with a developer on a “Phase I” project. The County should entice a developer by, for example, putting in a small portion of the new road. Successfully implementing a Phase I project would demonstrate a market for the types of homes included in the vision, which would attract additional private investment.

## TABLE 4. FULTON COUNTY DEVELOPMENT STRATEGY: RECOMMENDATIONS

### **Recommendation: Market the County's Assets, Strategic Location and Opportunities**

Fulton County should hire a professional firm to develop and manage an annual marketing program to:

1. Attract new businesses into the County.
2. Attract people to come and live and work in the County.

Fulton County should implement key recommendations from the 2017 Site Selectors' Summit including:

1. Fulton County should annually allocate \$3/capita for economic development marketing.
2. Fulton County should select two targeted industries to focus marketing efforts towards.
3. Fulton County and the FCCRG should update their websites to make them useable by mobile devices and for the websites to contain more data and information on available sites.
4. The FCCRG should develop a shell building.

### **Recommendation: Strengthen Fulton County's Tourism Program**

Fulton County should hire a professional firm to develop, administer and manage the annual tourism marketing program that continues to utilize the 44 lakes brand and focuses on the County's world class year-round recreational assets and direct access to the Adirondack State Park.

The annual tourism marketing program should also include:

1. Retail opportunities available in the County.
2. Marketing to dominant demographics especially millennials, empty nesters and Hispanic consumers.
3. Marketing messages to specific retailers and segments of the retail industry.
4. Market and promote retail development in strategic locations in the County.

Fulton County, in partnership with the FMRCoC, should conduct a Tourism Summit to obtain input on strategies to improve tourism and to obtain ideas to include into marketing plan.

Fulton County should file a CFA to obtain grant funding to implement the Hunden Strategic Partner's Hotel/Motel Feasibility Study.

Fulton County should file a CFA to obtain grant funding to develop, in conjunction with the FMRCoC, two new major annual tourist events, such as an annual home brew/cider festival, food truck Friday program or a Fall Apple festival, to attract additional tourists into the County.

Fulton County should file a CFA to obtain grant funding to hire a professional consultant to evaluate the market support for and financial feasibility of an outdoor special events venue in the County potentially in the Vail Mills Development Area.

Fulton County should file a CFA to obtain grant funding to hire a professional consultant to identify potential sites and the financial feasibility of development a public tourist destination site on the Great Sacandaga Lake (GSL).

Fulton County should file a CFA to obtain grant funding to develop a Countywide wayfinding and related streetscaping program.

Fulton County, in conjunction with the FMRCoC, should host an annual Tourism Conference.

### **Recommendation: Maintain a Strong Inventory of Shovel-Ready Sites for New Businesses**

Fulton County and the FCCRG should create and maintain on their websites an up-to-date inventory of shovel-ready sites for new businesses.

Fulton County, in partnership with Montgomery County and the City of Johnstown, should complete the Regional Business Park.

**TABLE 4. FULTON COUNTY DEVELOPMENT STRATEGY: RECOMMENDATIONS**

Fulton County should complete the Tryon Technology Park: Building Demolition/New Electric Service.

Fulton County should identify additional sites for new businesses and pursue having these sites prepared as shovel ready by:

1. Obtaining purchase options.
2. Conduct boundary and topo surveys and title search.
3. Prepare Phase I Environmental Site Assessment, Phase I archeological survey, geotechnical evaluation and wetlands survey.

**Recommendation: Retain Existing Businesses**

The FCCRG should develop additional financial incentives to support existing businesses.

Fulton County, in partnership with the FCCRG and FMRCoC, should regularly meet with existing businesses to identify issues/problems negatively impacting the County’s business climate. Fulton County should then factor this input into future marketing strategies.

**INITIATIVE THREE: CREATE HEALTHY COMMUNITIES CONNECTED TO NATURE**

**Recommendation: Offer Diverse and High Quality Four-Season Recreation**

Fulton County should complete the remaining 5.4 mile section of the FJ & G Rail Trail between Dennie’s Crossing and CR155.

Fulton County should file a CFA to obtain grant funding to use to hire a professional consultant to prepare a Countywide Recreational Action Plan. This Plan should include:

1. Identify all recreational projects included in municipal comprehensive plans.
2. How to integrate the FJ & G Rail Trail with regional trails in Saratoga and Montgomery Counties.
3. A plan to develop a network of hiking and biking trails that connect into FJ & G Rail Trail.

**TABLE 5. IMPLEMENTING THE FULTON COUNTY DEVELOPMENT STRATEGY**

**IMPLEMENTATION PARTNERS**

- Fulton County Board of Supervisors
- Fulton County Center for Regional Growth
- Fulton County Community Heritage Corporation
- Fulton County Industrial Development Agency
- Fulton Montgomery Community College
- Hamilton Fulton Montgomery BOCES
- Fulton Montgomery Regional Chamber of Commerce
- Local municipal boards
- Community arts and cultural organizations
- Local agriculture organizations

**FULTON COUNTY’S ROLES**

- Promote the Development Strategy
- Integrate initiatives into annual County Marketing efforts
- Host summits and workshops
- Plan and conduct annual events
- Retain consultants to complete market/feasibility studies, prepare grant applications and oversee the housing programs
- Continue to assist local communities with planning and land management
- Administer grants and advance projects
- Support arts, local food and heritage organizations
- Help implement projects in local communities

**SOME MEASURES OF SUCCESS**

- Growth of the tax base and increase in sales tax revenue
- Business started/jobs created
- Growth of average wage
- Improved school performance
- Improved health indicators
- Level of population growth
- Increase in millennials and young families
- More people living downtown
- Number of housing units constructed and rehabilitated
- Amount of new retail sq. ft. developed/expanded
- Private and public investment ratios for development
- Annual visitor count
- Increase in lodging/beds
- Increase in confidence in County government