

# 2016 ANNUAL REPORT

## June 2016

Southern Adirondack  
Wine & Food Festival



## April—June 2016

Microenterprise Grant Classes  
were held at the Chamber.

## April 2016



Depicted: One of the break-  
out sessions from the  
INNCOM event in  
downtown Gloversville.



FULTON COUNTY CENTER FOR REGIONAL GROWTH

[WWW.FCCRG.ORG](http://WWW.FCCRG.ORG)

## NOVEMBER 2016



Business Beginnings  
Networking Event at the  
Holiday Inn—recognizing  
businesses in Fulton  
County 5 years or less and  
recognizing the efforts of  
NYS Senator Hugh Farley  
and Sam Russo of SCORE

## March 2016



Acquired 34 West Fulton  
Street, Gloversville —  
home of CRG and future  
Business Development and  
Incubator Center



## TABLE OF CONTENTS

<b>Message from CRG's Board Chair</b>	<b>1</b>
<b>Fulton County Center for Regional Growth</b> Board of Directors Committee List	<b>2</b>
<b>Fulton County Center for Regional Growth</b> Staff	<b>4</b>
<b>Message from CRG's President and CEO</b>	<b>5</b>
<b>2016 County Contract Summary</b>	<b>6</b>
<b>Loan Pool Summary</b>	<b>9</b>
<b>Microenterprise Grant Summary</b>	<b>11</b>
<b>Other CRG Activities</b> Acquisition of 34 West Fulton Street Events and Sponsorships CRG Sponsored Events Membership & Marketing Committee Development Memberships & Partnerships	<b>12</b>
<b>2016 CRG Budget</b>	<b>23</b>
<b>Subsidiary Reports</b> Fulton County EDC Crossroads Incubator Corp. Crossroads Two Incubator Corp.	<b>24</b>
<b>Outlook for the year 2017</b>	<b>25</b>

## ***Message from CRG's Board Chair***

It is with great pleasure that I welcome you to Fulton County Center for Regional Growth's 2016 Annual Report. As I conclude my time on the CRG Board, I am pleased to report that the organization has strengthened in the last few years. Dedicated to the growth and economic prosperity of Fulton County the CRG has made significant contributions to our community (as you will read in the pages that follow).

CRG has helped many local companies grow. It has assisted with the relocation of some businesses; it has offered loans to businesses that needed to improve their facilities and equipment; and, it has offered valuable business advice to owners and managers regarding how to make their companies more profitable. The organization continues to grow in its mission and partnership with Fulton County. Serving as the marketing and business outreach organization for the County, CRG strives to interact with several local companies each week; and to participate with New York State Economic Development Offices to assure that Fulton County is on the forefront of potential locations for industry considering New York as a place of business.

Now, with a new location in downtown Gloversville, CRG will develop a business incubator that will provide new small businesses the opportunity to succeed and reach a level where they can locate in our communities. This most recent effort is truly one that we believe will provide the kind of small business assistance that our region has needed for some time.

Lastly, it has been my honor to serve as Chair of the Board of CRG for the last several years. Every member of the Board, and staff, has been, and continues to be, totally dedicated to the growth of Fulton County. This group of professionals has offered their time and expertise to assure that CRG is a strong organization and that Fulton County is a leader in economic development. These efforts will continue to offer the County's residents excellent employment opportunities and provides a quality of life that attracts more people to live and work in our communities.

As you read through this Annual Report, I hope that you will see the future of Fulton County with as much optimism as we on the Board share.

*Dr. Dustin Swanger, Chair*

***Fulton County Center for Regional Growth***  
***2016 BOARD of DIRECTORS***

**Officers**

Dustin Swanger, Chair  
Gregory Fagan, Vice-Chair  
Geoffrey Peck, Secretary  
Ronald Olinsky, Treasurer

**Directors**

Chris Curro  
Scott Hohenforst  
Travis Mitchell  
Grant Preston  
James Selmsler

**Counsel**

Michael Albanese, Esq.

**County Liaison**

James Groff

***Fulton County Center for Regional Growth***

**2016 COMMITTEE LISTS**

**Executive Committee**

Dustin Swanger, Chair  
Gregory Fagan, Vice-Chair  
Geoffrey Peck, Secretary  
Ronald Olinsky, Treasurer

**Governance Committee**

Geoffrey Peck, Chair  
Chris Curro  
James Selmsler  
Dustin Swanger

**Audit Committee and Finance Committee**

Ronald Olinsky, Treasurer/Chair  
Gregory Fagan  
Scott Hohenforst  
Geoffrey Peck  
James Selmsler

**Membership and Marketing Committee**

Grant Preston, Chair  
Chris Curro  
James Dempsey  
Lindsay Hinkle  
Scott Hohenforst  
Jeremy Manning  
Travis Mitchell  
Geoffrey Peck  
Matthew Smith

**Building Committee**

Ronald Olinsky  
Geoffrey Peck  
Grant Preston  
Dustin Swanger

# **Fulton County Center for Regional Growth**

## ***STAFF – 2016***

**Ronald Peters**  
President and CEO

**Becky Hatcher**  
Executive Assistant

**Katherine Crankshaw**  
Part-Time Administrative Assistant

**Diane Harnish**  
Part-Time Administrative Assistant

## ***Message from CRG's President and CEO***

I'm pleased to report that 2016 turned out to be CRG's best year ever. This could not have been achieved without the continued support and work of our Board of Directors, the Fulton County Board of Supervisors, the many other elected officials, local business leaders, and our members. We had the good fortune of participating in many New York State Economic Development Events and reaching out to our neighboring counties to build alliances which will further support Fulton County's marketing and economic development efforts.

We moved into our new facility this year!! On March 16, 2016, we accepted the donation of 34 West Fulton Street from the previous owner, OHM Laboratories, and on April 1<sup>st</sup>, we moved into our new facility in Downtown Gloversville. We occupy part of the first floor of the building and have applied for several grants through state agencies to help renovate the property into a Downtown Business Center/Incubator to help support economic growth in Fulton County. In 2016 we were awarded a \$300,000 state grant through Senator Farley's office and a \$50,000 grant from National Grid. We haven't received actual dollars yet, but are currently in the process of getting into the drawdown process.

During the course of the year we visited over 50 Fulton County Businesses to thank them for being in the county. We looked at what future needs their business model may require and offered to assist them with any business needs they currently had. These visits helped give us tremendous insight as to what most businesses generally need to succeed and helped generate ideas and methods to provide help to businesses.

2016 saw a growth in our original 2013-2015 Microenterprise Grant Program. That program closed with 8 successful applicant's generating at least 19 jobs within Fulton County. Additionally, in 2015, New York State approved another Microenterprise Grant which was rolled out in 2016. This second Microenterprise Grant received 5 applications which are in various stages of completion. Next year this program will start generating results.

Working in conjunction with the Fulton County IDA, CRG put together financing packages allowing New Age Renewable Energy, LLC. to start construction a new facility in the Johnstown Industrial Park. When complete in 2017 they will have created 22 new jobs.

This year CRG attended several strategic industry tradeshow promoting and marketing Fulton County and all it has to offer to existing and start-up businesses.

The outlook for 2017 is great and I am happy to work with each and every opportunity to promote Fulton County and expand our economic base.

*Ronald M. Peters*

# 2016 County Contract Summary

In 2016, CRG entered into its annual contract for services with Fulton County for Business Development Marketing. The following summary shows each of the initiative categories and the budgeted amount for each category. For a definition of required activities under each category, please contact CRG.

<b><u>Initiative</u></b>	<b><u>Amount</u></b>
Professional Staff	\$160,000.00
Website/Internet Promotions	\$10,000.00
Business Marketing	\$10,000.00
Market Shovel-Ready Sites	\$20,000.00
Business Recruitment	\$10,000.00
Community Development Marketing	\$5,000.00
County Loan Pool Administration	\$0.00*
Grant Initiatives	\$0.00
<b>Total Budget</b>	<b>\$215,000.00</b>

\*Fulton County's Loan Pool, which was derived from Community Development Block Grant funds in the 1980's, is administered by CRG on behalf of the County as part of their annual contract.

During 2016, CRG accomplished the following activities; described per funded category:

## **Professional Staff**

CRG's 2016 staff consists of two full-time employees, Ronald Peters and Becky Hatcher, and two part-time employees, Katherine Crankshaw and Diane Harnish. During FMCC's fall semester, CRG hosted an intern, Paul Davis, who assisted with accounting duties.

## **Website/Internet Promotion**

CRG continues to utilize the assistance of Shannon-Rose Design for website maintenance and enhancements. Shannon-Rose also managed CRG's social media presence through facebook and twitter. During the year, CRG's website was enhanced to include an events page. This will allow visitors to the site to view upcoming and past events. It includes pictures of event activities where applicable.



## **Business Marketing**

During 2016, CRG began to utilize the email service, Constant Contact, to reach out to a variety of contacts in various business and industry segments. Examples of email content varied from local events which went to regional contacts to press releases regarding activity in our Industrial Parks which were sent to national site selectors.

## **Market Shovel-Ready Sites and Business Recruitment**

Ron Peters attended several national conferences during 2016, all targeted to expose Fulton County to national site selectors and heads of national corporations with the goal of developing relationships that have the greatest prospect of bringing jobs and tax revenues into the Business and Industrial Parks in Fulton County. CRG also obtained matching grant funds from National Grid toward the purchase of a trade show booth and other trade show items which will be used during 2017 events.

Within the Johnstown Industrial Park, Ron continued to work closely with New Age Renewable as they prepared to break ground on their upcoming whey waste disposal site.

## **Community Development Marketing**

Ron Peters has worked with several communities in Fulton County during 2016. He was invited to participate in the Sherman's Park Committee in Caroga Lake as they try to determine the best use of property that was once an amusement park. He has also been working with the Village of Northville as they try to increase tourism and development through activities focusing on grant sources. CRG was in attendance at a meeting in the Village of Broadalbin, along with representatives from Regional and State Government, as Mayor Christopher made a presentation regarding the potential reuse of a vacant mill property in the village. Ron has also continued to work closely with the City of Gloversville on their downtown revitalization initiative. He was part of the team that developed an application for a grant through the NYS Governor's office. He also spearheaded the initiation of an EPA Grant application for the City. And he organized the team of Gloversville leaders for the development of a Downtown Development Specialist, who would work for CRG but would focus efforts on the revitalization and promotion of the downtown Gloversville corridor.

Throughout 2016, Ron also reached out to Fulton County businesses to better understand their needs and goals. The following is a list of

businesses Ron met with during 2016 for an initial visit. He also continues to work with businesses that he has met with since he started with CRG in October 2014.

a future coffee shop	Frasier Enterprises	Peaceful Valley
Adirondack Mechanical	Fulton County Electric	Pineview Commons
Airjet Technologies	Goot Communications	Pioneer Window
Antonucci's Produce	Hawkins Fabrics	potential banquet facility
Bali Leathers, Inc.	Inn at the Bridge	Proforma Shrader & Shrader
Bella by LaVilla	Intellisano's Body Works	Reliable Auto Supply
Blue Moon Motel	Jacksland Insurance	Rooney Signs
Bornt Scrap Metal	Johnson Handyman Services	S&J Enterprises
Bowman's Market	Jones & Naudin Leather	Safety First Training
Bright Futures	Kingsboro Golf	Sam's Restaurant
Brilliant Design	Lapland Lake	Sawyer's Corner Store
Chad's 2nd Gear	Lee Dye	Security Supply
Checkers Out Speedway	Linda Hinkle	Simple Choices
CMK Enterprises	Mary Ann Evans	Simple Choices
Countryside Agency - Progressive	Meco's Perfect Scoop	Steven Miller
Craftsman Auto Glass	Michael Salvione (pizzeria)	The Galleria
Craving Bakery	Microtel	The Tool Shed
DM Romeyn Civil Engineer	Monique's Baketique	Tom Hohenforst
EMVI Chocolates	Morris Evans	Virginia Mackey
Farnam Claim Service	North Country Ecological Services	WalMart DC
Fox Run	Parkhurst	Weichert Realtors
Franks Gun & Tackle Shop	Peace of Pottery	

### **Grant Initiatives**

Each year, Ron Peters looks for ways to encourage Fulton County businesses to apply for CFA grant funding where applicable. He also looks for ways to provide them with assistance with the application process, which can be difficult to navigate.

Ron also worked on the Microenterprise Grant Programs, which were awarded to Fulton County. A more detailed explanation of this process is listed on page eleven.

# ***Loan Pool Summary***

CRG is contracted to administer three revolving loan pools on behalf of Fulton County and the cities of Johnstown and Gloversville. The loan pools are the result of community awards to those entities in the 1980's from the Department of Housing and Urban Development.

The Fulton County CDBG (Community Development Block Grant) and Johnstown UDAG (Urban Development Action Grant) loan funds are overseen by a Loan Committee made up of Fulton County Economic Development Corporation Board Directors. The City of Gloversville Loan Fund is overseen by its own committee, which consists of 4 members appointed by the City of Gloversville and 3 members appointed by CRG.

The three loan pools have assisted start-up businesses, as well as existing businesses, to create jobs, expand their facilities, rehab buildings, and enhance business ownership in Fulton County.

Below is an overview of the active loans in each loan pool as of December 31, 2016. The amount next to the borrower's name represent the original loan amount, not the principal amount owing.

<b>City of Gloversville Loan Fund</b>		
Family Counseling Center	1	149,070
Fulton Co. IDA Bus Prk	2	150,000
Virginia Mackey Real Estate	3	20,000
391 South Main Street	4	100,000
<b>OUTSTANDING PRINCIPAL</b>		<b>221,411</b>
<b>CASH &amp; EQUIVALENTS</b>		<b><u>889,126</u></b>
<b>TOTAL FUND</b>		<b>1,110,537</b>
<hr/>		
<b>CDBG LOAN POOL</b>		
CIC NL Perth Primary Care	1	150,000
131 Enterprise Drive	2	160,000
ALNICO, Inc.	3	82,500
Henck's Restaurant	4	100,000
Crest Enterprises / Holiday Inn	5	175,000
Mohawk Cabinet	6	100,000
Murray and Sons, Inc.	7	450,000
Remark Holding Co / Benson's	8	75,000
Royal Mountain Inn	9	45,000
SW Skin Care	10	30,000

<b>OUTSTANDING CDBG PRINCIPAL</b>		802,727
<b>CDBG CASH &amp; EQUIVALENTS</b>		<u>440,721</u>
<b>TOTAL CDBG FUND</b>		<b>1,243,448</b>
<hr/>		
<b>JUDAG LOAN POOL</b>		
Crest Enterprises/Holiday Inn	1	75,000
SKAT, Romana's	2	100,000
<b>OUTSTANDING JUDAG PRINCIPAL</b>		<b>87,447</b>
<b>JUDAG CASH &amp; EQUIVALENTS</b>		<u><b>116,305</b></u>
<b>TOTAL JUDAG FUND</b>		<b>203,752</b>
<hr/>		
<b>GRAND TOTALS - ALL FUNDS</b>		
Number of loans	<b>16</b>	
Original Loan Amounts		<b>2,036,570</b>
Outstanding Principal Balances		<b>1,111,586</b>
Money Available to Lend		<b>1,446,152</b>

# ***Microenterprise Grant Summary***

CRG administers two Microenterprise Grants on behalf of Fulton County. These grant funds were awarded to Fulton County through successful CFA applications. The Microenterprise Grants are awarded on a two-year basis. Both funds were for \$200,000.00 in total. The first fund ran from 2013-2015. The second will cover 2016-2018.

Award recipients must meet specific qualifications in order to receive funding. Among other things, the business must have with 5 employees or less and the owner must complete a required business training class. For more information on the program, please visit our website: [fccrg.org/financing-a-business/cdbg-microenterprise-grant-program/](http://fccrg.org/financing-a-business/cdbg-microenterprise-grant-program/)

During 2016, CRG completed follow-up visits for all of the funded businesses from the 2013-2015 program. Ron Peters worked with liaison, Nick Zabawsky, on two remaining unfunded applicants that were new businesses experiencing challenges that affected their ability to draw down their financing. Both received an extension, and one was able to meet the December 31, 2016 deadline and will be able to receiving their funding.

The 2016-2018 Microenterprise program kicked off in the spring of 2016 with a presentation by Ron Peters to a group of 17 local business owners, representing 16 businesses, interested in hearing more about the program. CRG then partnered with the Fulton-Montgomery Chamber of Commerce to host two training sessions for potential Microenterprise Grant applicants. Twenty-two business owners attended these sessions. Ron followed up with these qualified businesses and by year end, collected 5 applications, which are in various stages of processing; one is already approved by New York State. He will continue to process applications until the fund is depleted.

Photos below were taken by Terri Swierzowski at the completion of the second training session.



# ***Other CRG Activities***

## **Acquisition of 34 West Fulton Street**

Ron Peters began conversing with OHM Laboratories in late 2015 regarding their manufacturing building in downtown Gloversville, which has been unoccupied since October 13, 2011. An agreement was finally reached and on March 16, 2016, CRG was gifted the building, located at 30-34 West Fulton Street, Gloversville. Aside from some minor water damage, due to a frozen drain pipe, the building was in excellent condition. The office section received a thorough cleaning and a fresh coat of paint before CRG moved their office into a corner suite on April 1, 2016.

With the full support of its Board of Directors, CRG plans to transform this building into business incubator space. They are actively seeking start-up or existing small businesses that are looking for space. Once their business flourishes to capacity, CRG will assist them in locating more suitable space, perhaps at the Tryon Park or another location in Fulton County. Additionally, the building will be renamed, The Center. One suite in the business office space is being reserved as an informational hub for any future or existing Fulton County business owner to reference. As this idea is refined in 2017, more information will be released.

To fund renovations to their new building, CRG applied for three grants during 2016; a Restore New York Grant, a National Grid Grant, and grant funding through Senator Hugh Farley's office. The application processes for these were still ongoing as of December 31, 2016 but it is anticipated that CRG will have approximately \$650,000.00 in grant money to work with during 2017.

In the fall of 2016, CRG acquired its first tenant: Fulton County Board of Realtors. They now occupy suite 110. The Gloversville City Library also entered into a lease agreement for most of the remaining first floor. They will occupy this space during the time that their building is being renovated.



Photos by Becky Hatcher

## **Events and Sponsorships**

During 2016, CRG held the following events:

### **New York Innovative Communities Network Regional Meeting** **April 14-15, 2016**

Formerly known as New York State Urban Council, Ron Peters arranged for this group to hold their spring Quarterly Meeting in downtown Gloversville. The event was sponsored by Frontier and the meeting was entitled: Downtowns with a Future – The Making of Places.

Registration took place at the City National Building with breakfast items donated from FAGE, the Holiday Inn and the Hohenforst Family. Opening remarks were followed by morning break-out sessions, which were held at the Chamber of Commerce or at the City National Building. Participants could choose from a workshop on crime prevention or a workshop on marketing events. Lunch was held at the Glove Theatre where a video on the redevelopment of the City of Gloversville was shown to all in attendance. Afternoon sessions included the choice of a workshop on innovative community programming or a “camp-fire” discussion on the challenges of creating a creative class sector in the community. Everyone was then invited on a walking tour of downtown and the day concluded with a dinner event at the Eccentric Club.

Friday’s agenda included an Urban Council Board Meeting, breakfast at Mohawk Harvest Cooperative Market & Café, and ended with a statewide and region-by-region coffee chat.

This event was widely praised by both local community members and the press.



(Photos courtesy of the BID)

## Summer Business Tours

Ron coordinated two business tours during the month of August. Tour participants included CRG's Board of Directors, Fulton County Supervisors and other elected officials. The Leader Herald covered these events.

### SW Spa August 11, 2016



Photos by Bill Trojan

### Pata Negra / Espuña August 18, 2016



Stock Photos

## TD Bank Export Seminar November 15, 2016

CRG partnered with TD Bank to bring an export strategy seminar to Fulton County. This event was held at the Holiday Inn and brought executives from larger corporations from as far away as Buffalo and Boston. TD Bank hosted this event, allowing participants to attend for free. A continental breakfast was served during registration and networking. Ron Peters served as host for the event, providing opening remarks. The day's agenda included sessions on managing payments and finalizing sales, global logistics and supply chain management, federal and state assistance regarding exporting, and the legal



environment of exporting and importing. After lunch, attendees heard from special guest speaker, Brittany Baumann, Economist and Macro Strategist for TD Bank. Cedric Carter of TD Bank then provided closing remarks.



Cedric Carter



Brittany Baumann

Business Beginnings – A Networking Event  
November 17, 2016

CRG held its annual networking event at the Holiday Inn on Thursday, November 17<sup>th</sup>. Participants enjoyed the opportunity to network and sample fare from several food stations placed around the room. The evening featured Fulton County businesses that have been in operation for five years or less. Participating businesses were represented by custom made posters based upon information which they provided in a survey on CRG's website. These posters were placed around the room to allow attendees the opportunity to learn about the businesses throughout the evening and can be seen by visiting CRG's website under the Events tab. The following 24 businesses participated in the event:

Argersinger Office Complex  
Blooming Lotus Yoga & Wellness  
CG Roxane  
Craftsman Auto Glass  
Finch Guest House  
Frozen Parts, inc  
Fulton County BarberShop, Corp.  
Glover Insurance Agency  
Gloversville Bottle and Can  
Inn At The Bridge  
Lancaster Insurance Center  
La Villa Dog Works

Meco's Perfect Scoop  
No 22 Bicycle Company  
Parkhurst Field Foundation  
Espuna, LLC  
Peace of Pottery  
Safety First Training  
Schine Memorial Hall, L.L.C.  
Side by Side Storage, L.L.C.  
Simple Choices  
Studio Herbage  
SW Skin Care  
Vireo Health- Empire Health Solutions

The evening also featured the presentation of two awards and several guest speakers. Jack Scott was on hand as emcee for the evening. Ron Peters presented Sam Russo, of the Utica chapter of SCORE with a plaque to thank him for volunteering so much of his time to businesses participating in the Microenterprise Grant programs. For the past two years, Mr. Russo has taught three classes and then assisted students one-on-one to create their business plans.



Ron Peters



Jack Scott



Presentation to Sam Russo

Photos by Bill Trojan

Ron Peters then presented a plaque to NYS Senator Hugh Farley for his service to economic development in Fulton County during his time in public service. 2016 is Mr. Farley's last year of serving as Senator for New York State. Senator Farley spoke to all in attendance, thanking them for this recognition.



Assemblyman Tedisco and Senator Farley  
Photo by Bill Trojan

The guest speaker for the evening was NYS Assemblyman and incoming NYS Senator James Tedisco. Mr. Tedisco will be taking Mr. Farley's seat in the NYS Senate starting in 2017. He spoke to the audience about his excitement to work with Fulton County as Senator. Other speakers included Michael Reese, Mohawk Valley Regional Director for Empire State Development and Sanford Loucks Baer, Area Specialist, Rural Development, USDA. These two gentlemen advised attendees about funding opportunities available for Fulton County businesses.

The evening's success would not have been possible without the generous support of its many sponsors:

Patriot Federal Bank  
Leader Herald  
Kucel Contractors, Inc.  
Universal Warehousing / SLA Transport  
Lexington  
Environmental Design Partnership  
SWANY  
Cool Insuring Agency, Inc.  
WENT  
Coldwell Banker  
FAGE  
Holiday Inn  
Center for Economic Growth  
Fulton County Industrial Development Agency  
Nathan Littauer Hospital and Nursing Home  
TD Bank  
WEST & Co

CRG Member - Event Sponsor  
Community Development Sponsor  
Corporate Sponsor  
Corporate Sponsor  
Corporate Sponsor  
New Business Sponsor  
New Business Sponsor  
New Business Sponsor  
New Business Sponsor  
New Business Sponsor  
New Business Sponsor  
New Business Sponsor  
CRG Membership Sponsor  
CRG Membership Sponsor  
CRG Membership Sponsor  
CRG Membership Sponsor  
CRG Membership Sponsor



Photos by Bill Trojan

### **2016 Events that CRG Sponsored**

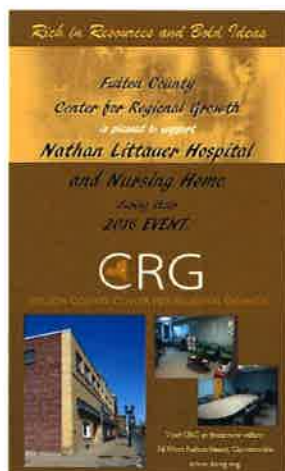
During the year, CRG was approached with several sponsorship requests. Following is a list of events which CRG either sponsored through a

sponsorship donation or by the purchase of event tickets. When extra tickets were available, CRG was pleased to offer them to CRG's membership on a first-come-first-served basis.

- Gloversville Housing and Neighborhood Improvement Corporation Dinner Ticket Purchase
- Mohawk Harvest Cooperative Harvest Dinner Sponsorship
- Nathan Littauer Hospital's 2016 The Event Sponsorship
- Southern Adirondack Wine & Food Festival Sponsorship
- Fulton County Sports Award Banquet Sponsorship
- Chamber Music at the Chamber Series Sponsorship



Photos of Southern Adirondack Wine & Food Festival by Becky Hatcher



Ads for sponsored event programs – ads created by Becky Hatcher

## **Membership & Marketing Committee Development**

During 2016, CRG created a Membership & Marketing Committee, made up of Directors and community members with marketing experience. The goal of this committee is to assist CRG staff members in reaching out to Fulton County businesses to increase membership and to provide ideas and feedback regarding marketing strategy.

Since the 2016 Membership Campaign did not get off the ground until the middle of the year, the Committee decided to change it into a 2016-2017 Membership Campaign. The membership levels were adjusted, along with membership perks, and the campaign began in June. By the end of the year, CRG saw an increase in past membership levels, both in dollar amount and in member volume. The following is a list of members as of December 31, 2016; a listing of members by membership category is provided on CRG's website under the Membership tab:

Adirondack Mechanical Corp	Holiday Inn
Benjamin Moore	HRP Associates
Brown's Ford of Johnstown	Inn at the Bridge
C.T. Male Associates	Jacksland Associates, Inc.
CBRE - Albany	John Blackmon Gloversville Supervisor Ward 3
Center for Economic Growth	John M. Fox, DDS
Century Linen	Kucel Contractors, Inc.
CMK and Associates Real Estate	Lexington, Chapter of NYSARC, Inc.
Coldwell Banker	Mohawk Harvest Cooperative Market
Community Health Center	Nathan Littauer Hospital and Nursing Home
Cool Insuring Agency, Inc.	National Grid
Cushman & Wakefield/Pyramid Brokerage Co.	Nolan & Heller, LLP
Derby Office Equipment	Patriot Federal Bank
Dr. G. Jeremiah Ryan	Philip Beckett CPA, PC
Easterly Woodwork & Design	Realty Restoration Gift Fund
Environmental Design Partnership	Stewart's Shops
Epimed International, Inc.	SW The Spa
FAGE USA Dairy Industry, Inc.	SWANY America Corp.
Falk Fabrics, LLC	TD Bank
FMS Workforce Development Board, Inc.	The Family Counseling Center, Inc.
Fulton County Barbershop	The Leader-Herald
Fulton County IDA	Townsend Leather
Fulton Montgomery Community College	Universal Warehousing, Inc.
Fulton Montgomery Regional Chamber of Commerce	WEST & COMPANY CPA's PC
Gloversville Housing Authority	Whitney Radio Broadcasting, Inc. (WENT)

## **CRG's Memberships and Partnerships**

CRG recognizes the importance of partnering with other businesses and organizations in order to further economic development in Fulton County. This is accomplished through paid memberships with other like-minded organizations, as well as coordinated efforts on local projects and events with regional groups, both civic and corporate.

During 2016, CRG increased memberships with national economic development organizations. Following is a list of Memberships that CRG has with other organizations:

- **Center for Economic Growth**

Since its founding in 1987, CEG has played a vital role in creating a rich economic development environment throughout the region by creating world class transportation and logistical hubs, investing in our anchor institutions, making the region an international gateway and helping to advance major economic development projects.

From working to turn Albany International Airport into a world-class facility to helping lay the groundwork for GLOBALFOUNDRIES' chip plant in Saratoga County, CEG champions the region not only within the boundaries of its eight counties but around the globe as well. Our mission is to market the Capital Region to attract new business and encourage new investments, enable existing businesses to be more competitive in the global marketplace, and promote collaboration and enhance partnerships among the region's stakeholders.

- **Commercial & Industrial Real Estate Brokers**

The Commercial and Industrial Real Estate Brokers, Inc. (CIREB) is a professional trade association which represents the common interests of its members who are engaged in all aspects of the commercial and industrial real estate business in New York's Capital Region and its extended Tech Valley.

CIREB enhances its member's ability to successfully conduct their individual businesses in a competent and ethical manner, promotes cooperation among its members through programs and networking, conducts and promotes educational programs to enhance a member's professional skills and promotes the public's right to own, use and transfer commercial property.

- **CoreNet Global**

CoreNet Global is a non-profit association, headquartered in Atlanta, Georgia (US), representing almost 10,000 executives in 50 countries with strategic responsibility for the real estate assets of large corporations. The organization's mission is to advance the practice of corporate real estate through professional development opportunities, publications, research, conferences, designations and networking in 47 local chapters globally.

- **Fulton Montgomery Regional Chamber of Commerce**

The Fulton Montgomery Regional Chamber of Commerce is an association comprised of businesses, their employees and community individuals who are committed to our mission of improving the region's business climate, economy and quality of life. With close to 1,000 members strong, the Chamber is the leading voice of business in the region providing advocacy, resources and solutions for our members.

- **Industrial Asset Management Council**

IAMC is the leading trade association for corporate real estate executives focused on the needs of an industrial portfolio.

Founded in the summer of 2002 by Atlanta-based Conway Inc. and its founder McKinley Conway, IAMC has grown into a highly influential professional association of more than 600 dues-paying members, including senior real estate directors from 3M, Alcoa, Air Products and Chemicals, BASF, PepsiCo, General Mills, Honda of America Manufacturing, Johnson & Johnson Pharmaceuticals Group, The Linde Group, Pfizer, Weyerhaeuser and many other large industrial firms.

Today, IAMC's leaders and staff remain steadfast to the core value proposition of the association: a devotion to its members and to providing world-class education, leadership development, and relationship building for industrial real estate professionals.

Even as IAMC works to establish its brand and presence in the global world of corporate real estate, it remains member-focused and dedicated to providing unparalleled knowledge sharing and a low-sales networking environment.

At IAMC belief is relationships come first, the business follows.

- **International Council of Shopping Centers**

Founded in 1957, ICSC is the global trade association of the shopping center industry. Its more than 70,000 members in over 100 countries include shopping center owners, developers, managers, investors, retailers, brokers, academics, and public officials. The shopping center industry is essential to economic development and opportunity. They are a significant job creator, driver of GDP, and critical revenue source for the communities they serve through the collection of sales taxes and the payment of property taxes. These taxes fund important municipal services like firefighters, police officers, school services, and infrastructure like roadways and parks. Shopping centers aren't only fiscal engines however; they are integral to the social fabric of their communities by providing a central place to congregate with friends and family, discuss community matters, and participate in and encourage philanthropic endeavors. For more information about ICSC visit [www.icsc.org](http://www.icsc.org) and for the latest news from ICSC and the industry go to [www.thecenterofshopping.com](http://www.thecenterofshopping.com).

- **International Economic Development Council**

The International Economic Development Council (IEDC) is a non-profit, non-partisan membership organization serving economic developers. With more than 5,000 members, IEDC is the largest organization of its kind. Economic developers promote economic well-being and quality of life for their communities, by creating, retaining and expanding jobs that facilitate growth, enhance wealth and provide a stable tax base. From public to private, rural to urban and local to international, IEDC's members are engaged in the full range of economic development experience. Given the breadth of economic development work, our members are employed in a wide variety of settings including local, state, provincial and federal governments, public-private partnerships, chambers of commerce, universities and a variety of other institutions. When we succeed, our members create high-quality jobs, develop vibrant communities, and improve the quality of life in their regions.

- **Keep Mohawk Valley Beautiful**

Keep Mohawk Valley Beautiful is a standing committee of Mohawk Valley Economic Development. Its members work toward three core objectives – preventing litter, reducing waster and beautifying communities.

- **Mohawk Valley Economic Development District**

MVEDD, since 1966, the "District" has been a source of regional action involving business loan assistance and the construction of our industrial infrastructure through grants received from the Economic Development Administration. In recent years, MVEDD has partnered with its member counties and their local governments when asked for assistance in finding grants and minimizing the tax burden on our private sector businesses.

- **New York Council of Non-Profits, Inc.**

Founded in 1927, the New York Council of Nonprofits (NYCON) is a 501(C)(3) membership-based, mission-driven, statewide association of diverse charitable nonprofit organizations. We provide a collective policy voice for the nonprofit sector and serve as a crucial support and information provider.

With over 3,000 members, we work to build the capacity of nonprofits and communities to enhance the quality of life through responsive, cost-effective service and by forming a long term, multi-layered service relationship with our member nonprofits.

We also work in close partnership with government (federal, state and local) and the private sector (community foundations, private foundations, and United Ways) to educate and directly assist their nonprofit constituencies.

- **New York State Economic Development Council**

The New York State Economic Development Council is the state's principal organization representing economic development professionals. Our 900 members include the leadership of Industrial Development Agencies, Local Development Corporations, commercial and investment banks, underwriters, bond counsels, utilities, chambers of commerce and private corporations.

The purpose of NYSEDC is to promote the economic development of the state and its communities, encourage sound practices in the conduct of regional and statewide development programs, and to develop education programs that enhance the professional development skills of NYSEDC members.

NYSEDC has been serving New York's development professionals for more than 30 years. The Board of Directors and members of NYSEDC represent the highest standards of their profession, and have unparalleled experience and expertise working with state and local economic development programs.

- **Saratoga County Chamber of Commerce**

CRG also works very closely with Fulton County's Board of Supervisors, elected officials and business owners from the Cities of Gloversville, Johnstown, Northville and Caroga Lake. As Ron Peters enters his third year with CRG, he plans to expand his hands-on economic development approach to other communities in the County. He has an open door policy and welcomes all with questions, needs and suggestions to come to him.



# 2016 CRG Budget

	Totals		Totals
<b><u>Income:</u></b>		<b><u>Expenses:</u></b>	
Membership Income	12,000.00	Professional Fees	
CDGB Admin Fees	27,000.00	Payroll Service Fees	1,600.00
JUDAG Admin Fees	3,000.00	Accounting & Audit	15,000.00
GUDAG	-	Legal Fees	12,000.00
GEDC Admin Fees	-	<b><u>Salaries</u></b>	195,000.00
JEDC Admin Fees (2014 outstanding)	-		
Loan Application Fees	2,000.00	<b><u>Payroll Taxes &amp; Fringes</u></b>	
Contract Income	-	Health Insurance	23,100.00
IDA	-	Workers Comp	1,500.00
Fulton County	215,000.00	FICA Tax Expense	14,006.00
Annual Dinner	7,500.00	SEP/IRA	16,500.00
Grant Income	15,000.00	NYS Unemployment	1,100.00
CIC Management Fee	-	<b><u>Marketing &amp; Advertising</u></b>	
FCEDC Mgt Fee (investment account)	98,606.00	Professional/Consultating Fees	8,000.00
Other Income	20,000.00		
<b>Total Income</b>	<b>400,106.00</b>	Marketing/Broker Fees	5,000.00
		Auto, Gas, Etc	5,000.00
		Meetings, Conferences	22,000.00
		Radio & TV	7,000.00
		Print	5,000.00
		Website & Social Media	18,000.00
		Event Sponsorship	5,000.00
		<b>TOTAL MARKETING &amp; ADVERTISING</b>	<b>75,000.00</b>
		<b><u>Office Expense</u></b>	
		Computer Expense	2,000.00
		Telephone & Internet	5,000.00
		Postage, Delivery & Mailings	2,500.00
		Stationary & Supplies	600.00
		Copier/Printer	2,800.00
		Other Office Expense	1,500.00
		<b><u>General &amp; Admin Expenses</u></b>	
		Rent & Utilities	14,400.00
		Insurance - Gen & DO	11,000.00
		Subscriptions	500.00
		Dues & Memberships	5,000.00
		<b><u>Investment Expense</u></b>	-
		<b>Total Expenses</b>	<b>400,106.00</b>
		<b>Net Income (Loss)</b>	<b>(0.00)</b>

The above budget is listed as approved by CRG's Board of Directors for the 2016 calendar year.

# ***Subsidiary Reports***

Fulton County Center for Regional Growth was established as the parent corporation to three other organizations in March of 2012. Since then, CRG has been working to become an independent, self sufficient organization. As the assets of these organizations are disposed of, they come closer to the ultimate goal of dissolution. Following is an update of 2016 activities that worked toward that goal.

## **Fulton County Economic Development Corporation**

FCEDC had virtually no activity during 2016 as most of its functions have been transferred to CRG. There are only a couple of items left to finalize before CRG can complete it's goal of closing the organization down.

## **Crossroads Incubator Corporation**

CIC was the real estate holding company prior to CRG's establishment. The goal to close CIC down made great strides during 2016 with the sale of 110 Decker Drive, Johnstown in January; the expiration of the lease agreement on 160 Enterprise Drive, Johnstown in June; the sale of Estee Commons Apartment Complex at 11 Fremont Street, Gloversville in November, and the foreclosure of two vacant adjoining land parcels off of Union Avenue and Franklin Street.

Remaining CIC owned properties include the Nathan Littauer Perth Primary Care Center; 90 North Main Street, Gloversville; and vacant land on the corner of Prospect Street and Littauer Place. Once these properties are disposed of, CIC can be dissolved.

## **Crossroads Two Incubator Corporation**

CIC II has been under the dissolution process with New York State for all of 2016. It is expected that the process will be complete in 2017.

## ***Outlook for the Year 2017***

2017 will be a year for name recognition and branding, branding, branding.

CRG plans to increase the number of events that they host in 2017. With the purchase of a free standing tent and trade show booth, as well as branded marketing items, CRG will have a visible presence at local and national events.

Several events are already being planned, such as a spring unveiling of CRG's plans for the 34 West Fulton Street building, which will be re-named "The Center" as it will house a premier business resource center for all Fulton County entrepreneurs. CRG will co-host several events including a second financial symposium with MVEDD, a local Site Selector's Guild event with Fulton County, and a Tryon Technology Park event for CIREB members, also with Fulton County. In the fall, CRG is considering modifying its networking event into a more interactive business event.

The 2016-2017 Membership Drive will continue throughout the year as CRG strives to make its presence in the County known. Ron Peters will continue to reach out to as many local businesses as his schedule allows.

The Gloversville Downtown Development Specialist will be hired in 2017 and begin to develop strategies for the redevelopment of the heart of Gloversville. This is considered a pilot program in the County. If successful, CRG will assist other communities to establish a similar format.