

FULTON COUNTY INDUSTRIAL DEVELOPMENT AGENCY

**TUESDAY
NOVEMBER 14, 2023
8:00 A.M.**

PLANNING DEPARTMENT CONFERENCE ROOM

MEETING NOTES

PRESENT:

MIKE FITZGERALD, CHAIRMAN
SUE COLLINS, VICE CHAIRMAN
TODD RULISON, TREASURER
DAVID D'AMORE, MEMBER
DR. GREG TRUCKENMILLER, MEMBER
JAMES MRAZ, EXECUTIVE DIRECTOR
KARA LAIS, FITZGERALD, MORRIS, BAKER, FIRTH PC
SCOTT HENZE, PLANNING DIRECTOR
TIM BECKETT, FULTON COUNTY CENTER FOR REGIONAL GROWTH

I. MINUTES FROM OCTOBER 10, 2023 MEETING:

MOTION : Accept as presented.
MADE BY : Greg Truckenmiller
SECONDED : Todd Rulison
VOTE : Unanimous

II. BUDGET REPORT:

MOTION : Accept as presented.
MADE BY : Mike Fitzgerald
SECONDED : Sue Collins
VOTE : Unanimous

III. COMMITTEE REPORTS:

A. Nominating Committee:

- No report.

B. Audit Committee:

- Monthly Bank Reconciliation Report: Todd Rulison

IDA DISCUSSION: Todd Rulison approved the Monthly Bank Reconciliation Reports.

C. Governance Committee:

- No report.

D. Finance Committee:

- No report.

IV. FULTON COUNTY/FULTON COUNTY CENTER FOR REGIONAL GROWTH (FCCRG) REPORTS:

1. Fulton County Report:
2. FCCRG Report: (See attached.) Tim Beckett

IDA DISCUSSION: Tim Beckett reviewed the CRG Report that was attached to the Agenda. He emphasized that the EPA wants to get Brownfield properties back onto the tax rolls and has funds to assist in doing so.

V. OLD BUSINESS:

A. Nexus Renewables:

- Nexus has received National Grid's approval of the interconnect.
- Nexus will now look to obtain quotes to construct solar project.
- Nexus is working with Vireo to obtain an easement along the rear of Vireo's property to run its electric lines from the solar project to the interconnect point with National Grid's electric lines.

B. Winstanley Enterprises Project:

- No report.

C. Back-up Generator Project:

- Punchlist was prepared and submitted to Koval.
- Once punchlist is complete, final payment will be processed.
- General Control Systems installed the UPS and reprogrammed the pumps.
- Last step is to connect the Mission Communications Remote Telemetry Unit. The Unit has been in place. Mission Communications has been waiting for the UPS to be installed and the pumps reprogrammed before connecting their unit.
- This Unit will allow the generator and sewer pumps to communicate with the County's 911 Center.

D. Vireo Health Project:

1. Sales Tax Exemptions:

- a) On July 13, 2021, the IDA Board approved granting up to \$2,251,520 in sales tax exemptions.
- b) On August 9, 2022, the IDA Board authorized increasing the total sales tax exemptions available from \$2,251,520 to \$3,284,534 contingent upon Vireo signing either a standard Lease or an Agent and Equipment Lease.
- c) On May 9, 2023, the IDA Board authorized extending from May 31, 2023 to October 31, 2023 the deadline for using sales tax exemptions. This approval was granted contingent upon Vireo signing an Agent and Equipment Lease and paying the balance of the Administrative Fee owed the IDA.
- d) On October 10, 2023, the IDA Board extended the deadline to March 31, 2024.

VII. NEW BUSINESS:

A. T-Bills:

1. T-Bill due on November 2, 2023:

- T-Bill 1 expired on November 2, 2023.
- The expiring T-Bill had a rate of 4.540%
- Board members were e-mailed on November 1st with the current T-Bill rates as shown below:

3-month	: 5.23%
6-month	: 5.416%
9-month	: 5.33%
12-month	: 5.33%

- It was the consensus of all IDA members to renew this T-Bill for 6 months.

IDA DISCUSSION: Jim Mraz reviewed the information on the Agenda. He asked if there were any questions. There were none.

IDA ACTION:

MOTION: To retroactively approve renewing T-Bill 1 for 6 months.

MADE BY: Sue Collins

SECONDED: Dave D'Amore

VOTE: Unanimous

2. T-Bill due on November 16, 2023:

- T-Bill 3 expires on November 16, 2023.
- The expiring T-Bill had a rate of 5.096%
- The current T-Bill rates as of November 13, 2023 are shown below:

3-month	:	5.141%
6-month	:	5.216%
9-month	:	5.242%
12-month	:	5.264%

IDA DISCUSSION: Jim Mraz reviewed the information on the Agenda. There was a brief discussion on the term for renewing this T-Bill. After a brief discussion, it was agreed to renew the T-Bill for six (6) months.

IDA ACTION:

MOTION: To approve renewing T-Bill 3 for 6 months.

MADE BY: Mike Fitzgerald

SECONDED: Greg Truckenmiller

VOTE: Unanimous

B. Update to County's Development Strategy:

1. Background:

- Fulton County completed its existing Development Strategy in 2018.
- Fulton County has budgeted funds to update that Strategy in 2024.
- IDA Board has agreed to contribute \$25,000 towards the cost of this update.
- Fulton County will be hiring a professional consultant to update the Development Strategy.

2. Housing:

- A key component of the professional consultant's work will be to assess housing needs in the County and to develop a Strategy/Plan to address those needs.

3. 2018 Housing Strategy: Key Findings:

- a. There is a shortage of new single-family professional and executive level housing in the County.

- b. There is a current and future need for a variety of housing options for empty nesters to accommodate their increased mobility, reduce maintenance demands and encourage the turn-over of housing that would appeal to younger families.
- c. There is a shortage of mixed-use neighborhoods outside of the Cities. These types of neighborhoods appeal to the nation's largest demographic segments: baby boomers and millennials.
- d. There is strong current and future demand for new senior housing to meet changing lifestyles and accessibility needs in the form of apartments and patio homes which are smaller, easier to maintain and provide a good bridge to retirement for many households.
- e. There are a number of formerly productive, but currently vacant, institutional and manufacturing properties. Some can be adaptively reused but others will need to be demolished, at least in part, and redeveloped.
- f. The Cities need rich amenities to attract people to live in downtown. Mixed-use places with gathering spaces, public art, open space, recreation trails, attractive streetscapes, Wi-Fi access and adequate and safe parking are needed to meet the contemporary expectations of residents and visitors. Housing is going to occur first in those communities that have these amenities.
- g. Fulton County currently only has a modest supply of market-rate senior housing. Of the 13 housing developments in Fulton County identified by NYS Homes and Community Renewal, only 3 are market rate and/or mixed age and all report waiting lists and/or very low vacancy rates largely related to natural turnover each year.
- h. There is a lack of:
 - 1. Mixed-use development options.
 - 2. Downtown housing that appeals to millennials.
 - 3. Professional and executive level housing.
- i. There has been recent, historical and ongoing competition from development of new market-rate and affordable housing in nearby Saratoga and Schenectady County communities surrounding Fulton County. There is also competition with seasonal homeowners for housing in smaller communities.
- j. There is limited housing choice and diversity of housing products. Most of the County's existing housing is older and dated (85% built prior to 1990) and does not meet modern lifestyles and interests, effecting prices and value trends.

4. Other Current Housing Issues:

- Homelessness is increasing in Fulton County.
- Current market trends are pricing many people out of the home buying market.
- Current rental property options are limited and deteriorating.
- Many rentals are converted single-family homes with absentee landlords.
- Tenant/Landlord relations are strained for many, on both sides. This leads to reduced trust and resentment causing tenants to abuse apartments and landlords to evict tenants.
- Many landlords do not keep up with basic maintenance.
- Local school districts are experiencing a high rate of transience that is impacting the quality of the educational experience in our communities. These high transience rates are related to unstable housing practices, destabilized family dynamics and high levels of social/neighborhood dysfunction and crime.
- The lack of diverse, clean and affordable housing is a disincentive for staying in or relocating to Fulton County.
- The cost of new housing construction is higher post pandemic, making it harder for families to transition to new homes to make more affordable capacity within the market.

5. Scope of Work:

- The Consultant to be hired will be charged with putting together a plan/strategy to identify and address the various housing needs/issues in the County.

- See handout for draft scope of work.

IDA DISCUSSION: Jim Mraz reviewed the information on the Agenda. He then directed Board members to the draft Scope of Work that was attached to the Agenda. He reviewed the entire Scope of Work with IDA Board members. Based upon their review, the following comments were offered:

- Under Background, Section Paragraph B, the word increased should be changed to “decreased”.
- With respect to the data to be collected and analyzed, data at both the National and County levels should be collected and terms identified.
- With respect to School Districts participating in Housing Roundtable meetings, Superintendents should be the individuals invited.
- With respect to the representatives who would be attending the Housing Roundtable meetings, the following additional representatives were recommended be added:
 1. Estee
 2. Hillside Place
 3. 52 Church Street
 4. Helmut Phillip
 5. Trish Isabella
 6. NYS Housing and Community Renewal (HCR)

Mike Fitzgerald suggested that the Consultant look at historic tax credits, Restore NY, Brownfields and National Grid for grant funds to help implement housing projects. Jim Mraz explained that the Request for Proposals (RFP) includes a work task for the Consultant to identify potential grant programs to help pay for implementing all recommendations in the updated Development Strategy. He stated that the updated Strategy will involve three (3) main components:

1. Economic development
2. Housing
3. Tourism

He stated the RFP will ask the Consultant to develop 3-year programs for each of those subject areas and to identify grant programs to implement recommended projects in each area.

VIII. OTHER BUSINESS:

A. Board Training:

1. Public Authorities Law:
 - Section 2824(2) of the Public Authorities Law, as amended by Section 18 of the Public Authorities Accountability Act, requires new directors to “participate in State approved training regarding their legal, fiduciary, financial and ethical responsibilities as board members of an authority within one year of appointment to a board.”
 - It also requires board members to “participate in such continuing training as may be required to remain informed of best practices, regulatory and statutory changes relating to the effective oversight of the management and financial activities of public authorities and to adhere to the highest standards of responsible governance.”

- The Act requires directors to participate in continuing training to “remain informed of best practices, regulatory and statutory changes relating to the effective oversight of the management and financial activities of public authorities and to adhere to the highest standards of responsible governance.”
- **As a best practice, the ABO recommends that directors participate in refresher training upon re-appointment to the Board or at least every three (3) years.**

2. 2023 Board Training:

- A. The IDA Board has been receiving regular training updates at its monthly meetings.
 B. So far, in 2023, the IDA Board received training on the following topics:

1. Reviewed Public Authorities Law that requires the IDA to annually prepare five (5) reports:
 - a. Annual Report:
 - b. Independent Audit:
 - c. Investment Report:
 - d. Procurement Report:
 - e. Budget Report:
2. Reviewed Key Reporting Dates for 2023.
3. Reviewed new State laws that were adopted in 2022 affecting IDA’s.
4. Reviewed information on NYS’s Public Work Enhancement Fund.
5. Reviewed Fulton County’s 2018 Housing Strategy’s findings and recommendations.
6. Reviewed and Updated Property Disposition Policy.
7. Reviewed types of projects IDA’s are authorized to participate in which includes:
 - Industrial
 - Manufacturing
 - Warehousing
 - Commercial
 - Research and recreation facilities
 - Industrial pollution control facilities
 - Educational or cultural facilities
 - Railroad facilities
 - Horse racing facilities
 - Automobile racing facilities
 - Continuing care retirement communities
 - Retail: Retail component of total project cost can’t exceed 33%
8. Reviewed information obtained from NYSEDC’s Spring IDA Academy.
9. Reviewed information obtained at Brownfield’s Summit.
10. Reviewed IDA Mission Statement. Based upon this review, it was decided to keep the Mission Statement as is but to add the Tagline:

“WE INCENTIVIZE DEVELOPMENT OPPORTUNITIES.”

11. Reviewed new IDA's incentivize housing projects.
12. Met with David Kimmel, President Two Plus Four Construction, to discuss the development of new housing.
13. Reviewed how other counties incentivize housing projects by having different types of PILOT models.
14. Reviewed and revised the Uniform Tax Exemption Policy by adding new project definitions and adopting new PILOT schedules for these different types of projects.
15. Reviewed and completed Annual Board Performance Questionnaire.
16. Reviewed and revised the IDA's Internal Financial Control System.

C. Do Board members believe this training is satisfactory? If not, what topics would Board members desire to have training provided on?

IDA DISCUSSION: Jim Mraz reviewed the information on the Agenda. He asked Board members if they felt the ongoing training being provided was addressing the requirement that Board members participate in ongoing training. It was the consensus of all present that the monthly Board training being provided was acceptable.

3. IDA Board Performance Questionnaire:

a. Background:

- The 2009 Public Authorities Reform Act requires that board members of every state and local public authority conduct an annual evaluation of its performance. The IDA's Policy 10-5 also requires Board members to complete this annual evaluation.
- Board member comments are protected from disclosure under Article 6 of Public Officers Law, but the results of the assessment are to be provided to the ABO.
- This annual assessment is a reminder to each board member of their duties, why those responsibilities are important, and whether they are performing those duties appropriately. The evaluation provides an opportunity for board members to measure their individual and collective effectiveness, determine if they are following their own policies and procedures, identify areas for board improvement, and to compare how their evaluation of the board's performance compares to that of other board members.
- If the evaluation demonstrates the need for the board to improve its performance, amend its practices or procedures, or clarify its expectations of board members, the board is expected to implement suitable corrective actions immediately.

b. 2023 Board Performance Questionnaire:

- See Handout.

IDA DISCUSSION: Jim Mraz asked Board members present to complete the Questionnaire. All present completed and turned in the Questionnaire.

B. Executive Session:

1. Upon a majority vote of its total membership, taken in an open meeting pursuant to a motion identifying the general area or areas of the subject or subjects to be considered, a public body may conduct an executive session for the below enumerated purposes only, provided, however, that no action by formal vote shall be taken to appropriate public moneys:
 - i. matters which will imperil the public safety if disclosed;
 - ii. any matter which may disclose the identity of a law enforcement agent or informer;
 - iii. information relating to current or future investigation or prosecution of a criminal offense which would imperil effective law enforcement if disclosed;
 - iv. discussions regarding proposed, pending or current litigation;
 - v. collective negotiations pursuant to article fourteen of the civil service law;
 - vi. the medical, financial, credit or employment history of a particular person or corporation, or matters leading to the appointment, employment, promotion, demotion, discipline, suspension, dismissal or removal of a particular person or corporation;
 - vii. the preparation, grading or administration of examinations;
 - viii. the proposed acquisition, sale or lease of real property or the proposed acquisition of securities, or sale or exchange of securities held by such public body, but only when publicity would substantially affect the value thereof.**

MOTION: To go into Executive Session to discuss the proposed acquisition, sale or lease of real property or the proposed acquisition of securities, or sale or exchange of securities held by such public body, but only when publicity would substantially affect the value thereof.

MADE BY : Dave D'Amore
SECOND : Sue Collins
VOTE : Unanimous

TIME : 8:45 a.m.

MOTION : To go out of Executive Session.

MADE BY : Dave D'Amore
SECOND : Todd Rulison
VOTE : Unanimous

TIME : 9:42 a.m.

IX. NEXT MEETING:

Tuesday
December 12, 2023
8:00 a.m.

X. CLOSE MEETING:

MOTION : To close the meeting.
MADE BY : Sue Collins
SECONDED : Dave D'Amore
VOTE : Unanimous

TIME : 9:42 a.m.

Fulton County Center for Regional Growth

November 2023

Business Marketing / Business Leads / Business Inquires

1. **CRG's Countywide EPA Assessment Program:** A taskforce meeting was held on October 20th where it was decided to apply for another EPA Site Assessment Grant. CRG plans to apply for a \$500,000 grant. This represents an increase of \$200,000 over the current grant.

The grant application will be submitted within the next week.

Fashion Tanning Phase 2 ground test sample results are in and being finalized.

Good news! EPA approved a Technical Assistance Grant for Fashion Tanning. EPA is moving forward using their consultants, and we will be working together to develop a redevelopment plan for the site. The initial kickoff meeting took place last week.

Still working with the Village of Broadalbin on a brownfield site.

2. HUD reached out to CRG last week and told us to expect our signed CPF Grant Agreement within the next several weeks.
3. The Countywide Loan Fund approved two loans. One, which closed last week, for a retail operation named Giddy Grow Shop. The second approved loan was to CMK Development LLC and will close next week.
4. CRG's 6-County JDA Loan Fund closed a loan with Riehl Lumber.
5. CRG's development project, Glove City Lofts located at 52 Church Street, broke ground. Demolition is well underway, footings are being poured, and if the weather holds, construction on the building will begin before winter sets in.
6. As part of CRG's efforts to promote advanced manufacturing in Fulton County, we successfully brought in representatives from the Center for Economic Growth (CEG) to tour one of our manufacturing companies. Relationships were established which will lead to advanced manufacturing opportunities for this Fulton County business.
7. CRG is working with the City of Johnstown and a potential buyer on a significant vacant building located in downtown Johnstown.

8. The Mohawk Valley Regional Economic Development Council is in the process of preparing their NYS Strategy. Mohawk Valley EDGE is the lead agency in preparing the plan. MV EDGE met with CRG on project input for the Regional Plan. CRG invited the IDA and County Planning to attend.
9. CRG is currently working on a market rate housing development in Gloversville that would be in addition to the Glove City Lofts Development at 52 Church Street.
10. CRG is one of 303 organizations chosen by the United States Department of Labor to serve as Apprenticeship Ambassadors.

The goal of the program is to:

Promote and expand awareness of the benefits of Registered Apprenticeship in the U.S. for industry, employers, career seekers, educators, and communities as a whole;
Identify and scale innovative practices and partnerships to modernize, strengthen, and accelerate the adoption of Registered Apprenticeship;
Increase access and support for underrepresented and underserved populations in Registered Apprenticeship including women, youth, people of color, rural communities, justice-involved individuals, and people with disabilities; and
Communicate the business case for Registered Apprenticeship as a mainstream workforce strategy for high-demand industries and creating opportunities for good jobs for all Americans across the economy.

Last week, CRG organized a tour of the SUNY Albany Nano Tech Complex for Northville High School students. The students saw firsthand what a career in the advanced manufacturing industry could look like for them and learned the steps necessary to seek such a career.

In addition, November 13-19, 2023, is National Apprenticeship Week. Working with our workforce partners, three days of workforce events are being held in person and virtually for National Apprenticeship Week. Attached is information on the events and program.

11. The Gloversville Downtown Development Specialist continues to meet with DRI project awardees and is currently working on the capital stacking process for each project.
12. The Gloversville DDS continues to work with downtown-related activities including the Local Waterfront Revitalization Program and the city's Brownfield Opportunity Area (BOA).

Fulton-Montgomery & Schoharie Counties Support *National*

APPRENTICESHIP WEEK

NOVEMBER 13-19, 2023

GET TO KNOW NATIONAL APPRENTICESHIP WEEK

In honor of the 86th Anniversary, U.S. DOL is hosting the 9th Annual National Apprenticeship Week. NAW is a nationwide celebration where employers, industry associations, labor organizations, community-based organizations, workforce partners, education providers, and government leaders host events to showcase the successes and value of Registered Apprenticeship. Apprenticeships are instrumental in re-building our economy, advancing racial & gender equity, building a pipeline to good quality jobs, and supporting underserved communities.



Monday November 13th 2:30pm - 3:30pm



**Registered Apprenticeship for Youth
Virtual Event**



**Tuesday November 14th
12pm (Lunch) 12:30 - 2:30pm**



**Registered Apprenticeship
in Advanced Manufacturing
FMCC Allen House (In-person)**



Wednesday November 15th 11am - 1pm
**Expanding Registered Apprenticeship
to Underserved Populations
Virtual Event**



**Get Involved & Attend an Event!!
Virtual & In-Person Options Available**



Apprenticeship
Programs at SUNY

APPRENTICESHIP PROGRAMS

The State University of New York

Registered Apprenticeship is a workforce training model that combines paid on-the-job training (OJT) and formal instruction (Related Instruction - RI) to help a worker master the knowledge, skills, and competencies needed for career success.

It's a simple training and education model that meets the needs of employers in a wide variety of industries such as manufacturing, healthcare, human services, financial services, hospitality and information technology.

Employers realize an average return on investment of \$1.47 for every \$1 invested, and every \$1 invested in apprenticeships leads to a public return of approximately \$28 in benefits.

At the heart of Registered Apprenticeship programs is the robust partnership between private industry and public institutions. Apprentices perform tasks and receive paid employment day one, while also receiving relevant academic and technical instruction, frequently at a SUNY institution. Training can lead to stackable credentials; an associate and/or bachelor's degree; and a nationally recognized, portable credential issued from the New York State Department of Labor.

SUNY HAS SUPPORTED OVER 150 EMPLOYERS WITH A VARIETY OF TRADE TITLES, INCLUDING:

INDUSTRIAL MECHANICAL TECHNICIAN:
GlobalFoundries, Cummins, Fala Technologies

TOOLMAKER:
*Amphenol Aerospace, Peko Precision Products,
PPC Broadband*

ELECTRO-MECHANICAL TECHNICIAN:
Barilla America, Plug Power, Eastman Kodak

DIRECT SUPPORT PROFESSIONAL:
Schenectady ARC, Lexington ARC

CHILDCARE ASSISTANT:
Healthy Kids Extended

SOFTWARE DEVELOPER:
City of Syracuse

TRUCK DRIVER, HEAVY:
Renzi Foodservice

TEACHER:
Classroom Academy

FAST FACTS ON APPRENTICESHIP:

WHAT IS A REGISTERED APPRENTICE?

- Paid full-time employee
- Produces high-quality work
- Receives increasing scale of wages
- Completes a minimum of 144 hours of academic "Related Instruction" per year
- Completes a minimum of 2,000 hours of "on-the-job training" per year
- Operates under close supervision of a skilled worker
- Receives a nationally recognized credential

HOW DO EMPLOYERS BENEFIT?

- Obtain highly skilled workforce
- Increase efficiency and productivity
- Train workers without losing valuable work time
- Transfer institutional knowledge
- Follow consistent and structured training program
- Increase employee retention and attendance
- Improve employer/employee relations

WHAT FUNDS ARE AVAILABLE?

- Tuition support up to \$5,000 for apprentices studying at a SUNY college
- Up to \$1,000 tuition support for pre-apprenticeship training
- Up to \$1,500 of hiring/retention incentives for businesses

FIVE HALLMARKS OF APPRENTICESHIP

1. Paid, work-based component
2. On-the-job training and mentorship
3. Educational and instructional component
4. Industry-recognized credential
5. Safety, supervision, and equal employment opportunity

HOW DO EMPLOYERS REGISTER A PROGRAM?

1. Register directly with NYS Department of Labor (NYSDOL)

- NYSDOL supervising apprentice training representative works with businesses throughout the process (www.dol.ny.gov/apprenticeship)
- Thirty day comment period
- Additional apprenticeship titles may not be added for two years
- No cost

2. Join under a group sponsor

- The NYS Manufacturers Intermediary Apprenticeship Program sponsors and manages many manufacturing trades (www.nysapprenticeship.org)
- SUNY sponsors and manages several healthcare, human services, education and information technology trades
- Group sponsor works with NYSDOL directly on paperwork on behalf of employer
- No comment period and additional titles may be added at any time

GET STARTED TODAY!

SUNY is your trusted partner for NYS Registered Apprenticeships

SUNY System Administration Office of Community Colleges and the Education Pipeline



Apprenticeship
Programs at SUNY

Number 518 445 4034
E-mail apprenticeship@suny.edu
Website www.suny.edu/apprenticeship

FULTON COUNTY INDUSTRIAL DEVELOPMENT AGENCY

Policy No. 10-05

2023 IDA Board Performance Questionnaire

Criteria	Agree	Somewhat Agree	Somewhat Disagree	Disagree
Board members understand the mission and purpose of the IDA.				
The policies, practices and decisions of the IDA are consistent with this mission.				
Board members comprehend their role and fiduciary responsibilities and hold themselves and each other to these responsibilities.				
The Board has adopted policies, by-laws, and practices for the effective governance, management and operation of the IDA and reviews these annually.				
The Board sets goals to accomplish its mission.				
Board decisions are arrived at through independent judgment and deliberation, free of political influence, pressure or self-interest.				
Board members communicate effectively with the Executive Director and are well informed of all important issues.				
Board members are knowledgeable of IDA programs, financial statements, reporting requirements, and other transactions.				
The Board meets to review and approve all documents and reports prior to public release and is confident that the information being presented is accurate and complete.				
The Board knows the statutory obligations of the IDA and if the IDA is in compliance with state law.				
Board and Committee meetings facilitate open, deliberate and thorough discussions and the active participation of members.				
Board members have sufficient opportunity to research, discuss, question and prepare before decisions are made and votes taken.				
Board members feel empowered to delay votes, defer agenda items or table actions if they feel additional information or discussion is required.				
The Board exercises appropriate oversight of Executive Director and CFO, including setting performance expectations and reviewing performance annually.				
The Board has identified the areas of most risk to the IDA and works with management to implement risk mitigation strategies before problems occur.				
Board members demonstrate leadership and vision and work respectfully with each other.				

1. Housing:

A. Background:

In 2018, Fulton County had prepared a comprehensive Housing Strategy. This Strategy documented housing needs and identified key issues. Some of the key findings from this Strategy were:

- a. There is a shortage of new single-family professional and executive level housing in the County.
- b. There is a current and future need for a variety of housing options for empty nesters to accommodate their increased mobility, reduce maintenance demands and encourage the turn-over of housing that would appeal to younger families.
- c. There is a shortage of mixed-use neighborhoods outside of the Cities. These types of neighborhoods appeal to the nation's largest demographic segments: baby boomers and millennials.
- d. There is strong current and future demand for new senior housing to meet changing lifestyles and accessibility needs in the form of apartments and patio homes which are smaller, easier to maintain and provide a good bridge to retirement for many households.
- e. There are a number of formerly productive, but currently vacant, institutional and manufacturing properties. Some can be adaptively reused but others will need to be demolished, at least in part, and redeveloped.
- f. The Cities need rich amenities to attract people to live in downtown. Mixed-use places with gathering spaces, public art, open space, recreation trails, attractive streetscapes, Wi-Fi access and adequate and safe parking are needed to meet the contemporary expectations of residents and visitors. Housing is going to occur first in those communities that have these amenities.
- g. Fulton County currently only has a modest supply of market-rate senior housing. Of the 13 housing developments in Fulton County identified by NYS Homes and Community Renewal, only 3 are market rate and/or mixed age and all report waiting lists and/or very low vacancy rates largely related to natural turnover each year.
- h. There is a lack of:
 1. Mixed-use development options.
 2. Downtown housing that appeals to millennials.
 3. Professional and executive level housing.
- i. There has been recent, historical and ongoing competition from development of new market-rate and affordable housing in nearby Saratoga and Schenectady County communities surrounding Fulton County. There is also competition with seasonal homeowners for housing in smaller communities.
- j. There is limited housing choice and diversity of housing products. Most of the County's existing housing is older and dated (85% built prior to 1990) and does not meet modern lifestyles and interests, effecting prices and value trends.

Since that Strategy was completed and as a result of the Covid-19 Pandemic, other housing issues have developed such as:

- a. Homelessness is increasing in Fulton County.
- b. Current market trends are pricing many people out of the home buying market.
- c. Current rental property options are limited and deteriorating.
- d. Many rentals are converted single-family homes with absentee landlords.
- e. Tenant/Landlord relations are strained for many, on both sides. This leads to reduced trust and resentment causing tenants to abuse apartments and landlords to evict tenants.
- f. Many landlords do not keep up with basic maintenance.

1. The local school districts are experiencing a high rate of transience that is impacting the quality of the educational experience in our communities. These high transience rates are related to unstable housing practices, destabilized family dynamics and high levels of social/neighborhood dysfunction and crime.
- g. The lack of diverse, clean and affordable housing is a disincentive for staying in or relocating to Fulton County.
- h. The cost of new housing construction is higher post pandemic, making it harder for families to transition to new homes to make more affordable capacity within the market.

B. Existing Housing Programs in Fulton County:

1. **County Programs:**

At present, there is no formal housing program run by County Government.

2. **Fulton County Community Heritage Corporation:**

The Fulton County Community Heritage Corporation (FCCHC) is a private, not-for-profit corporation with offices in Gloversville, New York. FCCHC is engaged in housing and community development activities in Fulton County. It's mission is to improve overall housing conditions, provide new housing opportunities and improve the quality of life for the residents of the County and the region, with emphasis on programs and projects that primarily benefit persons and families of low and moderate income.

FCCHC is a Rural Preservation Company, funded under the Rural Preservation Program administered by the New York State Division of Housing and Community Renewal (DHCR). The Rural Preservation Program (RPP) provides administrative funding which allows FCCHC to undertake a variety of housing related activities and programs. RPP support has allowed FCCHC to identify local housing needs, provide technical assistance to local municipalities, prepare applications for funding to a variety of sources for programs of housing rehabilitation, home ownership and housing development and to administer programs for which funding is received.

3. **Gloversville Housing Authority:**

At the City level, the City of Gloversville has the Gloversville Housing Authority (GHA). GHA provides housing for families, seniors and disabled individuals. It operates three (3) housing projects in the City:

1. Forest Hill Towers: 62 and older
2. Kingsboro Towers: 62 and older
3. Dubois Gardens: Income Contingent

C. Scope of Work:

The Consultant's scope of work shall include, at a minimum, the following work tasks:

- a. Collect and analyze population, socio-economic, housing and related Census and other data. Identify key observations and trends impacting housing in Fulton County. Prepare a summary of key findings and submit to Fulton County.
- b. Schedule and conduct Housing Roundtable meetings with representatives of the following stakeholders:
 1. Fulton County Board of Supervisors
 2. Fulton County Center for Regional Growth
 3. Fulton County Industrial Development Agency
 4. Cities of Gloversville and Johnstown
 5. Towns
 6. School Districts
 7. Fulton-Montgomery Community College

8. HFM-BOCES
9. Fulton County Community Heritage Corporation
10. Gloversville Housing Authority
11. Vesta Corporation: Owners of Trackside Homes
12. DHC of Johnstown, LLC: Owner of Maple Knoll Apartments
13. Owners of Hillside Place Apartments
14. Realtors
15. Banks
16. Housing Developers
17. Local businesses

- c. The purpose of these Roundtable meetings will be to:
 1. Share the Consultant's findings of its review of all data on housing.
 2. Identify and assess housing needs and issues in Fulton County.
 3. Identify impediments to building new housing in Fulton County.
 4. Identify opportunities to build new housing in Fulton County.
 5. Identify how to encourage housing developers to invest in Fulton County.
 6. Identify the types of new housing needed in Fulton County.
 7. Identify potential sites for new housing.
 8. Identify incentives that may be needed to encourage private investment into Fulton County.
- d. The Consultant shall schedule and conduct up to four (4) of these Housing Roundtable meetings. For one of these meetings, the Consultant shall try and schedule one (1) or more housing developers from outside of Fulton County to attend the meeting. At said meeting, the discussion would, at a minimum, include:
 1. What challenges/obstacles do housing developers typically face when looking to develop different types of new housing?
 - a. Redeveloping existing buildings in downtowns
 - b. Developing new housing in Cities
 - c. Developing new housing outside Cities
 2. What challenges/obstacles does this housing developer see in constructing new housing in Fulton County? How can these challenges/obstacles be addressed?
 3. What incentives may be needed to encourage housing developers to invest in Fulton County?
- e. Once all meetings are complete, prepare a summary of key findings, issues and opportunities identified regarding housing in Fulton County. Submit to Fulton County for review. Allow for up to three (3) reviews and edits by the County.
- f. Based upon what's identified in Task (e), the Consultant shall:
 1. Identify up to 10 recommendations that would serve as a Housing Strategy. The Strategy shall be clear, succinct and implementable.
 2. Identify The Consultant shall include a 3-year program of projects and initiatives the County should implement in 2025-2027.
 3. The recommendations shall be based upon the experience and expertise of the Consultant, housing data analyzed by the Consultant, input from representatives of the housing industry (builders, realtors, banks, etc.) and local input from a housing round table.
- g. This Strategy shall become a part of the overall Development Strategy. Submit draft Strategy to Fulton County for review and comment. Allow for three (3) reviews and edits by the County.