

FULTON COUNTY INDUSTRIAL DEVELOPMENT AGENCY

TUESDAY
DECEMBER 12, 2023
8:00 A.M.

PLANNING DEPARTMENT CONFERENCE ROOM

MEETING NOTES

PRESENT:

MIKE FITZGERALD, CHAIRMAN
JOSEPH GILLIS, SECRETARY (ZOOM)
TODD RULISON, TREASURER
JOSEPH SEMIONE, MEMBER
DAVID D'AMORE, MEMBER
DR. GREG TRUCKENMILLER, MEMBER
JAMES MRAZ, EXECUTIVE DIRECTOR
KARA LAIS, FITZGERALD, MORRIS, BAKER, FIRTH PC
SCOTT HENZE, PLANNING DIRECTOR
DR. LESLIE FORD, FULTON COUNTY CENTER FOR REGIONAL GROWTH

I. MINUTES FROM NOVEMBER 14, 2023 MEETING:

MOTION : Accept as presented.
MADE BY : Dr. Greg Truckenmiller
SECONDED : David D'Amore
VOTE : Unanimous

II. BUDGET REPORT:

MOTION : Accept as presented.
MADE BY : Todd Rulison
SECONDED : Joseph Semione
VOTE : Unanimous

III. COMMITTEE REPORTS:

A. Nominating Committee:

- No report.

B. Audit Committee:

- Monthly Bank Reconciliation Report: Joe Semione

IDA DISCUSSION: Joe Semione 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.) Dr. Leslie Ford

V. OLD BUSINESS:

A. Nexus Renewables:

- Nexus has received National Grid's approval of the interconnect.
- 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:

1. Background:

- In November 2021, the IDA executed a Purchase and Sale Agreement with Winstanley Enterprises (WE) to purchase all 240+/- acres of land at Tryon.
- In November 2022, the IDA and WE executed Amendment No. 1 to reduce the purchase price of the lands from \$5,800,000 to \$3,925,880 due to the costs WE would be incurring to demolish the existing buildings.
- In December 2022, the IDA and WE executed Amendment No. 2 to extend the Due Diligence completion date from December 31, 2022 to February 28, 2023.

- In January 2023, the IDA and WE executed Amendment No. 3 to convert the Purchase and Sale Agreement into a 3-year Option Agreement.

2. Proposed Amendment No. 4:

- WE has requested that its annual option payment under the Option Agreement be revised from \$100,000 to \$25,000.

IDA DISCUSSION: Jim Mraz reviewed the information on the Agenda. Joe Semione asked to go into an Executive Session to discuss the proposed acquisition, sale or lease of real property.

IDA ACTION:

MOTION: To go into Executive Session to discuss the proposed acquisition, sale or lease of real property.

MADE BY: Joseph Semione

SECONDED: Dave D'Amore

VOTE: Unanimous

TIME: 8:10 a.m.

MOTION: To go out of Executive Session.

MADE BY: Dave D'Amore

SECONDED: Mike Fitzgerald

VOTE: Unanimous

TIME: 8:34 a.m.

Jim Mraz suggested that a motion to approve changing the annual option payment also include requesting that WE agree to return the Tryon domain names back to the IDA if Winstanley decides to no longer continue with the Option Agreement. Jim Mraz asked if there were any further discussion. There was none.

MOTION: To authorize the Chairman to execute Amendment No. 4 which would reduce the annual payment under the Option Agreement to \$25,000 and to have said Amendment state that WE will return all Tryon domain names back to the IDA if Winstanley decides to not renew the Option Agreement.

MADE BY: Dave D'Amore

SECONDED: Dr. Greg Truckenmiller

VOTE: 5 in favor, 1 opposed (Semione)

C. Back-up Generator Project:

- Punchlist was prepared and submitted to Koval.
- Once punchlist is complete, final payment will be processed.
- 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.
- Koval is trying to get Mission Control's technician to come out to site to connect the system. To date, Mission Control has not been returning calls.

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.
- e) To date, Vireo has not executed the Agent and Equipment Lease.

VII. NEW BUSINESS:

A. Invoice from Fitzgerald, Morris, Baker, Firth (FMBF):

- IDA received the following invoice from FMBF:
 - General Legal Services in 2023 : \$5,962.50

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

IDA ACTION:

MOTION: To authorize a payment in the amount of \$5,962.50 to Fitzgerald, Morris, Baker, Firth for legal services provided in 2023.

MADE BY: Joe Semione
SECONDED: Todd Rulison
VOTE: Unanimous

B. Fulton County Development Strategy:

1. Background:

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

- At its November meeting, IDA members reviewed and commented on a draft scope of work for the Consultant.
- See attached revised draft scope of work.

IDA DISCUSSION: Jim Mraz reviewed the draft Scope of Work that was attached to the Agenda. He stated that the Request for Proposals will reference having a new Development Strategy prepared in 2024 and not updating the previous Strategy. He stated this change was made at the recommendation of Ron Peters. He stated the Development Strategy will be broken into three (3) main components:

- Economic Development
- Tourism
- Housing

For each component, Roundtable meetings will be held with targeted groups for each of those components. He reviewed the Scope of Work for each of these three (3) main components. There were several changes recommended by IDA Board members and Dr. Leslie Ford. Jim Mraz stated that he would have these recommended changes incorporated into a revised Scope of Work.

C. Crossroads Business Park Zoning:

1. Background:

- On November 14, 2023, the Gloversville Common Council gave final approval to changing the zoning for the Crossroads Business Park.
- The changes added the following uses as allowed uses in that Zoning District:
 - Townhomes
 - Condos
 - Market Rate Apartments
 - Single-Family Housing
- The Common Council also approved changing the name of that Zoning District from Crossroads Business Park to Crossroads Park Zone.

2. Next Steps:

- Does the IDA Board want to:
 - 1) Prepare a marketing brochure.
 - 2) Retain a realtor.
 - 3) Other.

IDA DISCUSSION: Jim Mraz reviewed the information on the Agenda. He asked IDA Board members what, if anything, they wished to do now with respect to marketing the Crossroads Business Park for housing? Mike Fitzgerald stated that he recommends that the only portion of Crossroads that should be marketed for housing is the lower section along Kathy's Way. Dave D'Amore questioned what marketing materials would be produced? He asked if it would be printed paper or a Site Plan developed and put onto the IDA's website? He also suggested using a QR Code. Joe Gillis stated that he also agreed that only the portion along Kathy's Way should be marketed for housing. He stated the upper section of Crossroads on Sal Landrio Drive should continue to be marketed for businesses. Jim Mraz stated that the IDA Board has two (2) ways it can pursue having marketing materials prepared. He stated the IDA could have those materials prepared themselves and then provide those marketing materials to a realtor that the IDA would engage to market Crossroads. He stated the other option would be for the IDA Board to hire a realtor and have that realtor prepare its own marketing materials. There was a brief discussion on what realtors the IDA would be interested in utilizing. After a brief discussion, it was the consensus of all IDA members present that Caldwell Banker Prime Properties and Howard Hannah be the two (2) realty companies that the IDA would deal with. Jim Mraz suggested him reaching out to both companies and asking them to submit a proposal that would identify how they would market Crossroads, the types of marketing materials they would prepare and what their fee would be to list and market Crossroads for housing. It was the consensus of all IDA members present to have Jim Mraz contact those two (2) realty companies and ask for proposals.

D. New York State Semiconductor Supply Chain Study:

- New York State Economic Development Council and Empire State Development are working with Newmark Global Strategy to evaluate semiconductor sector capabilities in New York State.
- One component of this evaluation is to identify potential sites for semiconductor companies.
- On November 15, 2023, Tryon was submitted as a potential site for a semiconductor business.

IDA DISCUSSION: Jim Mraz reviewed the information on the Agenda. Mike Fitzgerald stated that NBT is interested in sponsoring a conference to help market FMCC's clean room. He stated there is a semiconductor corridor being developed in New York State with Micron Project in Clay, New York, Cree in Utica, Globalfoundaries in Saratoga, the Nanocenter in Albany and IBM in Poughkeepsie. He stated Fulton County lies in the middle of this semiconductor corridor. He stated NBT's interest in sponsoring a conference at FMCC would promote and market FMCC to the semiconductor industry. He stated that the IDA may want to participate in this conference and market Tryon as a potential site for the semiconductor business. Jim Mraz asked Mike Fitzgerald to keep the IDA Board apprised of NBT's work on the development of this conference. The IDA may be interested in becoming a sponsor for this event.

VIII. OTHER BUSINESS:

A. Board Training:

I. Internal Financial Control System:

1. Summary:

- A. The Fulton County Industrial Development Agency utilizes an internal control system to preserve the assets of the organization.
- B. System procedures shall be reviewed annually by the independent auditors who will make recommendations to the Board of Directors for suggested changes.
- C. In addition, during the year, changes may be recommended by IDA's management. However, such changes shall not be implemented until reviewed by independent auditors and approved by the IDA Board.

2. Cash Receipts:

- A. The Chief Financial Officer shall open the daily mail and make copies of the checks received and file same.
- B. The Chief Financial Officer shall prepare and make a bank deposit as needed.
- C. Upon completion of the deposit, the Chief Financial Officer shall enter the deposit in the appropriate Agency's records.
- D. All bank accounts shall be reconciled monthly.

3. Cash Disbursements:

- A. All purchases shall be made according to the IDA's Procurement Policy. The IDA's Procurement Policy shall be reviewed annually by the IDA Board.
- B. All invoices received shall be reviewed by the Chief Financial Officer and verified for accuracy and completeness. The Chief Financial Officer shall then forward them to the Executive Director for review for completeness and accuracy.
- C. All invoices received that do not have prior authorization by the IDA Board shall be submitted to the IDA Board at their next regularly-scheduled meeting to get authorization to pay.
- D. All invoices received that IDA Board authorization has been given and once reviewed and approved by both the Chief Financial Officer and Executive Director, the Chief Financial Officer shall transfer the necessary funds and prepare a check for payment.
- E. All IDA checks shall have two (2) signatures. One shall be by the Chief Financial Officer. The second shall be by an authorized member of the IDA Board. In the absence of the Chief Financial Officer, the second signature can be by another member of the Audit Committee. The Executive Director shall not be an authorized signer.
- F. An authorized signer may not sign his/her check for reimbursement of approved travel, unless signed by a second IDA Board member.

4. Budget Reports:

- A. Budget Reports shall be prepared regularly by the Chief Financial Officer in a format approved by the Board of Directors.
- B. Budget Reports includes the following information:
 - List of all IDA Accounts
 - Current Year Budgeted Amount for each Account
 - Year to Date Expenditures for each Account
 - Balance in each Account
 - Current Balances for all Investments
- C. All Budget Reports shall be reviewed by the Executive Director prior to presentation to the IDA Board.

D. All investment of IDA funds shall be in accordance with investment policies. Investment activities shall be reported to the Board monthly. All investment decisions must have the Executive Director's approval after review for compliance with current investment policies.

5. Quarterly Tax Returns:

A. Quarterly Federal and State Tax Returns shall be signed by the IDA Treasurer or any member of the Audit Committee.

6. Bank Statement:

A. The Chief Financial Officer shall provide at each IDA Board of Directors' meeting a copy of the latest Bank Statement to verify the funds actually in the IDA's bank account. (Added January 9, 2018.)

7. Monthly Bank Account Reconciliation Forms:

A. The Chief Financial Officer shall provide, at each IDA Board of Directors' meeting, Monthly Bank Account Reconciliation Forms for each IDA bank account that a member of the Audit Committee will review and, if found acceptable, sign.

8. Treasury Bills:

A. The IDA Board shall determine whether to invest funds into Treasury Bills.

B. The CFO shall invest funds into Treasury Bills as directed by the IDA Board.

C. The CFO shall provide monthly reports to the IDA Board regarding the status of all investments in Treasury Bills.

II. IDA'S Internal Controls Assessment Plan:

1. Define the IDA's Primary Functions:

a. Annually review the mission of the IDA and verify that its primary operating responsibilities, operations and functions that will help fulfill its mission.

b. Annually evaluate the IDA's written mission statement to ensure that it clearly defines the IDA's purpose.

c. Define IDA's objectives and ensure they are understood by IDA staff.

d. Review policies, procedures and guidelines to ensure that they guide IDA staff in the operations of the IDA and provide methods and procedures to assess the effectiveness of those functions.

2. Determine Risks:

a. Assess the internal and external risk exposure and associated vulnerability of each function of the IDA and assign a corresponding risk level (i.e. high, medium, or low).

b. If a risk is identified, the IDA Board shall determine how to best handle it by evaluating its significance, likelihood, and cause.

c. Based on the assigned risk levels, the IDA Board shall determine how frequently to review the controls in place for each function.

3. Review Existing Internal Control Systems in Place:

a. The IDA Board and staff shall annually review and be aware of the policies and practices in place to ensure that the IDA is effective and to address the risks that are relevant to the operation.

4. Assess the Extent to Which the Internal Control System is Effective:

a. The assessment of internal controls should be a structured and monitored process to identify and report any weaknesses of the internal control structure to the IDA Board.

b. This process should determine if the existing control structure and procedures are adequate, to then mitigate risk, minimize ineffectiveness and deter opportunities that could lead to the abuse of assets.

- c. The assessment should provide the IDA Board with information as to whether the IDA's policies and operating practices were understood and executed properly, and whether they are adequate to protect the organization from waste, abuse, misconduct, or inefficiency.
 - d. This assessment shall be completed through a combination of inquiry and observation, a review of documents and records and by replicating transactions to test the sufficiency of the control system.
5. **Take Corrective Action:**
- a. When a weakness is identified, a corrective action plan should be developed, adopted by the IDA Board and then monitored by the IDA Board to ensure that the vulnerability is addressed.

IDA DISCUSSION: Jim Mraz reviewed the information regarding the IDA's Internal Financial Control System included in the Agenda. He stated that Carol Ellis, CFO, and himself reviewed the Internal Financial Control System and have no recommended changes to the system for this year. He asked IDA Board members if they had any suggested changes to the language in the Control System? There were none. Jim Mraz stated that the IDA Board will not be asked to approve a statement regarding the Internal Financial Control System at its annual meeting in January.

B. Resignation of Todd Rulison:

IDA DISCUSSION: Jim Mraz stated that Todd would be leaving the IDA Board at the end of 2023. He stated he is the second longest tenured IDA Board member having been appointed to the IDA Board in 2008. He wanted to thank Todd for his 15 years of service to the IDA Board

C. 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 : Dr. Greg Truckenmiller
SECOND : Mike Fitzgerald
VOTE : Unanimous

TIME : 9:07 a.m.

MOTION : To go out of Executive Session.

MADE BY : Dave D'Amore
SECOND : Joseph Semione
VOTE : Unanimous

TIME : 9:22 a.m.

IX. NEXT MEETING:

Annual Meeting
Tuesday
January 9, 2024
4:00 p.m.

X. CLOSE MEETING:

MOTION : To close the meeting.
MADE BY : Dr. Greg Truckenmiller
SECONDED : Mike Fitzgerald
VOTE : Unanimous

TIME : 9:23 a.m.

Fulton County Center for Regional Growth

December 2023

Business Marketing / Business Leads / Business Inquires

1. **CRG's Countywide EPA Assessment Program:**
CRG has applied for another EPA Site Assessment Grant. This grant application was submitted for \$500,000. The previous Site Assessment Grant was \$300,000. Awardees should be notified in April or May of 2024.

Fashion Tanning site contains approximately 120 drums of liquid materials. CRG is pursuing lead on covering the cost of drum removal.

The Technical Assistance Grant for Fashion Tanning has begun. EPA had their consultants visit and tour the site and they are now working on developing a site redevelopment plan. The anticipated plan completion is the spring of 2024. CRG has already had several meetings with the consultation team.

Still working with the Village of Broadalbin on a brownfield site.
2. HUD forwarded CRG a signed Grant Agreement for the acquisition of the Rt. 30a property. We are currently working through the grant drawdown process.
3. CRG is collaborating with the Mohawk Valley Regional Economic Development Council on a \$600,000 multi-year, three-county workforce development grant. More to follow in a couple of months.
4. CRG applied for a Fast-NY Grant for our Rt. 30a site to assist with proposed engineering cost.
5. The Countywide Loan Fund closed on the loan approved for CMK Development LLC.
6. The Sponsorship Marketing Form for the 2024 Mohawk Valley Brownfields Developer Summit is ready for distribution. As requested, the IDA will be sent a Sponsorship Form in the next couple of weeks.
7. CRG recently met with the developer of the Glove City Lofts located at 52 Church Street. The plan is still the same, if the weather holds, they will start construction on the structure.

8. CRG made presentations at a recent Town of Johnstown and Northville Council Meeting explaining the opportunities of an Adirondack Park Smart Growth Grant Program. Grant applications need to be submitted by January 31, 2024.
9. The Mohawk Valley Regional Economic Development Council has prepared their 2023 Strategic Plan. CRG was instrumental in assuring that Fulton County is part of the "Advanced Manufacturing Highway" plan for New York State.
10. The November 13-19, 2023, National Apprenticeship Week Sessions were very well received.
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).

1. FULTON COUNTY'S DEVELOPMENT STRATEGY:

A. Introduction:

1. Fulton County's new Development Strategy shall be a locally based Strategy featuring policies, projects and initiatives laid out in an organized manner to achieve the vision of where the County wants to be in the next 5-10 years. These policies, projects and initiatives shall build on the County's strengths and opportunities and address the County's weaknesses and threats.
2. The Strategy shall contain three (3) main components:
 - a) **Economic Development**
 - b) **Housing Development**
 - c) **Tourism Development**

B. Components of New Development Strategy:

1. SWOT:

- The Consultant shall include the SWOT prepared in Task 5.

2. Economic Development:

A. Background:

Fulton County's Economic Development Program currently operates under the direction and guidance of the Fulton County Board of Supervisors (BOS). The BOS works with two (2) organizations to provide economic development services:

- a. **Fulton County Center for Regional Growth (CRG).**
- b. **Fulton County Industrial Development Agency (IDA).**

A description of each organization follows:

a. Fulton County Board of Supervisors:

The BOS oversees the County's Economic Development Program by:

1. Providing funds to the CRG under an Agreement with the CRG to provide economic development marketing services.
2. Appointing three (3) members to the CRG Board.
3. Appointing all members to the IDA Board.

b. Fulton County Center for Regional Growth:

The CRG is a Not-for-Profit (NFP) corporation created under Section 402 of New York's NFP Law. It was created on March 2, 2012. It was formed as a Type B Corporation under Section 201 of that law. The Internal Revenue Service has designated the CRG as a 501(c)(3) making it tax exempt.

The CRG is a membership organization. It is overseen by a nine (9) member Board of Directors. Six (6) members are appointed by the CRG. Three (3) members are appointed by the BOS. At present, the CRG operates with the following full-time staff:

Ron Peters, President/Chief Executive Officer
Ken Adamczyk, Economic Development Specialist
Jennifer Donovan, Gloversville Downtown Development Specialist
Desiree Perham, Executive Assistant
Paul Davis, Accounting Assistant

The CRG annually contracts with Fulton County to provide certain economic development services. The CRG uses the funds it receives from the County to provide economic development services including:

- a. Business Marketing
- b. Business Recruitment
- c. Business Retention
- d. Market shovel-ready sites
- e. Administer Loan Pools
- f. Grant Initiatives
- g. Community Development

c. Fulton County Industrial Development Agency:

The IDA was created in 1970 as a public benefit corporation under Section 854 of New York State's General Municipal Law. It's overseen by a seven (7) member Board of Directors all appointed by the BOS.

The IDA provides three (3) economic development services:

1. Provide three (3) financial incentives to eligible projects:
 - a. Real Property Tax Exemptions
 - b. Sales Tax Exemptions
 - c. Mortgage Recording Tax Exemptions
2. Prepares and manages shovel-ready sites
3. Marketing

At present, the IDA operates with the following part-time staff:

James Mraz, Executive Director
Carol Ellis, Chief Financial Officer

The IDA generates its revenues from lot sales and administrative fees. It does not receive any revenues from County Government.

B. Scope of Work:

1. The Consultant shall schedule and conduct Economic Development Roundtable meetings with, at a minimum, representatives of the following stakeholders:
 - a. Fulton County Board of Supervisors
 - b. Cities of Gloversville and Johnstown
 - c. Towns and Villages
 - d. Fulton County Center for Regional Growth
 - e. Fulton County Industrial Development Agency
 - f. Gloversville Water Board
 - g. Gloversville-Johnstown Joint Wastewater Treatment Plant
 - h. National Grid
 - i. Banks
 - j. Realtors
2. The purpose of these Roundtable meetings will be to:
 - a. Share the Consultant's findings of its review of data and trends.
 - b. Discuss strengths, weaknesses, opportunities and threats to Fulton County's Economic Development Program.
 - c. Discuss workforce development problems, issues, challenges and needs in Fulton County.

- d. Review findings of 2022 Fulton County's Labor Market Study.
 - e. Discuss State and national trends in economic development.
 - f. Discuss projects and initiatives to strengthen the County's economy.
 - g. Other topics.
3. The Consultant shall schedule and conduct up to three (3) Economic Development Roundtable meetings.
 4. Once these meetings are complete, prepare a summary of key findings regarding economic development in Fulton County.
 5. Based upon these key findings and the SWOT, identify up to ten (10) recommendations to promote economic development in Fulton County.
 6. Fulton County utilizes a three (3) year capital budgeting program. Each year, the Board of Supervisors adopts a three (3) year Capital Plan. Funds are appropriated in the following year's County budget to implement the projects identified in Year 1 of the 3-year plan. The Consultant shall recommend a 3-year plan of projects and initiatives for the County to incorporate into its 3-year Capital Plan.

3. Tourism Development:

A. Background:

Fulton County's Tourism Program is run by the County's Tourism Bureau which operates as part of the County's Planning Department.

Fulton County has world class, year-round recreational assets including:

- Great Sacandaga Lake
- 44 total lakes
- FJ & G Rail Trail
- Hiking Trails
- Snowmobile Trail System
- Royal Mountain Ski Resort
- Royal Mountain Motocross
- Craft Beverage Trail
- State Campgrounds
- RV Parks
- Agritourism, Farm to Table Tour
- Historical Sites and Museums
- Wildlife Museum
- Sporting attractions/NYS Baseball Hall of Fame, Parkhurst
- Music and Arts (SVAN, Caroga Arts Collective, etc.)
- Dining and Shopping
- Unique attractions: Roller-skating and Drive In Movie Theaters
- Others

These assets afford opportunities for swimming, fishing, boating, sailing, hiking, snowmobiling, camping, downhill skiing, motocross, cross country skiing, snowshoeing and other recreational opportunities.

In addition, approximately 55% of Fulton County, or 180,000+/- acres, lies within the Adirondack State Park which features world renowned hiking, fishing, hunting and other outdoor recreational opportunities.

Fulton County is also easily accessible to recognized recreational assets in the Region including the Baseball Hall of Fame, Saratoga Race Track, Rivers Casino, Palace Theater and many others.

B. Scope of Work:

1. The Consultant shall schedule and conduct Tourism Roundtable meetings with, at a minimum, representatives of the following stakeholders:
 - a. Fulton County Board of Supervisors
 - b. Fulton County Tourism Bureau
 - c. Fulton Montgomery Regional Chamber of Commerce
 - d. Cities of Gloversville and Johnstown
 - e. Towns and Villages
 - f. Fulton County Center for Regional Growth
 - g. Fulton County Industrial Development Agency
2. The purpose of these Roundtable meetings will be to:
 - a. Share the Consultant's findings of its review of data and trends.
 - b. Discuss Fulton County's existing Tourism Program.
 - c. Discuss strengths, weaknesses, opportunities and threats to the County's Tourism Program.
 - d. Discuss projects and initiatives to promote and expand Tourism development in Fulton County.
 - e. Other topics.
3. The Consultant shall schedule and conduct up to three (3) Tourism Roundtable meetings.
4. Once these meetings are complete, prepare a summary of key findings regarding tourism in Fulton County.
5. Based upon these key findings and the SWOT, identify up to ten (10) recommendations to promote and expand Tourism development in Fulton County.
6. The Consultant shall identify a 3-year plan of projects and initiatives for the County to include into its 3-year Capital Plan.

4. 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, 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:

1. Schedule and conduct Housing Roundtable meetings with, at a minimum, representatives of the following stakeholders:
 - a. Fulton County Board of Supervisors
 - b. Fulton County Center for Regional Growth
 - c. Fulton County Industrial Development Agency
 - d. Fulton Montgomery Regional Chamber of Commerce
 - e. Cities of Gloversville and Johnstown
 - f. Towns and Villages
 - g. School District Superintendents
 - h. Fulton-Montgomery Community College
 - i. HFM-BOCES
 - j. Fulton County Community Heritage Corporation
 - k. Gloversville Housing Authority
 - l. Vesta Corporation: Trackside Homes
 - m. DHC of Johnstown, LLC: Maple Knoll Apartments
 - n. Sermer Management: Hillside Place Apartments
 - o. CRM Rental Management Inc.: Estee Senior Apartments
 - p. Kearney Realty Group: 52 Church Street
 - q. Realtors
 - r. Banks
 - s. Housing Developers
 - Helmut Phillip
 - Trish Isabella
 - t. Fulton County Department of Social Services
 - u. Local businesses
2. The purpose of these Roundtable meetings will be to:
 - a. Share the Consultant's findings of its review of all data on housing and trends.
 - b. Discuss housing needs and issues in Fulton County.
 - c. Identify impediments to building new housing in Fulton County.
 - d. Identify how to encourage housing developers to invest in Fulton County.
 - e. Identify the types of new housing needed in Fulton County.
 - f. Identify potential sites for new housing.
 - g. Identify incentives that may be needed to encourage private investment into Fulton County.
3. The Consultant shall attend up to three (3) school board meetings to discuss the process the Consultant will be using to prepare a housing plan/strategy. Seek the School Board's support of the process.
4. The Consultant shall schedule and conduct up to three (3) 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:

- a. What challenges/obstacles do housing developers typically face when looking to develop different types of new housing?
 - b. What challenges/obstacles does this housing developer see in constructing new housing in Fulton County? How can these challenges/obstacles be addressed?
 - c. What incentives may be needed to encourage housing developers to invest in Fulton County?
5. Once all meetings are complete, the Consultant shall prepare a summary of key findings, issues and opportunities regarding housing in Fulton County. Submit to Fulton County for review. Allow for up to three (3) reviews and edits by the County.
 6. Based upon what's identified in Task (e), the Consultant shall Identify up to 10 recommendations that would serve as a Housing Strategy. 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.
 7. The Consultant shall include into the Strategy a 3-year program of housing projects and initiatives the County and others should implement in 2025-2027.
 8. The Consultant shall include into this Strategy a 3-year plan of projects and initiatives for the County to include into its 3-year Capital Program.
 9. Submit draft Housing Strategy to Fulton County for review and comment. Allow for three (3) reviews and edits by the County.

5. State and Federal Grants:

- The Consultant shall identify specific State and federal grant programs that should be applied to obtain funding to implement specific economic development, housing and tourism development recommendations identified in the new Strategy including information about each program, what specific recommendations programs could be used for, the amount of funding the Consultant believes could be applied for and when the next round of applications are due for each program.
- Fulton County shall look to retain the Consultant to apply for and administer those grants for the 3-year period of 2025-2027.

6. Matrix:

- The recommendations contained in the new Strategy shall be organized into a Matrix that can be tracked. The Matrix shall also identify the local entity the Consultant believes should be responsible for implementing each recommendation, an estimated cost, when feasible, and a recommended timeline to do so.

7. Report Card:

- The Development Strategy shall recommend a Report Card methodology to monitor and track progress in implementing the Development Strategy. This Report Card should be an electronic document.

- C. Prepare and submit both the Draft Strategy and Executive Summary to Fulton County for review and comment. Incorporate County's comments into revised draft Strategy. Allow for up to three (3) reviews and edits by County.
- D. Meet with County officials to review draft Development Strategy.
- E. Once all of these edits have been made, schedule and facilitate an Economic Summit meeting where the draft new Development Strategy will be presented to the public. Advertise through social media, radio, newspapers and other means. Send invitations to all Stakeholders who attended Stakeholder Workshop. Prepare detailed notes.

F. Meet with County officials after Summit to discuss input received and decide what changes should be made to the draft Strategy.