

VISION 2026

FULTON COUNTY

DEVELOPMENT STRATEGY

EXECUTIVE SUMMARY

A Ten-Year Plan
August 2018

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*This initiative was assisted by a
grant from National Grid's Strategic
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Fulton County ^{NY}
POSITIVE



ACKNOWLEDGMENTS

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- Scott D. Henze, Planning Director

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- James Groff, Chairman of the Board, Town of Northampton
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Cover photo: Green Lake by Jeff Adkins, courtesy of livability.com

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“This Development Strategy lays out a 10-year plan for achieving a vision of Fulton County as a premier place to invest, work, start a business, own a home, raise a family, vacation and retire.”

**James Groff, Chairman,
Board of Supervisors**

I. EXECUTIVE SUMMARY

This Development Strategy presents Fulton County’s vision through 2026. It addresses the growing cost of County government and the declining amount of State and Federal aid it receives. Fulton County is increasingly reliant on property tax and sales tax to finance government operations. Even positive trends have not been enough to keep the tax rate from increasing; for example, between 2010 and 2017 the County’s budget decreased by 6%, the assessed value of all properties increased by 16% and the County share of sales tax rose. This Strategy offers a best odds approach to address those needs and others.

Fulton County’s Vision

A vision statement reflects common values and expresses the “ideal future” that the County hopes to attain.

Fulton County – A Posi+ive place to be.

By 2026, Fulton County, New York is POSI+IVE it will be a premier place to invest, work, start a business, own a home, raise a family, vacation and retire. Our extraordinary and enviable quality of life, vibrant atmosphere, healthy lifestyles, friendly neighborhoods and scenic lakefronts will appeal to young people, families, empty-nesters, artists, entrepreneurs, local employees and downtown professionals. Fulton County will continue to be a place where one can take a 180 degree turn away from a high cost and high stress way of life toward a relaxing lifestyle with a reasonable cost of living, quality housing and well-paying jobs. Our 44 lakes, featuring the Great Sacandaga Lake, our memorable Adirondack vistas, Mohawk Valley history and diverse four-season recreational opportunities will appeal to residents and be destinations for visitors.

The Cities of Gloversville and Johnstown will be safe, welcoming and energetic places, alive with restaurants, shops, galleries, museums and entertainment venues, parks and farmer’s markets. We will live, work and enjoy life together along bustling streets lined with preserved historic buildings with magnificent architecture that offer a variety of reasonably priced housing for residents of all ages, abilities and incomes. Outside of the Cities, our towns, villages and hamlets will represent all that is good about “small town America,” boasting convenient community centers and neighborhoods that are compact and walkable.

Fulton County will remain a close-knit and connected community with a deep personal stake in our excellent schools, accessible health care, community services and well-maintained public infrastructure. Our dedicated community leaders will work cooperatively to create sustainable revenue streams that keep our County affordable, promote an enviable quality of life, conserve natural resources, encourage investment, advance government efficiencies, create jobs and fuel positive change.

Named after the famed inventor Robert Fulton, the County will continue its proud history of making and growing things people need. Our diverse economy, with a globally competitive workforce and creative-economy talent, will speed innovation, expand technology, leverage private capital, engage higher education, expand local companies, and grow our tax base. Strategic Development Areas have attracted high-value companies, spurred housing and retail growth, while local farms and agri-businesses drive a thriving agricultural economy. Our modern infrastructure and abundant water and wastewater capacities promote Fulton County as a smart place to invest.



Photo by Todd Bennett, courtesy of livability.com

Pecks Lake in the Town of Bleeker is one of Fulton County's 44 lakes offering scenic lakefront living and recreational opportunities.

Fulton County will be the place every other place wants to be.

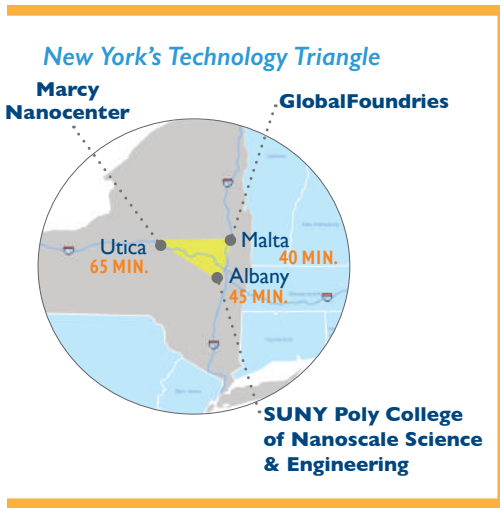
Vision 2026 Summit

In October 2016, nearly 100 community leaders, elected officials, businesspeople and members of the public came together to offer input on the vision, and to suggest ideas, projects and initiatives that could be included in the Development Strategy. Four key themes emerged including the need to:

- Market Fulton County.
- Create vibrant downtowns in the Cities and in Town/Village Centers.
- Diversify the County's housing stock.
- Promote growth and development in targeted areas.

As a result, three initiatives were identified that form the framework of this Strategy:

- Initiative One: Become an Extraordinary Place to Live with an Envable Quality of Life.
- Initiative Two: Build A Strong Economy and Stable Tax Base.
- Initiative Three: Create Healthy Communities Connected to Nature.



Building Blocks of the Strategy

Fulton County's Development Strategy builds on six components: the Fulton County Profile, Fulton County Retail Strategy, Fulton County Housing Strategy, three Primary Development Areas, Downtown Development Strategies, and local community plans and strategies.

Although the County does face some challenges including an aging population, relatively high housing vacancy rates, lack of senior and executive housing, retail leakage and a shortage of mixed-use areas, its attributes are very compelling. Fulton County offers:

- **An attractive cost of living and rising home values.** Median household income rose almost 10% to \$47,000 between 2010 and 2015. Demand for housing, high quality of life, access to world class recreation and expanding job opportunities support steadily increasing home values, making home purchase prices more accessible than surrounding counties.
- **A strategic location.** Fulton County is located within New York's "Technology Triangle" formed by GlobalFoundries to the east, SUNY Poly College of Nanoscale Science and Engineering to the south and Marcy Nanocenter at SUNY Polytechnic Institute to the west.
- **A large and well educated regional workforce.** The nine-county regional labor pool totals approximately 500,000 workers and is projected to grow by 65,500 jobs between 2010 and 2020. The region's over 33,000 establishments provide an annual payroll of nearly \$15.5 billion, and an average annual wage of just over \$43,000. Nearly 45% of workers are college graduates. Fifteen colleges and universities are within commuting distance, and Fulton Montgomery Community College (FMCC) offers tailor-made training and is a source of skilled workers for local companies.
- **A competitive and growing economy.** Healthcare is the largest industry in Fulton County. The manufacturing base of nearly 70 businesses is growing and featured companies include FAGE USA, Benjamin Moore, Crystal Geyser, Taylor Made Products, EPIMED and many others. Office/industrial/commercial land values and rents are highly competitive when compared to other regions in New York State. High quality, professionally managed municipal infrastructure systems through the SMART Waters program have excess capacities to promote new development. Tryon Technology Park offers shovel-ready sites to attract new businesses into Fulton County.

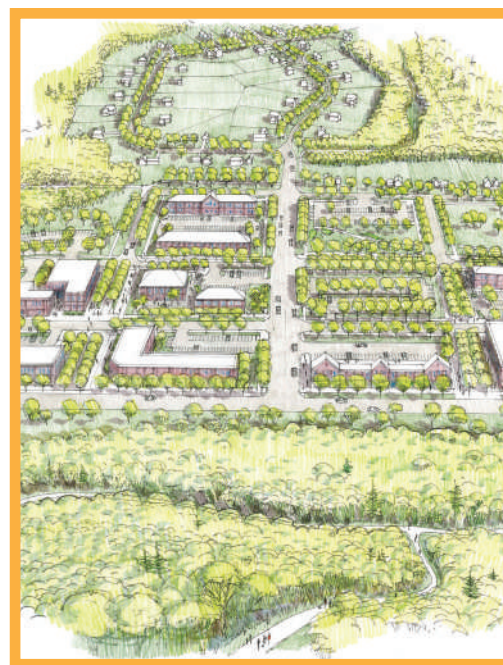
- **Diverse development opportunities.** Reasonable cost of living, low crime rates, affordable commercial rents and land prices are competitive advantages. There is current market support for as much as 365,000 sq. ft. of potential retail. Primary Development Areas in the Towns of Johnstown, Mayfield and Perth offer shovel-ready sites served by extensive infrastructure and transportation networks.
- **Revitalizing downtowns.** Gloversville and Johnstown's walkable and historic downtowns offer unique spaces for new shops and housing. Recent downtown successes like downtown Wi-fi, Mohawk Harvest, and loft conversions in Gloversville illustrate the investment opportunities available in both downtowns.
- **World class year-round recreational opportunities.**

The County offers 44 lakes including the Great Sacandaga Lake, fishing, hiking, camping, boating, downhill skiing, cross country skiing, snowshoeing and snowmobiling. Approximately 55% of Fulton County, or 180,000+/- acres, lies within the Adirondack State Park, which features world-renowned outdoor recreational opportunities.

Primary Development Areas

This Strategy recommends the creation of three Primary Development Areas envisioned as vibrant, walkable and accessible neighborhoods in a picturesque environment:

- **Hales Mills Development Area, Town of Johnstown**
The 490+/- acre Hales Mills Development Area is envisioned as a vibrant, walkable and accessible neighborhood in a picturesque environment. New water and sewer infrastructure is being installed along Hales Mills Road Extension. The concept includes shops, offices and restaurants mixed with single-family homes, market-rate apartments and townhouses as well as senior housing, all adjacent to a planned 72-acre public park with walking trails.
- **Vail Mills Development Area, Town of Mayfield**
The Vail Mills Development Area offers premier opportunities for infill development at the intersection of NYS Routes 29 and 30 - a key gateway to the Great Sacandaga Lake and the Adirondack State Park. The development area includes several successful businesses and a rail trail, a proposed park and a canoe launch at Kenneyto Creek. The concept plan provides new single-family housing, a commercial/retail district and lodging in a pastoral setting.



Conceptual rendering of the Hales Mills Development Area.



Conceptual rendering of Main Street in the Vail Mills Development Area.



Conceptual rendering of the Tryon Development Area.

- **Tryon Development Area, Town of Perth**

The Tryon Development Area is a 100+/- acre vacant single tract of land owned by the Fulton County Industrial Development Agency on County Route 158, one-half mile from NYS Route 29 in the Town of Perth. The development concept features single-family housing, townhomes and apartments with a mixture of commercial and retail uses in a scenic setting. The Development Area is five minutes from downtown Gloversville and Johnstown and 30 minutes to downtown Saratoga.

Two additional development areas were identified. A 133-acre site on the corner of County Route 107 and NYS Route 30 in the Town of Perth is conceptually designed for 50 single-family homes, 40 apartments and neighborhood commercial space such as a coffee shop or restaurant. An 87-acre site off Hales Mills Road in the Town of Johnstown is conceptually designed for 24 single-family homes and 21 detached patio homes for seniors. A future trail will connect to the clubhouse at Hales Mills Country Club.

Fulton County Retail Strategy

The Fulton County Retail Strategy outlines an aggressive, multi-year initiative to increase retail in local submarkets. If this strategy is fully implemented by 2025, as much as \$18.7 million in local tax revenues could potentially accrue to the County. This includes as much as \$17.25 million in sales tax revenue and as much as \$1.46 million in property tax revenue related to retail construction. Maximum potential impacts are estimated to include:

- Up to 365K sq. ft. of potential new and improved retail space including up to 60,000 sq. ft. in the City of Gloversville; 60,000 sq. ft. in the City of Johnstown; 105,000 sq. ft. in the Hales Mills Development Area; 50,000 sq. ft. in the Vail Mills Development Area; and 90,000 sq. ft. in other County communities.
- Over \$17.25 million in potential County sales tax revenue from just under \$390.0 million in potential cumulative retail spending through 2025 from four sources:
 - **Leakage Recapture:** County sales tax revenue from retail leakage may be available to recapture through 2025. Currently, \$49.0 million in retail spending is leaking out of the local market every year. Opportunities exist to recapture spending on health care, clothing, accessories, electronics, appliances, furniture, sporting goods, books and dining out, among others. Assuming progress is made every year, the cumulative total of recaptured retail spending through 2025 may be as much as \$249.0 million.

- **Household Spending:** Up to \$3.84 million in County sales tax revenue from as much as \$96.0 million in potential cumulative retail spending through 2025 by as many as 1,500 households may be available. Households include new residents, newly formed households (buying a new home, marriage, divorce, etc.) and existing residents with more discretionary income, including seasonal households who retire locally.
- **Non-Resident Worker Spending:** Up to \$840K in County sales tax revenue from as much as \$21.0 million in potential increased retail spending through 2025 by the 7,500 current non-resident workers projected to spend over \$100 per week.
- **Seasonal Households and Visitors:** Up to \$810K in County sales tax revenue may be available from as much as \$20.25 million in potential increased retail spending through 2025 by the growing base of visitor and seasonal household spending through 2025.
- Up to \$1,465,000 in potential County property tax related to 365K of new retail space may be available by 2025. If only half of the potential retail sq. ft. supportable builds out as new construction, potential Fulton County property tax revenue through 2025 could be as much as \$722K.

The projected distribution of estimated new retail spending across the market areas includes:

TABLE 1. ESTIMATED NEW RETAIL SALES AND TAX REVENUE (THROUGH 2025)*

RETAIL MARKET POTENTIAL	CITY OF GLOVERSVILLE	CITY OF JOHNSTOWN	HALES MILLS	VAIL MILLS	OTHER AREAS	TOTAL COUNTY
Estimated New Retail Sales	\$18,000,000	\$18,000,000	\$31,000,000	\$15,000,000	\$25,500,000	\$107,500,000
Estimated New Retail SF	60,000 SF	60,000 SF	105,000 SF	50,000 SF	90,000 SF	365,000 SF
Estimated New County Sales Tax Revenue	\$720,000	\$720,000	\$1,240,000	\$600,000	\$1,020,000	\$4,300,000

**To be conservative, the retail sales and sales tax revenue estimates include only one year of retail leakage recapture (\$49 million).*

Fulton County Housing Strategy

The Fulton County Housing Strategy evaluated the needs of current year-round residents (2017) and the needs of future households through 2025. The result is a market-driven strategy combining development of new housing, rehabilitation, adaptive reuse, infill, as well as related neighborhood and community revitalization efforts in eight submarkets. The Strategy concludes that:

- As many as 2,470 people in an estimated 1,025-year-round households have current housing needs.
- Of those, 880 people are estimated to need renter-occupied units and 1,590 people are estimated to need owner-occupied units.
- By 2025 up to 1,560 new housing units including 640 renter-occupied units and 920 owner-occupied units will be needed.
- Nearly 20% (300 units) of the demand is allocated to senior housing (136 senior apartments and 164 senior patio homes.)
- Nearly 680 newly-constructed single and multifamily residences have been included in conceptual plans for Hales Mills, Vail Mills, Tryon, County Route 107 and Hales Mills Road Golf Course Development Areas.

Table 2 to the left shows the projected allocation of new housing units supportable by submarket and by type of housing through 2025.

TABLE 2. TYPE OF HOUSING NEEDED (2025)

TYPE OF HOUSING	UNITS NEEDED THROUGH 2025
Renter-Occupied Units	
Family Apartments	246
Townhomes	222
Lofts	36
Senior Apartments	136
Subtotal	640
Owner-Occupied Units	
Family Patio Homes	164
Senior Patio Homes	164
Single-family Homes	592
Subtotal	920
TOTAL	1,560

Property Tax Implications of Residential Build Out

The property tax implications of successful implementation are significant. It should be noted that this snapshot of tax revenue that could be generated assumes that all demand is met by new construction. Actual build out will be lower. For example, if 50% of demand is met by new development up to \$722,000 in potential property tax could be generated by 2025.

- At full build out, taking the average cumulative value through 2025, total tax revenue for both owner-occupied units (920 homes, townhomes and cottages) and renter-occupied units (640 apartments, townhomes, cottages) would be just over \$9,000,000 (See footnote for Table 3 for data sources).
- Taking the average cumulative value through 2025, total tax revenue for 920 owner occupied units would be as much as \$7,660,000. Considering a variety of home sizes, estimated cumulative values through 2025 would range from \$6,430,000 for homes of around 1,200 sq. ft. to \$9,700,000 for homes of around 2,200 sq. ft. (executive level homes, for example.)

- Taking the median cumulative value through 2025, total tax revenue for 640 renter-occupied units would be as much as \$2,100,000. Considering a variety of unit values (low, median and high) the amount ranges from an estimated cumulative value through 2025 of \$1,700,000 on the low end to \$2,600,000 on the high end (downtown lofts, for example.)

TABLE 3. ESTIMATED PROPERTY TAX REVENUES FROM NEW HOUSING UNITS POTENTIALLY SUPPORTABLE THROUGH 2025*

Owner-Occupied Units	Home Values by Square Footage				Average
As many as 920 owner-occupied units through 2025					
Average SF of home	1,200 SF	1,400 SF	1,600 SF	2,200 SF	
Estimated mean value of homes	\$173,000	\$188,000	\$202,000	\$261,000	\$181,000
Estimated property tax value*	\$7,000	\$7,600	\$8,200	\$10,560	\$8,340
Estimated cumulative tax revenue through 2025	\$6,430,000	\$7,000,000	\$7,500,000	\$9,700,000	\$7,660,000
Renter-Occupied Units	Multi Family Unit Values				
As many as 640 renter-occupied units through 2025					
Average apartment size 800 SF in 8-24 unit building	Low	Median	High		
Estimated mean value per unit	\$65,500	\$76,500	\$101,200		
Estimated property tax value*	\$2,650	\$3,100	\$4,100		
Estimated cumulative tax revenue through 2025**	\$1,700,000	\$2,100,000	\$2,600,000		

*Based on aggregate property tax rate of \$40.45/1000 of assessed valuation.

**Estimated mean value of renter-occupied housing units and of commercial, office and retail square footage is based on data from the Building Journal construction estimator for the Albany MSA (2017): <http://buildingjournal.com/construction-estimating.html>

Downtown Development Strategies

City of Gloversville

The City's emerging vision is for "Downtown Gloversville to transform into a vibrant, mixed-use urban core that will promote downtown living, entrepreneurship, tourism, and historic preservation while improving the quality of life for all." The plan professionally prepared by LaBella Associates is organized by four categories of action:

- **Restore:** Gloversville's downtown will provide opportunities for redevelopment, entrepreneurship and economic viability by developing upper floors of existing buildings for residential and office uses, creating more residential units in new infill structures,

Photo courtesy of Fulton County CRG



Downtown Gloversville, NY.

Photo courtesy of Fulton County CRG



Downtown Johnstown, NY.

attracting retail, supporting entrepreneurs and small businesses, developing a business incubator, attracting a small hotel and providing convenient parking.

- **Synergy and Focus:** Initial downtown revitalization efforts will be focused by geography and uses to create critical mass and synergy to propel future development by focusing investment in the North Main and Church Street corridors; continuing redevelopment of the Mohawk Harvest building and Glove Theatre; and focusing on attracting medical office space, niche shops, local food and restaurants, and a leather and glove retail outlet.
- **Connectivity:** Gloversville's downtown will connect to neighborhoods, businesses, and recreational opportunities by enhancing walkability, installing safety features on North and South Main Street, establishing Church Street as a primary connection, developing a park at Frontage and Fulton Streets, and completing multi-modal streets.
- **Viability:** Downtown Gloversville's long-term viability can improve by creating a livable neighborhood that will attract residents and businesses by updating land management tools; encouraging arts and cultural amenities; redeveloping historic buildings; establishing retail, food, and arts incubators; and focusing the Business Improvement District's efforts on upgrades to Castiglione Park and development of downtown branding and promotional brochures.

City of Johnstown

Johnstown municipal leaders and stakeholders met in October 2016 and April, May and June of 2017 to develop ideas and initiatives for downtown revitalization that emphasizes:

- **Interest People in Living Downtown.** Increase the number of upper story units available to millennials and others who could later buy some of Johnstown's distinguished (and affordable) single-family homes. Assemble sites for housing infill and provide the amenities and events that make downtown living interesting and attract shoppers and visitors.
- **Offer Opportunities to Play Downtown.** Pursue trails, parks and greenway initiatives, featuring the Cayadutta Creek as a key recreation resource. Projects include redesigning/reconfiguring Sir William Johnson Park, enhancing "City Center Park" at the former Karg's Tannery on North Perry Street, and converting the City yard on Cayadutta Street and West Main Street into a traditional or linear park.

- **Attract People to Work Downtown.** Work with and encourage the FCCRG and FMRCoC to develop and implement a targeted recruitment program. Facilitate business reinvestment and expansion that will make downtown a vibrant and bustling place with various restaurants and bistros offering different food options, boutiques offering specialty/unique items such as clothing, arts, pottery, etc.
- **Create a Unique Quality of Place.** Improve Johnstown's distinct sense of place that is visually appealing and pedestrian and bicyclist friendly with façade improvements, streetscaping, directional signage, and bike racks. Integrate design guidelines into an updated zoning code, implement concentrated code enforcement, and designate a downtown historic district to protect resources and attract private investment.
- **Build Capacity to Capture Investment.** Make the City ready for investment by working with the County or a consultant to apply for funding, administer grants and implement projects, perhaps by hiring a Downtown Coordinator. Work with the Fulton County Center for Regional Growth (FCCRG), Fulton Montgomery Regional Chamber of Commerce (FMRCoC), the Downtown Johnstown Businesses Professional Association and downtown and local businesses, to develop capacity.

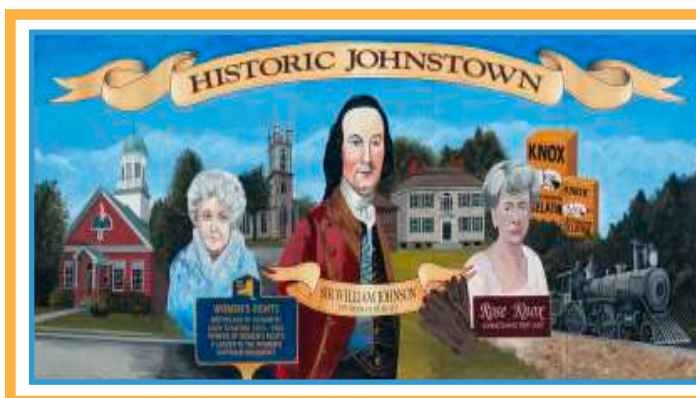


Photo courtesy of Fulton County CRG

Mural in Johnstown, NY.

Fulton County Development Strategy Recommendations

The recommendations in the Strategy focus on advancing specific actionable initiatives and best practices to generate revenues and enhance quality of life. (See Table 4 on following page for condensed set of recommendations and Section VII for full set of recommendations.)

Implementation

Implementation of the Development Strategy will require resources. These resources include staff time from County staff as well as consultants hired by the County to assist/guide it in implementing key components of this Strategy. In particular, consultants will be needed to develop and implement a Countywide housing program and to pursue the marketing initiatives recommended in this Strategy. Fulton County needs to mobilize these resources and move forward as soon as possible. Some actions will be advanced by the County itself, but many require collaboration with other partners. This implementable matrix (see Table 5 on page 15 and Section VIII, page 116 for full implementation matrix) identifies the County's responsibilities, time frame for action, partners and measures of success.

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

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Vail Mills
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Tryon
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