



FULTON COUNTY CENTER FOR REGIONAL GROWTH

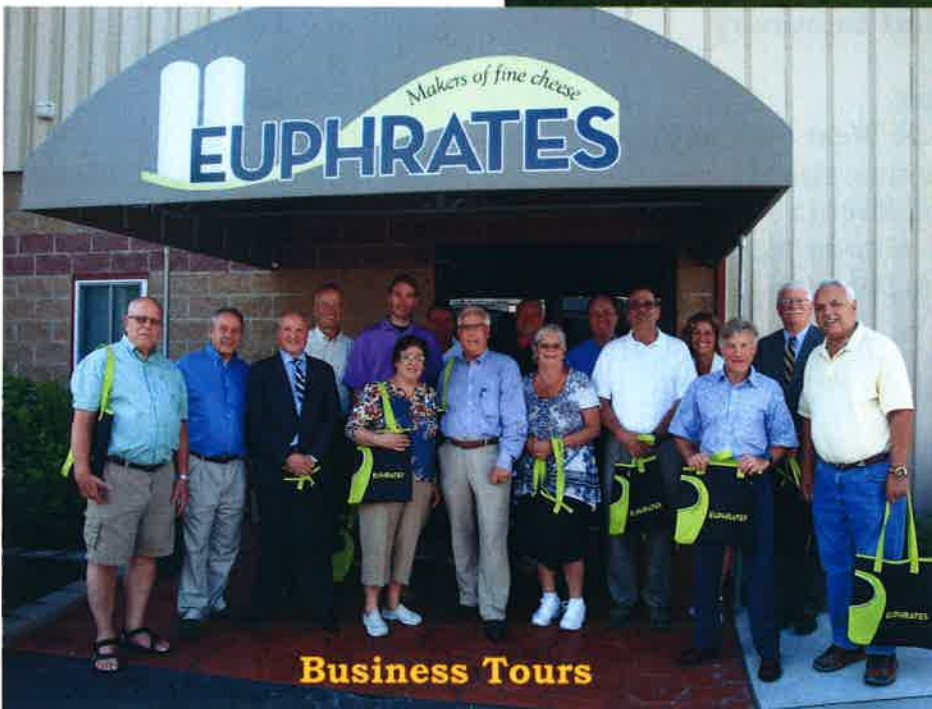
2017 Annual Report



Microenterprise Grants Awarded



140 Jobs Retained



Business Tours



Marketing Outings and Events

More Details Inside...



FULTON COUNTY CENTER FOR REGIONAL GROWTH

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Message from CRG's Leadership

Our mission at CRG is to build Fulton County's economy one business at a time. We are pleased to report that 2017 was CRG's best year for business growth and development to date. This success could not have been achieved without the continued support and assistance of our Board of Directors, the Fulton County Board of Supervisors, the many other elected officials, local business leaders, and our members. As this report will show, we participated in many New York State Economic Development Events and continued to reach out to our neighboring counties to build alliances in support of Fulton County's marketing and economic development efforts.

2017 Annual Report Snapshot

180 - Jobs created/retained due to CRG's efforts in 2017

\$680,000.00 - In grants approved/received in 2017

\$175,000.00 - In loans approved/disbursed in 2017

6,000 - Visitors attracted to events in downtown Gloversville in 2017

- **Major County Employer Assisted with Building Ownership**

Pioneer Window Mfg. sought CRG's assistance with the purchase of their existing building in the Johnstown Industrial Park, thus cementing their presence in Fulton County and preserving 140 jobs. They are now expanding their operations and furthering their commitment to our region.

- **Gloversville Downtown Development Specialist Position Filled**

Jennifer Jennings began the first year of her redevelopment strategy for downtown Gloversville in January 2017. The four new events that Jennifer implemented in 2017 brought 6,000 people into downtown Gloversville.

- **Joint CRG / Fulton County Events**

CRG and Fulton County joined forces on two major marketing events in 2017: a CIREB Event at The Tryon Technology Park and a visit and evaluation through the Site Selector's Guild.

The CIREB Event brought 18 capital district commercial realtors into the Tryon Park and the Site Selector's event hosted three national site selectors, which provided them with a personal connection to Fulton County.

- **2016-2017 Microenterprise Grant Program Achieves Job Creation**

Six businesses received a total of \$180,000.00 in grant funding and created a total of 7 full-time and 4 part-time jobs.

- **Successful CFA Funds Acquired**

CRG assisted the Village of Northville in receiving \$500,000.00 in funds, which they applied for under the Main Street Program.

- **CRG Initiates Monthly Business Tours for Local Elected Officials**

These visits are aimed to educate our leaders on the types, and number of, jobs in our County.

- **Loan Approvals**

Two loans, totaling \$175,000.00 in loan funds, were approved in December. The successful applicants were Evolution and Stump City Brewing.

CRG participated in many New York State Economic Development Events, which always promotes Fulton County as the place to do business. Additionally, we continue to expand our regional horizons by building alliances with neighboring counties in order to widen out our local marketing borders. National Site Selector, as well as trade and retail association conferences expose Fulton County to a nationwide audience. Ron and two Directors attended the Select USA event just outside of Washington DC in June 2017. It was the first national event that featured the new tradeshow booth. This new tool expanded Fulton County's presence to an international audience.

Closer to home, CRG successfully applied for three grants through various state agencies to help renovate our 34 West Fulton Street property into a Downtown Business and Incubator Center, which will support economic growth in Fulton County in a meaningful way through hands-on assistance programs in 2018. To fully utilize the building, we plan to break ground in 2018 and start the renovation of this location.

In 2018, we look forward to continuing with our mission to build Fulton County's economy one business at a time and working to achieve our vision of being recognized as the best economic development center in the State of New York.

Ronald M. Peters
President and CEO

Gregory Fagan
Chair of CRG's Board

Fulton County Center for Regional Growth
2017 BOARD of DIRECTORS

Officers

Gregory Fagan, Chair
Geoffrey Peck, Vice-Chair
James Selmser, Secretary
Ronald Olinsky, Treasurer

Directors

Leslie Ford
Scott Hohenforst
Kent Kirch
Travis Mitchell
Grant Preston

Counsel

Michael Albanese, Esq.

County Liaison

John Blackmon

Fulton County Center for Regional Growth

2017 COMMITTEE LISTS

Executive Committee

Gregory Fagan, Chair
Geoffrey Peck, Vice-Chair
James Selmsler, Secretary
Ronald Olinsky, Treasurer

Governance Committee

Geoffrey Peck, Chair
Kent Kirch
James Selmsler

Audit Committee and Finance Committee

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

Membership and Marketing Committee

Grant Preston, Chair
James Dempsey
Leslie Ford
Lindsay Hinkle
Scott Hohenforst
Jennifer Jennings
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 – 2017

Ronald Peters

President and CEO

Becky Hatcher

Executive Assistant

Jennifer Jennings

Gloversville Downtown Development Specialist

Paul Davis

Part-Time Accounting Assistant

Katherine Crankshaw

Part-Time Administrative Assistant

2017 County Contract Summary

In 2017, 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.

<u>Initiative</u>	<u>Amount</u>
Professional Staff	\$125,000.00
Website Marketing	\$13,000.00
Business Marketing	\$9,000.00
Market Shovel-Ready Sites	\$26,000.00
Business Recruitment	\$14,000.00
Community Retention and Assistance	\$20,000.00
County Loan Pool Administration	\$0.00*
Grant Initiatives	\$8,000.00
Total Budget	\$215,000.00

*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 2017, CRG accomplished the following activities; described per funded category:

Professional Staff

CRG's 2017 staff consists of two full-time employees, Ronald Peters and Becky Hatcher, and two part-time employees, Katherine Crankshaw and Paul Davis. Gloversville Downtown Development Specialist, Jennifer Jennings, was hired by a consortium of Gloversville Business Professionals to work as a CRG employee with the sole purpose of redeveloping a specific portion of downtown Gloversville.

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.

CRG employee, Becky Hatcher, began to post blogs about CRG's community activities, such as the monthly business tours for local elected officials, as well as CRG's support of GDDS, Jennifer Jennings' activities like the summer's Twilight Markets and Bacon Jam, which took place in the fall.

Business Marketing

During 2017, CRG continued 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.

Radio ads were utilized to inform the local business community about CRG and its purpose, as well as practical ways that CRG can assist the development of the County's economic development and stability.

Through contacts made with the assistance of New York State's EDC, as well as other avenues, Ron Peters followed up on interest shown in Fulton County by outside businesses. Some of this involved the submission of RFP's while other contacts were made directly, either in person or over the phone.

Within the Crossroads Industrial Park and the Johnstown Industrial Park, Ron worked closely with several companies throughout the year with issues ranging space issues to legal issues.

One of these is Pioneer Window, located on Union Avenue on the edge of the Johnstown Industrial Park. With Ron's assistance, Pioneer was able to purchase their existing building to ensure that their company remains located in Fulton County; thus preserving around 140 jobs.



CRG hosted events at their 34 West Fulton Street building. At the beginning of the year, they invited the local business community, and Gloversville elected officials, to a welcoming event for Jennifer Jennings shortly after she started working in January of 2017. Next, CRG hosted an Open House Event in the spring to provide information and tours of the 34 West Fulton Street building. In the middle of the year, CRG began a program of monthly business visits for local elected officials and CRG Directors. These were

designed to highlight businesses of all sizes that are thriving in the County. In November, CRG held their Annual Event at Lanzi's at the Lake.

For more information on these events, please see the section, Other CRG Activities on page 13.

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. Some of these were Site Selector's Guild Conferences, Industrial Asset Management Forums, a Society of Industrial and Office Realtor Trade Show, and a Select USA Tradeshow. CRG obtained matching grant funds from National Grid for attendance at 2017 national events. These events helped to advertise the County's Industrial, Business and Technology Parks.

CRG collaborated with Fulton County to host a June CIREB event at the Tryon Technology Park. This event drew commercial real estate brokers from the Albany area into Fulton County. They were treated to lunch from a local restaurant, yogurt from FAGE, and chocolates from EMVI, as they listened to Ari Hoffnung of Vireo Health explain why the Tryon Park was chosen as the New York site of their medical marijuana manufacturing operation. The attendees were then provided with a tour of the plant. This event was well attended, especially by capital district news media.



In September, CRG and the County collaborated again to host three National Site Selectors for a three day evaluation of Fulton County's current economic development opportunities and how to capitalize on them. The Site Selectors were treated to tours of P-Tech, Pioneer Window, the Regional Business Park, FMCC, and the Tryon Technology Park. Their findings were presented in a public forum on the last day of their visit.

Photos of the National Site Selectors who visited Fulton County: September 2018



Dennis Donovan



Jay Garner



Jim Renzas

Fulton County Business Retention and Assistance

During 2017, CRG utilized local radio to advertise its ability to assist County businesses with microenterprise grant funds, as well as loans from locally administered loan pools to businesses sited within the County. These loan pools cover the County as a whole, as well as specific funds for Gloversville and Johnstown businesses.

CRG also continued to work with state agencies to finalize grant funding that will be used to enhance the 34 West Fulton Street property as a whole so that it can be used as a County-wide incubator and training center.

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. In 2017, Ron assisted the Village of Northville with a successful CFA application, which brought them \$500,000.00 in funding for their Main Street Program.

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 12.

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.

During 2017, Ron worked with a few local businesses on loan applications for their projects. In December, two loans were approved; one to Evolution, a recycling business in the Johnstown Industrial Park, and one to Stump City Brewing on Fulton Street Extension just west of Gloversville. These loans will be funded in early 2018.

Following is an overview of the active loans in each loan pool as of December 31, 2017. The amount next to the borrower's name represent the original loan amount, not the principal amount owing.

City of Gloversville Loan Fund		
Family Counseling Center	1	149,070
Fulton Co. IDA Bus Park	2	150,000
Virginia Mackey Real Estate	3	20,000
391 South Main Street	4	100,000
OUTSTANDING PRINCIPAL		205,242
CASH & EQUIVALENTS		<u>897,640</u>
TOTAL FUND		1,102,882
<hr/>		
CDBG LOAN POOL		
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
OUTSTANDING CDBG PRINCIPAL		551,670
CDBG CASH & EQUIVALENTS		<u>644,676</u>
TOTAL CDBG FUND		1,196,346
<hr/>		
JUDAG LOAN POOL		
Crest Enterprises/Holiday Inn	1	75,000
SKAT, Romana's	2	100,000
OUTSTANDING JUDAG PRINCIPAL		74,991
JUDAG CASH & EQUIVALENTS		<u>129,376</u>
TOTAL JUDAG FUND		204,366
<hr/>		
GRAND TOTALS - ALL FUNDS		
Number of loans	16	
Original Loan Amounts		1,963,570
Outstanding Principal Balances		831,902
Money Available to Lend		1,671,692

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 2016-2017.

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/

During 2017, CRG completed New York State's visits for all of the funded businesses from the 2013-2015 program. This round of funding was successfully closed out. This first round of grant funding generated a total of 24 jobs in Fulton County.

The 2016-2017 Microenterprise program kicked off in the spring of 2016. During 2017, Ron worked with several businesses that completed training in 2016 to process their applications, which were due by year end 2017.

By the close of 2017, Ron worked with 13 potential business recipients and, of those, successfully processed applications for 6 business. These businesses created 7 full time and 4 part time jobs due to the receipt of the microenterprise grant funds.

Two of the businesses are pictured below.



Bright Futures Learning Center



Frozen Parts, Inc.

Other CRG Activities

34 West Fulton Street

During 2017, CRG officially welcomed The Gloversville City Library into their first floor space. It is expected that the Library will remain a tenant until mid-2018 when the renovations on their historic building are completed. Other new tenants joined CRG and the Fulton County Board of Realtors in the building during 2017. These include Safety First Training in Suite 105 and Espuna in a small quality control lab on the second floor of the building.



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 National Grid Grant was approved rather quickly. The application processes for the state grants have been a more involved process and remain ongoing as of December 31, 2017. With every step along the way, CRG will ultimately have access to approximately \$750,000.00 in grant money to work with during 2018.

Events and Sponsorships

During 2017, CRG held the following events:

Monthly Business Tours

CRG coordinated monthly business tours during starting in June. Tour participants included CRG's Board of Directors, Fulton County Supervisors and other elected officials. The tours were as follows:

June 6th at 9:30 a.m. – Pioneer Windows – GREAT FIRST TOUR!

July 11 at 3:00 p.m. – Euphrates – FETA CHEESE GIFT BAGS!

August 8th at 3:00 p.m. – Versatile Wood – FRESH CUT WOOD SMELL!

September 13th at 3:00 p.m. – Epimed – HIGH TECH JOBS!

October 19th at 3:00 p.m. – Taylor Made Products – BOATING SOUVINEERS!

November 9th at 9:00 a.m. – Townsend Leather –TOP RATED EMPLOYEE SATISFACTION!

December 5th at 4:00 p.m. – EMVI Chocolate – BEST CHOCOLATE EVER!

Open House – 34 West Fulton Street

CRG held a public Open House to show off their new offices and tenants, along with the Library's space, which had just opened to the public as well. The second story was the main tour location, housing most of the food, CRG's new tradeshow booth and event tent. Ron Peters took a moment to talk about CRG's plans for future use of the building. Tours of all floors were provided to attendees.



CIREB Event at Tryon Technology Park Site Selector's Fulton County Visit

These were joint events with Fulton County and are described under the County Contract Section, pages 8 and 9.

2017 Fall Gala November 9, 2017

CRG held its annual networking event at Lanzi's at the Lake on Thursday, November 9th. The evening featured 4 Fulton County business awards: **Frasier Enterprises**, *Established Business*; **Pioneer Window**, *Expanded Business*; **No. 22 Bicycle**, *Start-Up Business*; and **Stump City Brewing, LLC**, *Hidden Gem*. A Silent Auction was held during the event, as well as a raffle, put together from local donations:

Silent Auction Items:



CRG
welcomes you to our
2017 Fall Gala
November 9, 2017

- Framed Art Work by Linda Hinkle
- Corporate Retreat Package at The Nigra Art Center
 - Fulton County Restaurant Gift Basket
 - Downtown Gloversville Gift Basket
 - Winter Weekend Get-Away Gift Basket
 - Northville Weekend Get-Away Gift Basket

Raffle Item: Award Winner Gift Basket

Flautist, *Melanie Chirignan*, accompanied the meal, courtesy of Gloversville Community Music. And a Stump City brew was on tap at Lanzi's for those who

had not been able to try their beer prior to that evening – and for those who wanted to try it again.

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

Marquis Sponsor: Realty Gift Fund

Platinum Sponsor: Patriot Federal Bank, now Kinderhook Bank

Gold Sponsors: Fulton County IDA

Center for Economic Growth

Nathan Littauer Hospital

TD Bank

WEST and Company, CPAs PC

Silver Event Sponsors: LaBella Associates, DPC

Studio Herbage Florist

The Leader Herald

Bronze Sponsors: AM 1340 WENT

CBRE Albany

FAGE USA Dairy Corporation

Kucel Contractors, Inc.

Ricmar Design and Print Shop

TD Bank

Supporting Sponsors: Berkshire Hathaway Blake Realty

Century Linen

EMVI Chocolate

Fulton County Electrical

Victor and Irina Gelman

James ESPER Landscaping

Lexington, Chapter of the Arc, New York

Orion Management

Proforma Shrader and Shrader

James Selmser

Semione's Professional Cleaning



2017 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. Also, in support of Gloversville Downtown Development Specialist, Jennifer Jennings, CRG, with donations from various community partners, participated in the Twilight Markets and Bacon Jam.

- Chili Cook-Off in Gloversville Sponsorship and Participation
- Mohawk Harvest Cooperative Harvest Dinner Sponsorship
- Nathan Littauer Hospital's 2017 The Event Sponsorship
- Northville's Woodworking and Fine Arts Weekend Sponsorship
- Southern Adirondack Wine & Food Festival Sponsorship
- Fulton County Sports Award Banquet Sponsorship
- Chamber Music at the Chamber Series Sponsorship



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 2017, 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, 2017; 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 2017, CRG maintained 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 and for the latest news from ICSC and the industry go to 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 waste 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 fourth 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.

2017 CRG Budget

	Totals		Totals
<u>Income:</u>		<u>Expenses:</u>	
Membership Income	40,000.00	<u>Professional Fees</u>	
CDGB Admin Fees	36,000.00	Payroll Service Fees	2,000.00
JUDAG Admin Fees	5,800.00	Accounting & Audit	21,000.00
CGLF Admin Fees	7,500.00	Legal Fees	12,000.00
GEDC Admin Fees	-	<u>Salaries</u>	195,000.00
Loan Application Fees	4,000.00	<u>Payroll Taxes & Fringes</u>	
Contract Income		Health Insurance	24,000.00
IDA		Workers Comp	3,000.00
Fulton County	215,000.00	FICA Tax Expense	14,000.00
Annual Event	2,000.00	SEP/IRA	18,000.00
Grant Income	20,000.00	NYS Unemployment	2,000.00
FCCRG Reinvestment Income	69,200.00	Insurance - NYS Disability	200.00
Other Income	20,000.00	<u>Marketing & Advertising</u>	
Total Income	419,500.00	Professional/Consulting/Grant Fees	8,000.00
		Advertising	3,000.00
		Auto, Gas, Etc	4,000.00
		Meetings, Conferences	27,000.00
		Radio & TV	6,000.00
		Print	2,500.00
		Website & Social Media	16,000.00
		Event Sponsorship	11,000.00
		TOTAL MARKETING & ADVERTISING	77,500.00
		<u>Office Expense</u>	
		Computer Expense	2,000.00
		Telephone & Internet	5,000.00
		Postage, Delivery & Mailings	1,000.00
		Stationary & Supplies	750.00
		Copier/Printer	2,800.00
		Other Office Expense	750.00
		<u>General & Admin Expenses</u>	
		Rent & Utilities	12,000.00
		Insurance - DO	6,000.00
		Insurance - BOP & General	6,000.00
		Subscriptions	3,000.00
		Contributions & Donation	500.00
		Gifts/Awards/Promotions	1,000.00
		Dues & Memberships	10,000.00
		<u>Investment Expense</u>	
		Total Expenses	419,500.00

The above budget is listed as approved by CRG's Board of Directors for the 2017 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 2017 activities that worked toward that goal.

Fulton County Economic Development Corporation

FCEDC had virtually no activity during 2017 as most of its functions have been transferred to CRG. There are only a couple of items left to finalize before CRG can complete its 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 was nearly complete in 2017. One property remains to be sold before CIC can be closed out.

Crossroads Two Incubator Corporation

CIC II has been under the dissolution process with New York State since 2016. It is expected that the process will be complete in 2018.

2017 Board Retreat Overview

On December 15, 2017, CRG Directors held a year-end Board Retreat in order to plan for the 2018 calendar year. They conducted a review of the approved 2018 budget and prospective 2018 Annual County Contract, along with their current cash report in order to plan fiscally. As the County Contract had not been finalized as of this meeting, Ron will need to update the Board on any updates after the signed copy is returned to CRG.

The Board talked about the future of the 34 West Fulton Street building, including the establishment of The Center; their long awaited business training and resource center in Fulton County. They also talked about incubator space usage.

Regarding staffing needs, they reviewed current employee job descriptions, along with anticipated 2018 staffing needs. Ron announced that he would be transitioning Becky Hatcher into a Membership Coordinator position. A new full-time staff position would be created to take over her other Administrative and Executive Assistant job duties. The Board agreed that additional staff needs to be hired and gave Ron the latitude to shuffle job responsibilities around to create the ideal staffing situation.

The bulk of the meeting was spent revisiting CRG's Mission Statement, as well as the creation of a Vision Statement and a Values Statement. Below are the results of these efforts:

CRG's Vision Statement: To be recognized as the organization that drives economic development in Fulton County.

CRG's Mission Statement: To build Fulton County's economy one business at a time.

CRG's Values Statements:

1. Fulton County:
Promote Fulton County as the premier upstate New York business location.
2. Economic Growth:
Drive strong and sustainable economic development in Fulton County.
3. Collaboration:
Collaborate with other key entities to create economic development.
4. Leadership Development:
Provide leadership development opportunities to our business leaders.
5. Quality of Life:
Promote and preserve the excellent quality of life in Fulton County.

6. Synergies:
Leverage synergies with other key entities to support economic growth.
7. Investments:
Make strategic investments to attract, retain and grown local businesses.
8. Jobs:
Work with start-ups and local businesses to create great jobs.
9. Accountability:
Ensure appropriate accountability in all areas, especially with financials.
10. Transparency:
Provide abundant transparency in our operations with all stakeholder groups.