



FULTON COUNTY CENTER FOR REGIONAL GROWTH

2021 Annual Report CRG “Morphed” Into Where We Are Today



BOARD OF DIRECTORS

Officers

Timothy Beckett, Chair
Travis Mitchell, Vice-Chair
Geoffrey Peck, Secretary
Gregory Fagan, Treasurer
Leslie Ford, Past-Chair

Directors

Terri Easterly
Grant Preston
Kent Kirch
Bryan Taylor

Counsel

Michael Albanese, Esq.

County Liaison

John Blackmon

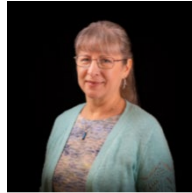
STAFF



Ronald Peters,
President and CEO



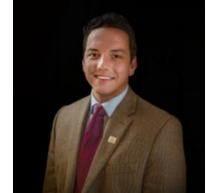
Kenneth Adamczyk
Economic Development
Coordinator



Desiree Peters
Executive Assistant



Paul Davis
Accounting Assistant



James Hannahs
Downtown
Gloversville
Development
Specialist

COMMITTEES

Executive & Governance Committee

Timothy Beckett
Travis Mitchell
Geoffrey Peck
Gregory Fagan
Leslie Ford

Audit Committee & Finance Committee

Gregory Fagan
Timothy Beckett
Geoffrey Peck
Grant Preston
Bryan Taylor

Microenterprise Grant Committee

Kent Kirch
Travis Mitchell
Joseph Semione
Todd Rulison
Jack Wilson
Leslie Ford

Countywide Loan Committee

Greg Fagan
Geoffrey Peck
Grant Preston
Todd Rulison
Jack Wilson

Gloversville Loan Committee

Elizabeth Batchelor
Timothy Beckett
Vincent DeSantis
Geoffrey Peck
James Selmsler
Arthur Simonds
Marcia Weiss

CONTACT DETAILS

34 West Fulton Street
Gloversville, NY 12078

518.725.7700
www.fcrg.org



A MESSAGE FROM OUR LEADERSHIP



Dear Members, Supporters and Fulton County community,

We are honored to share the Fulton County Center for Regional Growth's (CRG) 2021 Annual Report. This past year brought new challenges onto business here locally and globally with inflationary pressure, supply chain and labor market shortages along with continuing to manage through COVID-19. All along the way the CRG and its staff have been uniquely poised to help in every way.

Over the past decade, the CRG has been growing and evolving into an organization with a mission to build Fulton County one business at a time. Our staff has grown in numbers as well as capabilities. Throughout the year the CRG staff continued to find innovative practices that helped businesses stay afloat, grow, expand and prosper through loans, grants, training, site selecting, workforce development, tourism, mentorship and collaboration allowing businesses around Fulton County to thrive.

Our county is built by a variety of businesses big and small. These organizations all have similar challenges and yet individual needs that the CRG has been able to meet by expanding our skills. We have become an integral part of the business community as the point of contact to deliver top-notch services.

2021 has been a year of challenges and opportunities. The CRG has received State and Federal grants and finalized deals in the tens of millions that will be economic drivers for our county for years to come. CRG partnerships are critical to success, and we will continue to partner with County leadership, the IDA, the Chamber, other Economic Development offices, Site Selectors and most importantly the local business leaders. CRG has morphed into a recognized leader in economic development locally, nationally, and internationally by creating relationships that connect and strengthen our businesses and local organizations. We look forward to working with all our partners in 2022.

Sincerely,

Ronald Peters,
President & CEO

Timothy Beckett,
Chairman of the Board



2021 CRG “Top 10” Accomplishments

1. Tryon Technology Park Marketing Efforts Paid Off: CRG marketing efforts and relationship building nationally have paid dividends at Tryon as developer WinStanley, headquartered in Massachusetts, has sent in a Letter of Intent to purchase the remainder of the site and become the lead developer. They already have prospective businesses for the site

2. Participation/Leading in the Gloversville \$10M Downtown Revitalization Initiative: CRG and the Gloversville Downtown Development Specialist worked diligently to finally attain this major accomplishment after five years of trying. They developed a team that built a top notch and worthy package for the selection panel at NYS

3. \$300,000 EPA Grant Awarded: CRG was instrumental in packaging a proposal to garner a Countywide EPA Multi-Purpose Grant. This grant will enable CRG & the County to identify potential Brownfield sites which would then allow for further funding for future clean-up grants and projects moving forward

4. \$500,000 Microenterprise CARES ACT Grant Awarded: CRG was awarded this CARES ACT grant to help businesses affected by the pandemic. The grant is similar to the current Micro grant in that it is for job creation but is also for job retention. The grant was awarded in August and a Concurrence Letter was received in December. There is a short, one-year window for completion.

5. Microenterprise Grant Program: CRG successfully packaged fourteen Microenterprise Grants to Fulton County Businesses. They in total awarded the entire \$300,000 grant and created eighteen jobs so far. The big news is this normally two-year program will have all funds paid out in a six-month timeframe. This will allow for the CRG & County to immediately request more funding to help small businesses.

6. \$20M Housing Development Gloversville: CRG & the DIG office successfully found a developer to build a 75-apartment development at the abandoned 52 Church Street property. It will also provide the new home for the Gloversville Arts Alliance

7. Loan Pool Growth Skyrocketed: Three loans were paid off this year. Three new GLF loans, one County Wide loan and one JDA Agri-Loan were administered in 2021

8. Six-County MV Brownfields Developer Webinar: CRG lead a six-County MV region webinar to build collaboration throughout the region and to bring developers into Fulton County

9. No-Cost Site Assessment: With the potential sale of Tryon imminent, CRG garnered two grants through MVEDD and National grid to complete a new site assessment for Fulton County to find new properties for development. Results coming in early to mid-2022

10. HUGE Marketing Efforts: CRG again produced the *2022 Initiatives Guide*, completed multiple regional, national and international advertising campaigns and developed a **“Fulton County Marketing Strategy”** to be used as a template for marketing Fulton County in Business and Tourism

2021 COUNTY CONTRACT SUMMARY

In 2021, 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. This year proved a lesson in adaptation as the pandemic caused CRG to become creative in their budget since many line items were unable to be used. When presented a barrier, it is how you overcome it through brainstorming and collaboration that keeps the mission moving forward. For a definition of required activities under each category, please contact CRG.

Initiative Amount

Professional Staff \$200,000

Website/Internet Promotion \$8,000

Business Marketing \$7,000

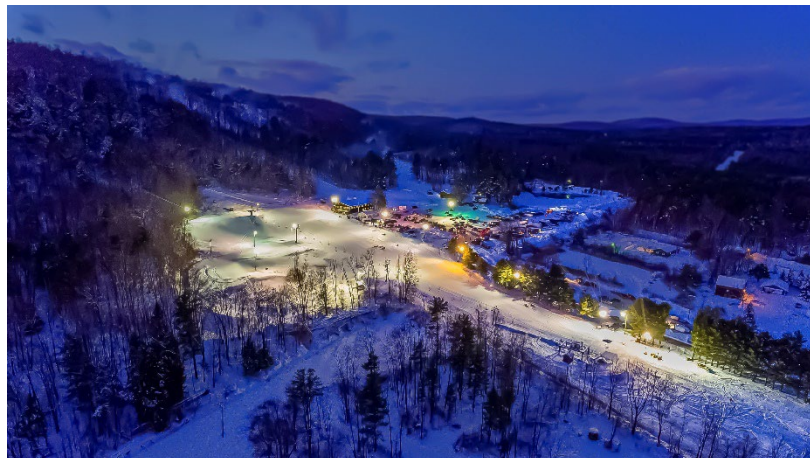
Market Shovel-Ready Sites \$25,000

Business Recruitment \$15,000

Community Retention and Assistance \$16,000

Grant Initiatives \$4,000.00

Total Budget \$275,000



2021 COUNTY CONTRACT SUMMARY

Professional Staff

In 2021, CRG’s staff consisted of three full-time employees and one part-time accounting assistant. Staff included Ronald Peters, President and CEO; Desirée Perham, Executive Assistant; Kenneth Adamczyk, Economic Development Specialist; and Paul Davis, Accounting Assistant. In addition, CRG employs James Hannahs, Downtown Development Specialist - role paid for through a public-private partnership of stakeholders directly connected to Downtown Gloversville.

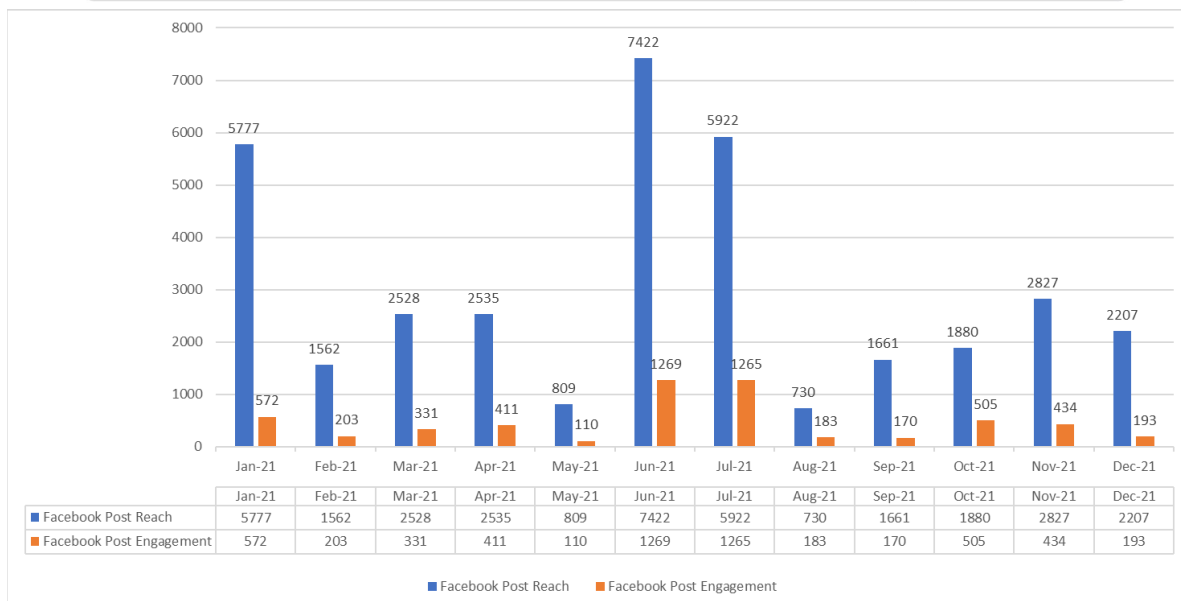
Website Marketing

2021 saw many new breakthroughs as CRG’s website, designed by Emery Design, received more of a facelift along with being ABO compliant. The website provides important information about the organization and its partners including StateBook, Fulton County, local Chamber of Commerce, IDA and the municipalities within Fulton County along with our affiliates in economic development across the Mohawk Valley and New York State. CRG started a more robust Google Analytics tracking system and added Google Blogs to our Google Business Site enhancing the search engine possibilities.

1 Jan 2021—17 Dec 2021

CRG Web Success: **New Site Visitors = 344 / Google Post Views= 722 / Google Searched CRG = 6499**

CRG Facebook Followers: 938 to 1105 Followers — **Increase of 18%**



2021 COUNTY CONTRACT SUMMARY

Business Marketing

CRG continues to utilize email blasts, Facebook, LinkedIn, radio and other avenues to promote business in Fulton County. Additionally, CRG continues to utilize WENT, WFNY and B95.5 FM to enhance and illuminate Fulton County's marketing message to the greater Capital District listening area. All of the organization's advertising is used to inform the business community about CRG, its purpose and the practical ways CRG can assist in the development of the County's economic vitality and growth.

**AM 1340
WENT**

WENT & WFNY: (Going/Staying Local)

CRG has a contract with WENT radio to provide monthly advertisements that drive CRG as an economic developer for Fulton County. The spots are changed year-round to focus on programs and advantages that are current. WFNY runs advertising for CRG with the training programs and County initiatives on both radio and their television channels. These local stations provided us the flexibility to offer a more focused, and time sensitive approach to the marketing effort.



B-95.5 FM & PAMAL Digital:

CRG also completed a multi-faceted advertising campaign throughout the Greater Capital Region with Albany Broadcasting & Pamal Digital B 95.5 FM radio. This program used a three-tiered approach to drive attention and leads to the CRG website, Facebook page and LinkedIn accounts. The primary focus is to drive more traffic to the CRG and County Economic Development initiatives.

Three-Tier Program Format: Targeted three national areas (Boston MA., Austin TX., Raleigh/Durham NC.) and three targeted business clusters (IT/Nano, Logistics, Food Processing)

1. LinkedIn Campaign used a 60 second adapted County video, with the pre-covid, Positive logo/message removed, to business executives in all three regions and clusters.
2. Digital Campaign—implementing strategically targeted Email Blasts to business executives in all three regions and business clusters set forth in the County Marketing Plan.
3. Targeted Rebranding logos—this program creates digital advertising content that rebrands on any computer that clicked on any portion of the email blast content, LinkedIn video or CRG webpage. That user would have a cookie attached to their system that then sends CRG/County ads to their Facebook and Google searches. The campaign is set up to drive more viewers to the CRG page and to provide analytics for future marketing possibilities.

***** A copy of a one-month report is attached at the end of this Annual Report as a reference of success rates and more can be provided by CRG if requested by an approved source at the County.***

2021 COUNTY CONTRACT SUMMARY

Market Shovel-Ready Sites

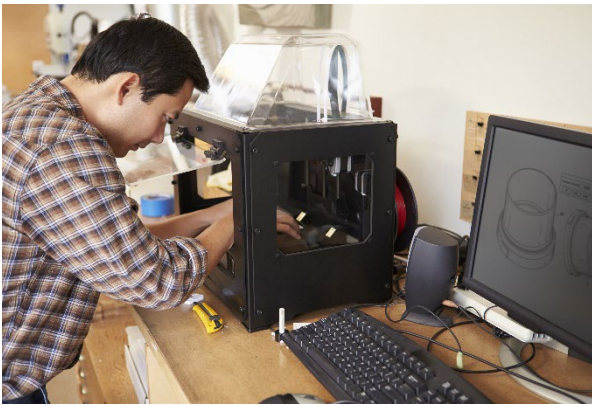
1. CRG attended several national conferences during 2021 (most in person and some virtual), all targeted to expose Fulton County to national site selectors and heads of national corporations with the goal of developing relationships with the greatest potential for job generation and of bringing tax revenue into the business and industrial parks of Fulton County.
2. CRG advertised in the ***Business Facilities Magazine*** in the “New York” edition to help drive business toward Tryon Technology Park, Crossroads Industrial Park & Johnstown Industrial Park. There was a full-page advertisement and a two-page article about Tryon Technology Park. This program was in the March/April edition. Total distribution: 40k verified print & digital, 60k website and emailed to 20k newsletters. There was also a county video on their site during the campaign duration.
3. CRG also completed the First edition of the ***2020/2021 Fulton County Initiatives Guide***. The magazine was mailed to over 100 members of the Site Selectors Guild and was distributed at all in person conferences by CRG staff to site selectors and business decision makers.

Business Recruitment

During 2021, CRG continued to market Fulton County to advance the sites listed above and to link opportunities for growth with communities across the County. CRG is the lead on the following new potential development projects listed by a code name as CRG is under Non-Disclosure Agreements (NDA) with most and we need to protect that privacy.

List by name, location & building dollar amount:

1. Project Sun Devil--Johnstown (\$50 million) working
2. Project Crow’s Nest--Gloversville (\$22 million) accepted
3. Project Hollow--Mayfield (\$4 million) working
5. Project Glove--Gloversville (\$4 million) working
6. Project Green- Countywide (\$15 million) working
7. Project Wishbone – Gloversville (\$2 million) working
8. Project Happy Brew – Gloversville (\$2 million) working
9. **WinStanley-Sale of Tryon Technology Park In-Process**



2021 COUNTY CONTRACT SUMMARY

Fulton County Business Retention and Assistance

The main area where significant assistance was provided again this year was in helping businesses hurt by the pandemic. This was accomplished through mentoring, filing assistance, and collaborative follow-up with:

1. **Small Business Administration (SBA)** CRG provided assistance and/or direction on SBA programs to 12 Fulton County businesses. CRG did multiple email blasts to over 600 Fulton County Businesses
2. **CRG Microenterprise and Business Training Programs** as part of the ongoing educational growth programs between businesses and CRG there are monthly training programs set up for businesses and their employees.
3. **Paycheck Protection Program (PPP)** borrowers may be eligible for loan forgiveness if the funds were used for eligible payroll costs, payments on business mortgage interest payments, rent, or utilities during the 8—24-week period after disbursement. CRG aided again during 2021 with direction on this program to needy Fulton County businesses. CRG did multiple email blasts to over 600 Fulton County Businesses
4. **Economic Injury Disaster Loans (EIDL)** this loan provides economic relief to small businesses and nonprofit organizations that are currently experiencing a temporary loss of revenue. The purpose was to meet financial obligations and operating expenses that could have been met had the disaster not occurred. Terms were 3.75% loans for businesses and 2.75% for nonprofits. CRG aided again during 2021 with direction on this program to needy Fulton County businesses. CRG did multiple email blasts to over 600 Fulton County Businesses
5. **\$500,000 Microenterprise CARE ACT Grant Awarded:** CRG through Fulton County was awarded a CARES ACT grant to help businesses affected by the pandemic. The grant is similar to the current Micro grant in that it is for job creation but is also for job retention. The grant was awarded in August and Concurrence Letter was received in December. There is a short one-year window for completion.
6. **Mohawk Valley Economic Development District (MVEDD) Cares Act Loans** will receive a \$3 million EDA CARES Act Recovery Assistance grant to capitalize and administer a Revolving Loan Fund to provide low interest loans to coronavirus-impacted small businesses in Montgomery, Fulton, Oneida, Herkimer, Otsego, and Schoharie counties. Loan amounts are up to \$200,000 with 0% interest rates for year-one and 2.44% interest rate for months 13-60. CRG provided assistance and/or direction on this program to 3 Fulton County businesses. CRG did multiple email blasts to over 600 Fulton County Businesses

Total Businesses Assisted = 102 Fulton County businesses/nonprofits.



2021 COUNTY CONTRACT SUMMARY

Grant Initiatives

Each year, CRG looks for ways to encourage Fulton County businesses to apply for New York State's Consolidated Funding Application (CFA) grant funding. To that end, CRG provides businesses and municipalities with assistance throughout the application process. In 2021, CRG assisted several Fulton County businesses, municipalities, and non-profit organizations with grants to facilitate growth and streamline business practices. All that work garnered one CFA being awarded to Woods Hollow RV Park and the Village of Northville received two CFA grants to help fund part of the LWRP projects and to complete a study to dredge "Little Lake". CRG also continued to administer the Countywide Microenterprise Grant program (*described later in this report*).

In addition, CRG assisted in the successful submission of an Empire State Development (ESD) Downtown Revitalization Initiative grant for Downtown Gloversville. An ESD DRI is investing \$10 million for public and private projects in Downtown Gloversville.

2021 COUNTY CONTRACT SUMMARY

Loan Pool summary

CRG is contracted to administer three revolving loan pools on behalf of Fulton County and the cities of Gloversville and Johnstown. CRG is also pleased to announce the official selection as a NYS JDA Agri-Loan Lender.

1. Fulton County's County Wide Loan Fund is overseen by a loan committee made up of Fulton County Economic Development Corporation board members.
2. The City of Gloversville Loan Fund is overseen by its own committee, consisting of four members appointed by the City of Gloversville and three members appointed by CRG.
3. The City of Johnstown Loan Fund currently maintains one active loan
4. NYS JDA Agri-Loan Fund is overseen by the same loan committee as the County Wide Loan Fund made up of the Fulton County Economic Development Corporation board members

These loan pools have assisted start-up businesses as well as aided in the creation of jobs, expanded facilities, rehabbed buildings and enhanced business ownership in Fulton County.

During 2021, CRG staff worked with local businesses on loan applications for projects. The closed and approved loans were:

Austin's Glass Shop (GLF)

\$73,500

Closed December 2021

47 Marketplace (GLF)

\$32,000

Closed March 2021

GrassRoots Lawn Specialists (County Wide)

\$32,000

Closed June 2021

Upstate Coffee (GLF)

\$30,000

Closed July 2021

Stump City Brewing Co. (JDA Agri-Loan)

\$83,200

Closed October 2021

2021 County Contract Summary

Loan Pool Summary (data/breakdown)

The amount next to the borrower's name represents the original loan amount, not the principal owed.

			Original Loan Amount
City of Gloversville Loan Fund			
	Fulton Co. IDA Bus Prk	1	150,000
	43 - 47 N.Main St.	2	32,000
	True Value	3	150,000
	Upstate Coffee	4	30,000
OUTSTANDING PRINCIPAL			
CASH & EQUIVALENTS			
TOTAL FUND			362,000
CDBG (RELOAN) LOAN POOL			
	3 Girls & 2 Saints-(Nick Stoner)	1	155,000
	Evolution Recycling Phase I	2	80,000
	Evolution Recycling Phase II	3	60,000
	Goderie Brothers Enterprises	4	39,600
	Grass Roots Lawn Specialists	5	32,000
	Great Sacandaga Brewing	6	110,000
	Henck's Restaurant	7	157,754
	Crest Enterprises / Holiday Inn	8	175,000
	Mohawk Cabinet	9	100,000
	Royal Mountain Inn	10	75,000
	Stump City Brewing	11	95,000
	SW Skin Care	12	32,000
	Think Tank Media	13	75,000
OUTSTANDING CDBG (RELOAN) PRINCIPAL			
CDBG CASH & EQUIVALENTS			
TOTAL CDBG (RELOAN and ORIG) FUND			1,186,354
JUDAG LOAN POOL			
	Crest Enterprises/Holiday Inn	1	75,000
OUTSTANDING JUDAG PRINCIPAL			
JUDAG CASH & EQUIVALENTS			
TOTAL JUDAG FUND			75,000
JDA LOAN POOL (Ag Loans)			
	Stump City Brewing	1	83,282
OUTSTANDING JDA LOAN PRINCIPLE			
JDA CASH & EQUIVALENTS			
TOTAL JDA FUND			
GRAND TOTALS - ALL FUNDS			
	Number of loans	19	
	Original Loan Amounts		1,743,808

2022 INITIATIVES GUIDE TO FULTON COUNTY

CRG is the economic development organization for Fulton County. In 2021, the pandemic hit everyone hard, and it dramatically effected the way economic developers had to do their jobs. Limited and virtual meet-and-greet with site selectors and business decision makers became more prevalent. That slowed growth nationally, but it also stimulated more creativity at CRG. We decided, if we could not go to sell Fulton County to these business leaders, we would need to bring Fulton County to them. That is how the concept of the *Initiatives Guide* came to fruition. The *Initiatives Guide* is a business publication that will be sent out to help attract businesses locally, throughout NYS, nationally, and internationally [to site selectors, and business decision makers] to come and settle in Fulton County. The magazine is a premium-produced magazine in quality with a business focus. We highlighted large and small local businesses, the arts, education (as employee feeders), and Live/Work/Play as well as including stats, maps and statistics. We have brought on a writer that has experience writing for the Albany Business Review and a well-known local artist and photographer to make every picture worth those thousand words. The plan is for this to be an annual magazine with quarterly email updates.

This magazine is a first step at an even bigger push to bring businesses to Fulton County. More businesses mean more people and more opportunities for all businesses. With many businesses and people now wanting to leave overpopulated urban areas, we feel this is a perfect time for a larger and more focused push for our GREAT County!





CRG & JDA AGRIBUSINESS TEAM UP LOAN FUND ADMINISTRATORS

In 2020, CRG worked diligently to find another financial support avenue for local businesses and this time it will help the Fulton County Agribusiness. In 2021 that hard work produced the fruits of the labor. The team collaborated with NYS Empire State Development (ESD) and the Job Development Authority (JDA) to administer a revolving loan fund in Fulton County. Another amazing part of the collaboration is that CRG will not only support Fulton County but also Essex, Hamilton, Saratoga, Warren, and Washington counties. This will make Fulton County a geographic economic agri-stimulus organization. This allows us to not only support Fulton County, but also make more connections that could help advance economic growth locally. This also helps NYS ESD as they do not currently have another agency willing to support those areas. It shows that CRG & Fulton County are team players with NYS ESD moving forward.

THE PROGRAM:

To address and help alleviate the economic barriers faced by small NYS Agribusiness owners, the JDA has approved the establishment of a \$10 Million **Loan to Lenders Program**, which would be capitalized with existing available JDA funds. **The Fund will promote, develop, and advance NYS agribusiness firms throughout the state.**

The \$10 Million in JDA capital would be utilized to make low interest loans to a selected third-party lender (CRG). **The loan capital would help expand the selected lenders' capital base and increase access to capital for NYS agribusiness owners.** The Fund would make loans available to small-scale agribusiness firms that are looking to expand but face steep economies of scale.

The proposed JDA Loans to Lenders Fund (the "Fund") will attempt to address the financing needs of NYS agribusiness firms by providing access to capital within the \$50,000-\$200,000 range.

Currently CRG has administered one loan to Stump City Brewing Company.

MICROENTERPRISE GRANT PROGRAM

CRG has administered Microenterprise Grants on behalf of Fulton County for the last several years. The CDBG Microenterprise Grant Program assists small businesses with grants of up to \$25,000 to assist with startup or expansion costs that create jobs.

These two-year grants were awarded to the County through successful CFA applications in 2013-2015, 2015-2018, 2018-2020, 2021-2023 totaling \$900,000 in available funding to area businesses.

Microenterprise Grants Approved 2021

1. Stump City Brewing (Gloversville) - 1 job created
 2. Doc's Marina (Mayfield) - 3 jobs created
 3. Primary Teeth Pediatric Dentistry (Gloversville) - 2 jobs created
 4. GrassRoots Lawn Specialists (Northampton) - 1 job created
 5. Mason Jar/Mac Factor (Johnstown) - 1 job created
 6. ADK Blend (Northville) – 1 job created
 7. Adirondack Therapeutic Touch (Johnstown) - 1 jobs created
 8. Woods Hollow Mining Co (Mayfield) - 1 job created
 9. Purple Glass Healing Arts (Gloversville) – 1 job created
 10. North Star Books & Café (Gloversville) – 1 job created
 11. Agora (Gloversville) – 1 job created
 12. The Apothecary (Gloversville) – 1 job created
 13. El Cielo (Gloversville) – 1 job created
- Total jobs created = 16

** There are still Sixty (60+) businesses that have completed training over the last three years and are ready to submit applications if, and when the program reopens.

A required component of the grant process is for applicants to undergo a four-week business basics seminar, which was held in March and again in June 2021. These seminars have created a list of businesses ready to apply for grants when the program reopens.

*As of December 2021, all 2021 grant applications have been approved and will be paid-out to the businesses locally by early February 2022. **CRG completed this grant drawdown of \$300,000 in under 6 months.***

2022 MICROENTERPRISE GRANT PROGRAM TOPICS

TRAINING 1

Introduction and Business Basics

Subjects covered:

- Business legal issues (Michael Albanese, Esq)
- Employee issues (NYS DOL)
- Perspective from a past grant recipient
- Details on the application process

TRAINING 2

Marketing, Advertising and Social Media

Subjects covered:

- Marketing and branding
- Advertising and market strategy
- E-commerce and social media

TRAINING 3

Business Accounting, Finance and Taxes

Subjects covered: (Phillip Beckett, CPA)

- Business recordkeeping and finance
- Business grants, loans and other financial information
- Taxes

TRAINING 4

Developing a Business Plan and How to Be Successful

Subjects covered:

- Sam Russo, SCORE Utica
- Matt Hosek, University of Albany
- Certificate presentation to attendees

**Dates and times subject to change. Please follow FCCRG on Facebook to keep up-to-date with training schedule.*

2022 BUSINESS TRAINING SCHEDULE

SECOND TUESDAY BUSINESS TRAINING

General topics for better business

Planning & Time Management

January 11, 2022

July 12, 2022

Finances & Accounting

February 8, 2022

August 9, 2022

Marketing Basics

March 8, 2022

September 13, 2022

Social Media 101

April 12, 2022

October 11, 2022

Customer Relationship Management

May 10, 2022

November 8, 2022

Legal & Human Resources

June 14, 2022

December 13, 2022

QUARTERLY THIRD WEDNESDAY SMALL BUSINESS NETWORKING

Locations to be announced / All sessions to be held at 6 p.m.

January 19, 2022

April 20, 2022

July 20, 2022

October 19, 2022

2022 Microenterprise Grant Training

Monday nights 6 p.m. to 9 p.m.

** Businesses must attend all sessions to be eligible for grant*

January 10, 2022

January 18, 2022

January 31, 2022

February 7, 2022

June 6, 2022

June 13, 2022

June 20, 2022

June 27, 2022

**Dates and times subject to change. Please follow FCCRG on Facebook to keep up-to-date with training schedule.*



DOWNTOWN DEVELOPMENT SPECIALIST OFFICE



2021 marked the fifth year of the Downtown Groversville Development Specialist's function in the economic development landscape of FCCRG. For his full second year, DDS James Hannahs expanded the office's 2020 priorities with new projects and strategies to further develop Downtown Groversville as Fulton County's premier place to live, work, and play.

The DDS office underwent significant rebranding in 2021. Changing pace from the 'Place Focused, People Led' brand, Hannahs took the office towards more of an economic development focus. In doing so, he created the Downtown Improvement in Groversville brand, or "***DIG***". This logo will be the leading brand for the office for future endeavors as Hannahs plans to expand it into merchandise and other creative marketing outlets.

Business Attraction, Retention and Expansion (BARE):

Ultimately, the DDS's goal to strengthen Downtown Groversville's BARE is focused on both monetary and non-monetary results. The goal of most developments is to strengthen and secure an improved sales-tax base while concurrently improving market supply for patrons and downtown's business-friendly environment. Working as the liaison between the business community and CRG's list of available resources, Hannahs focused on understanding the needs of existing and prospective businesses and linking them with available programs through the City and FCCRG.

One of the main programs DIG helped businesses utilize was the Microenterprise program, where he effectively linked eleven total businesses to the program. Of those eleven, seven were passed through to drawdowns, and awarding approximately \$115,000 in CDBG grant funding to Downtown Groversville businesses. Roughly 50% of those businesses represent an underserved market that was identified in multiple community outreach sessions and surveys.

In addition to monetary programs, DIG was also instrumental in galvanizing the business community to organize collectively to represent merchants across the City of Groversville. In June, a collection of like-minded merchants officially began meeting under the Groversville Merchants Association Corporation, or GMAC. Acting in a non-voting liaison role, Hannahs helped guide GMAC to create bylaws that outlined their vision and goals for the organization and ultimately aid in his BARE efforts.



DOWNTOWN DEVELOPMENT SPECIALIST OFFICE



Going forward as ‘merchants helping merchants through pride, purpose, and partnership,’ GMAC sought to understand the direst needs of the business community. Under GMAC’s direction, DIG created a survey and mailing list to engage Gloversville merchants. DIG sent out 50 surveys, garnering feedback on what local businesses see as needs or areas of improvement in the city.

Additionally, DIG facilitated the closing of two loans within the Gloversville Loan Fund aimed at expanding one business through property acquisition, and another ensuring retention through investing in capital improvements. DIG also ushered the latter applicant through the Historic Preservation Review Board, a process he has become intimately familiar with. In total, DIG facilitated roughly \$100,000 in disbursements to those two applicants.

It is in part due to the newfound support system and arsenal of financial resources that a total of six new businesses opened shop in Downtown Gloversville, four of which, benefitted directly from FCCRG ribbon cuttings conducted by the DIG office.

Marketing Downtown:

DIG continued the success of the Downtown Business Guide produced at the end of 2020. Ensuring the viability of its marketing focus, DIG disbursed the entirety of 1850 copies across Fulton County and the surrounding Mohawk Valley.

Hannahs also enhanced real-time marketing methods as he attended multiple conferences and training sessions in the outlying region. Conferences include the NYEDC Annual Meeting, FuzeHub Innovation Summit, and multiple training sessions for *the IEDC Certified Economic Development Course*. Through these conferences, Hannahs was able to expand DDS’s network of professional contacts and developers. Hannahs is currently working with one developer met through these contacts on a project in Downtown Gloversville.

Engaging Programming:

2021 was an inaugural year for two major projects launched by the DDS office that were long called-for in the community. Both projects contributed greatly to Downtown Gloversville’s placemaking initiatives while driving foot traffic to downtown and surrounding businesses.

DOWNTOWN DEVELOPMENT SPECIALIST OFFICE



In late winter 2021, DIG launched the Downtown Groversville Hometown Heroes program. The program gives locals a chance to honor their loved service members while helping beautify Downtown Groversville through purchasing commemorative banners. Desired results of the program include increased awareness and appreciation for local veterans while catalyzing community reinvestment on a direct consumer level. With a total of 158 total spots. To date, current banners sold, driving an additional \$15,750 in organic revenue to the DDS budget.

DIG teamed up with the Groversville Recreation Commission to introduce Food Truck Fridays. The foundation of the program's design was to provide consistent programming in a public space in an area of strong critical mass. Castiglione Park was ultimately chosen as the best location for the weekly gatherings.

DIG sought additional community buy-in and was able to underwrite the cost of the program through soliciting 3 community sponsors totaling \$5,000. Expenses included talent payments, new portable park furniture, and promotions. The City and DDS split the remaining profits with both entities contributing nominally to their annual budgets.

Asset Development:

The DDS office provided input and technical assistance to city-wide planning initiatives including Groversville's Local Waterfront Revitalization Plan and the Brownfield Opportunity Area studies. Hannahs became more intimately involved with the latter, creating informational and promotional materials on a variety of sites. Throughout the BOA planning process, a total of 47 contaminated sites were identified throughout the City of Groversville.

Perhaps the most transformational project in Downtown is Operation "Crow's Nest" at 52 Church Street. The project is a proposed infill development by Kearney Realty Group, which will demolish an existing defunct call center and develop a three-story 75-unit artist housing complex just steps away from Main Street.

Downtown Revitalization Initiative (DRI):

In December of 2021, New York State Department of State awarded the City of Groversville \$10 million to advance their revitalization strategy. In the summer of 2021, DIG teamed up with hired consultants from Elan3 to write the most comprehensive and ready DRI application to date.

Major projects include a \$1m allocation to Glove City Lofts (Operation Crow's Nest), \$900,000 to the Glove Theatre for required renovations, \$500,000 reserved for the establishment of the City's first brewery, Glove City Brewing, a \$200,000 fund solely focused on public art installation; a \$1,000,000 downtown business fund to catalyze future business attraction efforts; and much more.

Mr. Hannahs has compiled a full report on the work completed over the past year and the accomplishments downtown Groversville has seen. The full report is available at www.downtowngroversville.org or by contacting Downtown Development Specialist, James Hannahs at 518.725.7700 ext. 1004.

CRG MEMBERSHIP

CRG continued to develop its Membership program. The goal of CRG membership is to help make CRG a more self-sufficient organization that can independently accelerate economic growth throughout Fulton County. Our membership campaign starts in January and is focused on current members and finding new members to help support our mission. Our membership coordinator looks to develop relationships that foster two-way growth. CRG looks to support local businesses and their potential and needs while also showing the value of membership. CRG continues to support every business, whether they are members or not as that is integral to the CRG Vision. By the end of 2021, CRG saw an increase over past membership levels, both in dollar amount and in member volume. The following is a list of members as of December 2021:

DIAMOND

City of Gloversville

PLATINUM

Community Bank

Town of Northampton

Village of Northville

Micropolis Development LLC

GOLD

Century Linen

Fulton County IDA

Lexington, Chapter of the Arc, NY

Nathan Littauer Hospital and Nursing Home

TD Bank

WEST & COMPANY CPA's, PC

HRP Associates

Key Bank

SILVER

AIM/Mohawk Valley Community College

Benjamin Moore

Brown's Ford of Johnstown

Coldwell Banker

Environmental Design Partnership

FAGE USA Dairy Industry, Inc.

The Family Counseling Center, Inc.

Intelligent Leather Holdings, LLC

National Grid

Steven E. Smith, P.E.

Stewart's Shops

Townsend Leather

Universal Warehousing, Inc.

BRONZE

Adirondack Mechanical Corp.

Bright Futures Learning Center

Canada Lake Computer Services, Inc.

CBRE – Albany

Community Health Center

Epimed International, Inc.

Fulton Montgomery Community College

Fulton Montgomery Chamber of Commerce

Holiday Inn

LeChase Construction

Mohawk Cabinet/Frozen Parts

Nolan & Heller, LLP

Orion Management Co.

Philip Beckett CPA, PC

Proforma Shrader & Shrader

Think Tank/ WENT Radio

Upstate Coffee

ASSOCIATE

Derby Office Equipment

Emery Designs

Fulton County Barbershop

FMS Workforce Development Board, Inc.

Grassroots Lawn Specialists

Great Sacandaga Brewing Company

Leader Herald

Lisa Queeney-Vadney

Inn at the Bridge

James Esper Landscaping

John H. Blackmon, Gloversville Sup Ward 3

Local Five & Dime

Mohawk Harvest Cooperative Market

SWANY America Corp.

47 Marketplace



ORGANIZATIONAL MEMBERSHIPS

CRG recognizes the importance of partnering with other businesses and organizations in order to further economic development in Fulton County. This was 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 2021, CRG maintained memberships with national economic development organizations. Following is a list of memberships that CRG has with other organizations:

- Fulton Montgomery Chamber of Commerce**
- Center for Economic Growth (CEG)**
- Commercial & Industrial Real Estate Brokers, Inc. (CIRESB)**
- Grant Station**
- Industrial Asset Management Council (IAMC) - committee member**
- International Economic Development Council (IEDC)**
- Keep Mohawk Valley Beautiful**
- Mohawk Valley Economic Development District (MVEDD) - board member**
- New York Business Council**
- New York Council of Non-Profits, Inc. (NYCON)**
- New York State Farm Bureau**
- New York State Economic Development Council (NYSEDC) - board member**
- Saratoga County Chamber of Commerce**
- Site Selectors Guild – partner member**
- StateBook International**

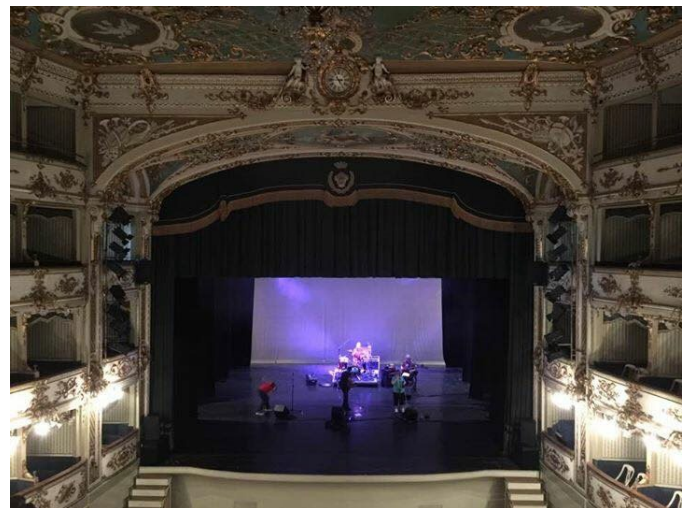
CRG also works very closely with Fulton County's Board of Supervisors, elected officials and business owners spanning all Fulton County municipalities

2021 CRG BUDGET

Income:			
Membership Income		60,000	
Rental income		30,000	
Contract Income			
Fulton County Contract		275,000	
Total Governmental Revenue		365,000	
Annual Event & Other Programs			
Professional Services Income		6,000	
Grant Income		44,800	
Annual Dinner and other		2,000	
TOTAL Program Revenue		417,800	
Administrative Fee Income:			
Micro Enterprise Grant		500	
CGLF Admin Fees		6,000	
JUDAG Admin Fees		1,000	
CDGB Admin Fees		15,000	
JDA Admin Fees			
Cares Act			
Administrative Other(Training programs)		3,000	
Total Administrative Income		25,500	
Contribution, interest & Misc.:			
Interest income		3,300	
Miscellaneous Income		0	
Contribution income & Donations		0	
Total Contributions, interest & misc.		3,300	
City of Groversville Contribution			
Reserve:		75,000	
Total Income		521,600	



CRG
 FULTON COUNTY
 CENTER FOR
 REGIONAL GROWTH





2021 CRG BUDGET



<u>Expenses:</u>			
<u>Property expenses</u>			
Grant & project expenses			
Commercial Insurance Package			20,000
Snowplowing & Landscaping			7,000
Dep Exp Building			9,500
Security			4,000
Utilities			18,000
Cleaning & Maintenance			6,000
Repairs Building			5,000
Property Insurance			12,000
Total Property			61,500
<u>Professional Fees:</u>			
Payroll Service Fees			1,800
Accounting and Audit			18,000
Legal Fees			9,000
Total Professional Fees			28,800
<u>Salaries:</u>			
CEO			110,000
Econ Dev Specialist			55,000
Administrative Support			43,000
Accounting & Finance			21,000
Marketing Asst.			0
Gloversville Dev Specialist			41,000
Total Salaries			270,000
<u>Payroll Taxes & Fringes:</u>			
Health Insurance			16,900
Health Insurance Buyout			
Workers Comp Ins			1,500
FICA Tax			18,500
NYS Disability			1,000
SEP IRA Benefits			10,000
NYS Unemployment			4,300
Payroll Taxes and Fringes			
Total Payroll Taxes & Fringes			52,200



2021 CRG BUDGET



Marketing & Advertising Expenses		
Dues & Memberships		12,000
Marketing & Advertising DDS		5,000
Auto, Gas, and Mileage		1,500
Professional Fees Marketing		1,000
Grant Expense		4,000
Meeting, Conferences, seminars		35,000
Radio & TV		7,000
Print		2,500
Bulk Mailings		100
Website		8,000
Event Sponsorship		1,000
Gazelle AI		
Total Marketing & Advertising Expenses		77,100
Office Expense:		
Computer Expense		5,500
Telephone & Internet		6,500
Postage, Delivery & Mailings		500
Stationary & supplies		1,500
Copier/printer repairs & maint.		3,000
Other office Expense		200
Total Office Expense		17,200
General & Admin Expense:		
Insurance D & O		8,000
Rent & utilities		0
Bank Charges & Late Fees		50
Education & Training		1,000
Insurance - BOP & General		4,500
Licenses, Fees & Permits		300
Subscriptions		350
Contributions & donations		250
Gifs, Awards & promotions		200
Misc.		150
Total General & Admin Expense:		14,800
Depreciation Exp:		9,500
Total Expense		521,600



SUBSIDIARY REPORTS

Currently, Fulton County Center for Regional Growth, Inc. has three subsidiaries: Fulton County Economic Development Corporation, FCCRG Projects, LLC and Crossroads Incubator Corporation.

Fulton County Economic Development Corporation

The Fulton County Economic Development Corporation is the holding corporation for the administration of the loan pools administered by Fulton County Center for Regional Growth.

FCCRG Projects, LLC

This subsidiary was formed in 2019 as a single member limited liability corporation to lessen the burden on local government. It is intended for this LLC to take on projects that are vital to promote economic development within Fulton County.

2021 Services Provided by CRG



Article 1 Topic	Description:	Completed Answer:	Further Follow-Up:
A. Marketing Professional	CRG shall employ a marketing professional dedicated to, at a minimum, implementing Fulton County's comprehensive Business Development Marketing Plan	Hired Economic Development Specialist, Kenneth Adamczyk June 2019	He has been working multiple levels of the Business Development Marketing Plan
B. Website/Internet Promotion	A plan & schedule to hire a professional website developer to design, administer & maintain a joint County/CRG website dedicated to business development within Fulton County	CRG has under contract Emery Design for building and maintenance of the CRG website as per contract.	The site is currently ABO compliant and has gone through a facelift to provide a cleaner and more streamlined site for users
B. - 1.	Shovel ready site available in Fulton County	The CRG page has an entire section for shovel ready sites to include: 1. Tryon Technology Park 2. Crossroads Business Park 3. Crossroads Industrial Park 4. Johnstown Industrial Park	There are links, videos, maps and the flyers provided by the County & IDA
B. - 2.	Data & a map for each shovel-ready site	There are links, videos, maps and the flyers provided by the County & IDA	A combined effort with CRG, County and IDA to similarly "Brand" websites and social media sites has been developed in a collaborative manner lead by CRG
B. - 3.	General County promotion data	General County Information is linked and attached to Statebook as per request from County and the local IDA	After further review and discussion with other County agencies the CRG is ending the Statebook contract at the end of 2021. The product does not get updated by company or provide enough "Current or Up-To-Date" information for the cost associated
B. - 4.	Site development financing options	CRG has a drop down menu that covers: 1. Financial Partners 2. Revolving Loan Funds 3. Grants 4. Tools & Resources	
B. - 5.	Other pertinent marketing information	CRG also created NEW marketing folders selling Fulton County municipalities with a unique folder, brochure, postcards specifically designed to communities and invitations that can be used at trade show, conferences or to mail out to businesses that may have interest in investing in Fulton County	CRG has upgraded our Google CRG footprint to ad blogs and more detailed information when searching for "economic Development Fulton County NY". There are blogs from the Initiatives Guide which is driving more traffic to our site and other Fulton County sites and businesses
B. - 6.	Contact information	CRG Contact Information is on the site with links to contact us. There is also our Board Information, staff directory section, and links to other local County agencies	CRG has also created brand new flyers selling Fulton County that merges "brands" Fulton County and the IDA started "New Frontiers" pages. This morphing of concepts continues the campaign that was scheduled to end and provides what we at CRG feels need to be the NEW Fulton County marketing BRAND - "New York State's NEW FRONTIER - Fulton County"
C. Shovel-Ready Site marketing	Specific initiatives to market existing shovel-ready sites at the following locations		

C. 1 a.	Tryon Technology Park & Incubator Center	<p><u>**CRG found a buyer, WinStanley Development to purchase the remainder of the Tryon Technology Park</u></p> <ol style="list-style-type: none"> 1. Mailed out Initiatives Guide to All Site Selectors Guild Members (150) Article in Initiatives Guide 2. Placed Tryon Advertisement & Article in Business Facilities magazine. 3. PAMAL Digital Three (3) phase marketing blast (See Attachments at end of Annual Report) 4. Purchased mailing list from Business Facilities Magazine for mail outs 	<ol style="list-style-type: none"> 1. Site Selectors mailout garnered two new Site Selector prospects- Project Sun Devil and a Solar Farm developer 2. Business Facilities magazine was seen by 100,000 corporate executives, 40,000 magazine subscribers, & 50,000 Unique website video hits, & 20,000 eNewsletter subscribers 3. PAMAL Digital was a 3-month advertising campaign targeted three(3) business clusters (Logistics, IT, & Food Industry) in three (3) target regions (Boston MA, Austin TX & Raleigh/Durham NC) See a one-month report attached at the end of this Annual Report for information 4. Used mailing list to start sending out extra copies of the Initiatives Guide in County driven business clusters
C. 1 b.	Crossroads Industrial Park	<ol style="list-style-type: none"> 1. Mailed out Initiatives Guide to All Site Selectors Guild Members (150) Article in Initiatives Guide 2. Placed Tryon Advertisement & Article in Business Facilities magazine. 3. PAMAL Digital Three (3) phase marketing blast (See Attachments at end of Annual Report) 4. Purchased mailing list from Business Facilities Magazine for mail outs 	<ol style="list-style-type: none"> 1. Site Selectors mailout garnered two new Site Selector prospects- Project Sun Devil and a Solar Farm developer 2. Business Facilities magazine was seen by 100,000 corporate executives, 40,000 magazine subscribers, & 50,000 Unique website video hits, & 20,000 eNewsletter subscribers 3. PAMAL Digital was a 3-month advertising campaign targeted three(3) business clusters (Logistics, IT, & Food Industry) in three (3) target regions (Boston MA, Austin TX & Raleigh/Durham NC) See a one-month report attached at the end of this Annual Report for information 4. Used mailing list to start sending out extra copies of the Initiatives Guide in County driven business clusters
C. 1 c.	Crossroads Business Park	<ol style="list-style-type: none"> 1. Mailed out Initiatives Guide to All Site Selectors Guild Members (150) Article in Initiatives Guide 2. Placed Tryon Advertisement & Article in Business Facilities magazine. 3. PAMAL Digital Three (3) phase marketing blast (See Attachments at end of Annual Report) 4. Purchased mailing list from Business Facilities Magazine for mail outs 	<ol style="list-style-type: none"> 1. Site Selectors mailout garnered two new Site Selector prospects- Project Sun Devil and a Solar Farm developer 2. Business Facilities magazine was seen by 100,000 corporate executives, 40,000 magazine subscribers, & 50,000 Unique website video hits, & 20,000 eNewsletter subscribers 3. PAMAL Digital was a 3-month advertising campaign targeted three(3) business clusters (Logistics, IT, & Food Industry) in three (3) target regions (Boston MA, Austin TX & Raleigh/Durham NC) See a one-month report attached at the end of this Annual Report for information 4. Used mailing list to start sending out extra copies of the Initiatives Guide in County driven business clusters
C. 1 d.	Johnstown Industrial Park	<ol style="list-style-type: none"> 1. Mailed out Initiatives Guide to All Site Selectors Guild Members (150) Article in Initiatives Guide 2. Placed Tryon Advertisement & Article in Business Facilities magazine. 3. PAMAL Digital Three (3) phase marketing blast (See Attachments at end of Annual Report) 4. Purchased mailing list from Business Facilities Magazine for mail outs 	<ol style="list-style-type: none"> 1. Site Selectors mailout garnered two new Site Selector prospects- Project Sun Devil and a Solar Farm developer 2. Business Facilities magazine was seen by 100,000 corporate executives, 40,000 magazine subscribers, & 50,000 Unique website video hits, & 20,000 eNewsletter subscribers 3. PAMAL Digital was a 3-month advertising campaign targeted three(3) business clusters (Logistics, IT, & Food Industry) in three (3) target regions (Boston MA, Austin TX & Raleigh/Durham NC) See a one-month report attached at the end of this Annual Report for information 4. Used mailing list to start sending out extra copies of the Initiatives Guide in County driven business clusters

C. 1 e.	Other Shovel-ready sites within the County	<ol style="list-style-type: none"> Mailed out Initiatives Guide to All Site Selectors Guild Members (150) Article in Initiatives Guide Placed Tryon Advertisement & Article in Business Facilities magazine. PAMAL Digital Three (3) phase marketing blast (See Attachments at end of Annual Report) Purchased mailing list from Business Facilities Magazine for mail outs 	<ol style="list-style-type: none"> Site Selectors mailout garnered two new Site Selector prospects- Project Sun Devil and a Solar Farm developer Business Facilities magazine was seen by 100,000 corporate executives, 40,000 magazine subscribers, & 50,000 Unique website video hits, & 20,000 eNewsletter subscribers PAMAL Digital was a 3-month advertising campaign targeted three(3) business clusters (Logistics, IT, & Food Industry) in three (3) target regions (Boston MA, Austin TX & Raleigh/Durham NC) See a one-month report attached at the end of this Annual Report for information Used mailing list to start sending out extra copies of the Initiatives Guide in County driven business clusters
C. 2	Specific Initiatives to market other sites for business development	Working multiple projects across the County	<p>Gloversville - Burr Street Project Gloversville- Crows Nest Mayfield- Woods Hollow Johnstown- Project Bluebird Gloversville- Project TM Naval (site) Gloversville- Project Grow Green Northampton- Santo Rueben Johnstown - Project Discover Johnstown - Turkish Delight County - Project Sun Devil Gloversville - Sew Strong Johnstown - WinStanley Mayfield - Doc's Marina</p>
C. 3.	Specific initiatives to market vacant buildings for business development	Multiple projects across the county	See Ron for list
D. Business Recruitment	Specific initiatives to market residential & retail Development Areas constructed by government, including, but not limited to Hale's Mills Primary Development Area, Vail Mills Primary Development Area, Tryon Primary Development Area, Mayfield Micro-Development Area	Tryon, Hales Mills & Vails Mills residential sites. <i>We have not worked the Mayfield Micro-Site as there has been no movement from County on water or septic which would be essential for development of this area</i>	These sites have been advertised and marketed as residential and as possible commercial sites throughout the year. The County also moved to change zoning from business to residential sites in the Gloversville area
D. 1 a.	Schedule meetings between Fulton County and builders and or developers to promote interest in investing in Fulton County	Multiple projects across the county	See Ron for list
D. 1 b.	Prepare & submit to Fulton County, by March 15, 2020, a detailed strategy for marketing these Primary Development Areas. Fulton County shall review and approve strategy	FCCRG submitted Business Development Marketing Plan to County as directed	
D. 2 Targeted Industries			
D. 2. a	As recommended by Site Selectors who participated in the 2017 Site Selector Advisory Forum, FCCRG shall work with Fulton County in selecting two industry clusters to target marketing efforts towards	FCCRG submitted Business Development Marketing Plan to County as directed	
D. 2. b	FCCRG shall prepare & submit to Fulton County, by March 1, 2021, a detailed strategy for marketing Fulton County to the two (2) selected industry clusters. Fulton County shall review & approve the Strategy. At a minimum this strategy should include:	FCCRG submitted Business Development Marketing Plan to County as directed	CRG also built a 37 page County/CRG Marketing Strategy to County Board of Supervisors during this year. A copy can be requested once it is accepted by the County Board of Supervisors.

	Advertising Fulton County in trade magazines	Placed Tryon Advertisement & Article in Business Facilities magazine.	Business Facilities magazine was seen by 100,000 corporate executives, 40,000 magazine subscribers, & 50,000 Unique website video hits, & 20,000 eNewsletter subscribers
	Advertising at trade shows for the targeted industries	Ron attended conferences below	Ken attended conferences below
D. 3.	Attendance at targeted conferences and recruiting events to identify & connect with new business/industry leads	<ol style="list-style-type: none"> 1. EDC Developers Conference 2. Site Selectors Guild Sector Summit 3. Center for Creative Land Recycling 4. Industrial Asset Management Council 5. NYS Economic Development Council Annual Meeting 6. Site Selectors Guild Fall Forum 7. Consultants Forum 	<ol style="list-style-type: none"> 1. Site Selectors Guild Annual Conf 2. NYS Economic Development Council Annual 3. SEMI-Con West 4. Business to Business Expo
E. Community Development Marketing	Specific initiatives to promote & advertise the benefits of living & doing business in Fulton County & the surrounding region	1. Fulton County Initiatives Guide	Regional/National/International marketing <ol style="list-style-type: none"> 1. PAMAL Digital 2. Radio 3. Business Facilities Magazine ad & article 4. Constant Contact
F. County Wide Loan Pool Administration	Management of the County loan pool, including, and among other things, the preparation of periodic status reports, servicing the loan portfolio, (invoicing, collection, monitoring, etc.) and management of cash accounts	<ol style="list-style-type: none"> 1. Austin's Glass Shop (GLF) 2. 47 Marketplace (GLF) 3. Grassroots Lawn Specialists (County) 4. Upstate Coffee (GLF) 5. Stump City Brewing (JDA) 	SBA Pandemic Loans/ EIDL Loans / NY Forward Loans / MORECO Cares Act / National Grid / MVEDD Cares Act & Assistance 2nd Loans/ Pursuit Loans
	Loan pool management activities shall be funded by administrative & service fees in accordance with state & federal guidelines & shall be considered a self-sustaining program		
G. Grant Initiatives	A plan to apply for funds from the following sources to augment and/or underwrite business/community development activities within Fulton County & region		Completed and added JDA Loan Fund
G. 1.	Mohawk Valley Regional Economic Development Council of NYS	Applied for Multiple CFA's	Awarded CFA's <ol style="list-style-type: none"> 1. Woods Hollow - Mayfield 2. Village of Northville - Dredging Project 3. Northville- Community Grant
G. 2	NYS Community Development Block grant	Completed	Paid out 11 Microenterprise Grants this year from 2021 Round awarded mid-August with the last 3 routed between County & State and will be paid out by end of January 2022 last years CFA round
G. 3	New York Main Street Program		Downtown Revitaization initiative \$10M for Downtown Gloversville
G. 4	Rural Area Revitalization Program		None this year
G. 5	NYSERDA		None this year
G. 6	USDA's Rural Development Program		None this year
G. 7	Economic Development Administration		Applied in collaboration with MVEDD & EDC but they were disapproved
G. 8	National Grid	Some for CRG	Marketing & Lighting
G. 9	Other Federal, State & private grant programs		PPP Grants and other Cares Act grant & Loans



FULTON COUNTY CENTER FOR REGIONAL GROWTH

Mission

To build Fulton County's economy one business at a time.

Vision

To be recognized as the organization that positions Fulton County as a premier location to do business, live and relax.

Values

Growing social and economic capital through:

- Showcasing Fulton County
- Collaboration
- Leadership Development
- Economic Growth
- Job Creation and Retention
- High Quality of Life
- Leveraging Synergies
- Strategic Investment
- Accountability
- Transparency



HIGHLIGHTS PAGE

33,242

Total number of video plays from the linked in campaign

15,923

Number of unique linked in member accounts served at least once

1,673

Total number of actual clicks to your website

1,246

Brand new users to your website for this entire campaign

19.26%-21.86%

Open rates for your email blasts
(average open rates range 10-11%)

1.37%+ CTR

High click thru rates for retargeting campaigns

EMAIL BLAST RESULTS

Advertiser: Fulton County Center for Regional Growth - IT Professionals
Email - 2P

Media Property:

Subject Line: Don't Miss... Great Opportunity For Your Business To Grow!

Friendly From: Fulton County Center for Regional Growth

Demographics: IT Professionals

Geographics: BOSTON, MA - 4,000 records RALEIGH, NC - 2,500 records
DURHAM, NC - 1,500 records AUSTIN, TX - 7,000 records

Campaign Name	Broadcast Date	Delivered	Opens	Percent Opens	Clicks	Percent Click	Clicks To Opens
Fulton County Center for Regional Growth - IT Professionals Email - 2P	05/18/2021	15000	2980	19.87	398	2.65	13.36

Id	Links	Clicks
1	https://www.fcrg.org/?utm_source=Pamal&utm_medium=New%20Fronti...	219
2	https://www.fcrg.org/sites/shovel-ready-sites?utm_source=Pamal...	86
4	https://www.fcrg.org/county-asset/resources/resources-2?utm_s...	59
5	https://www.fcrg.org/about-us/our-team?utm_source=Pamal&utm_me...	16
3	https://www.fcrg.org/county-asset/demographics?utm_source=Pam...	14
6	https://www.fcrg.org/welcome?utm_source=Pamal&utm_medium=Botto...	4

EMAIL BLAST RESULTS

Advertiser: Fulton County Center for Regional Growth - Logistics Email - 2P

Media Property:

Subject Line: Don't Miss... Great Opportunity For Your Business To Grow!

Friendly From: Fulton County Center for Regional Growth

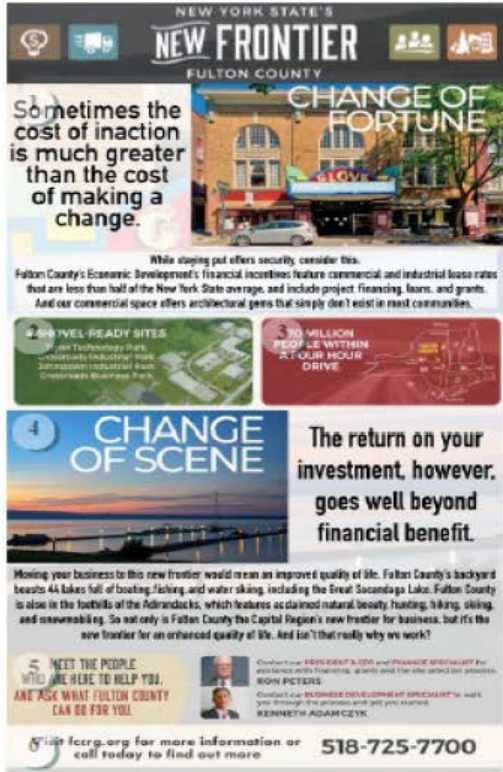
Demographics: Logistics Professionals, Motor Freight Transportation, or Warehousing, Operation Executives

Geographics: BOSTON, MA - 4,500 Records RALEIGH, NC - 3,000 Records
DURHAM, NC - 1,500 Records AUSTIN, TX - 6,000 Records

Campaign Name	Broadcast Date	Delivered	Opens	Percent Opens	Clicks	Percent Click	Clicks To Opens
Fulton County Center for Regional Growth - Logistics - Email - 2P	05/18/2021	15000	3279	21.86	306	2.04	9.33

Id	Links	Clicks
1	https://www.fcrg.org/financing?utm_source=Pamal&utm_medium=Cha...	116
3	https://www.fcrg.org/county-asset/demographics?utm_source=Pam...	86
2	https://www.fcrg.org/sites/shovel-ready-sites?utm_source=Pamal...	57
5	https://www.fcrg.org/about-us/our-team?utm_source=Pamal&utm_me...	21
4	https://www.fcrg.org/county-asset/resources/resources-2?utm_s...	19
6	https://www.fcrg.org/welcome?utm_source=Pamal&utm_medium=Botto...	7

EMAIL BLAST RESULTS



Advertiser: Fulton County Center for Regional Growth - Food Industry - Email - 2P

Media Property:

Subject Line: Don't Miss... Great Opportunity For Your Business To Grow!

Friendly From: Fulton County Center for Regional Growth

Demographics: Food and Kindred Products SIC: 01 SIC: 02 SIC: 07

Geographics: BOSTON, MA RALEIGH, NC DURHAM, NC AUSTIN, TX

Campaign Name	Broadcast Date	Delivered	Opens	Percent Opens	Clicks	Percent Click	Clicks To Opens
Fulton County Center for Regional Growth - Food Industry - Email - 2P	05/18/2021	8671	1668	19.24	183	2.11	10.97

ID	Links	Clicks
1	https://www.fccrg.org/sites/utm_source=Pamal&utm_medium=Change%...	84
3	https://www.fccrg.org/county-assets/demographics/utm_source=Pam...	49
2	https://www.fccrg.org/sites/show-ready-sites/utm_source=Pamal...	23
6	https://www.fccrg.org/welcome/utm_source=Pamal&utm_medium=Botto...	11
5	https://www.fccrg.org/about-us/our-team/utm_source=Pamal&utm_me...	9
4	https://www.fccrg.org/county-assets/resources/resources-2/utm_s...	7



LINKED IN AUDIENCE DATA

34,796 Impressions (Number of times your ad was displayed)

86 Website Clicks (Total chargeable clicks based on your campaign's objective)

0.25% CTR (Percentage of chargeable clicks relative to impressions (clicks divided by impressions))

15,923 Reach (The number of unique member accounts served with at least one impression)

33,242 Video Plays (The number of times your video played)

4 Clicks to LinkedIn Page (Number of times a user clicked onto the LinkedIn page)



LINKED IN VIDEO AD



LOGISITCS EMAIL RETARGETING

Campaign Name	Impression	Clicks
78286 - Fulton County Center for Regional G	18,532	253

Start Date	End Date
Wednesday, May 19, 2021	Wednesday, August 11, 2021

Impression VS Click Ratio 1.37%



IMPRESSIONS VS CLICKS



IT PROFESSIONALS EMAIL RETARGETING

Campaign Name	Impression	Clicks
78289 - Fulton County Center for Regional G	13,539	221

Start Date	End Date
Wednesday, May 19, 2021	Wednesday, August 11, 2021

Impression VS Click Ratio	1.63%
---------------------------	-------



IMPRESSIONS VS CLICKS



FOOD INDUSTRY EMAIL RETARGETING

Campaign Name	Impression	Clicks
78285 - Fulton County Center for Regional G	14,890	226

Start Date	End Date
Wednesday, May 19, 2021	Wednesday, August 11, 2021

Impression VS Click Ratio	1.52%
---------------------------	-------



IMPRESSIONS VS CLICKS



FULTON COUNTY CENTER FOR REGIONAL GROWTH

GOOGLE ANALYTICS

Source / Medium ?	Acquisition		
	Users ? ↓	New Users ?	Sessions ?
	1,948 % of Total: 100.00% (1,948)	1,928 % of Total: 100.00% (1,928)	2,103 % of Total: 100.00% (2,103)
1. Pamal / Display Banner Retargeting	458 (23.20%)	458 (23.76%)	463 (22.02%)
2. google / organic	242 (12.26%)	226 (11.72%)	294 (13.98%)
3. (direct) / (none)	184 (9.32%)	181 (9.39%)	228 (10.84%)
4. m.facebook.com / referral	141 (7.14%)	139 (7.21%)	143 (6.80%)
5. Pamal / New Frontier Email Blast 2	136 (6.89%)	135 (7.00%)	138 (6.56%)
6. Pamal / New Frontier Email Blast 1	84 (4.26%)	81 (4.20%)	84 (3.99%)
7. Pamal / Linked In Video	74 (3.75%)	74 (3.84%)	85 (4.04%)
8. Pamal / Change Agents Email Blast 1	49 (2.48%)	48 (2.49%)	49 (2.33%)
9. Pamal / Shovel Ready Email Blast 2	48 (2.43%)	48 (2.49%)	49 (2.33%)
10. Pamal / Change of Fortune Email Blast 1	43 (2.18%)	43 (2.23%)	43 (2.04%)
11. Pamal / 70 Million People Part II Email Blast 1	38 (1.93%)	35 (1.82%)	38 (1.81%)
12. Pamal / Shovel Ready Email Blast 1	37 (1.87%)	36 (1.87%)	37 (1.76%)
13. Pamal / Change Email Blast 1	35 (1.77%)	31 (1.61%)	35 (1.66%)
14. l.facebook.com / referral	28 (1.42%)	28 (1.45%)	31 (1.47%)
15. Pamal / Change Email Blast 2	26 (1.32%)	25 (1.30%)	26 (1.24%)
16. Pamal / Change Agents Email Blast 2	25 (1.27%)	25 (1.30%)	25 (1.19%)
17. Pamal / 70 Million People Part II Email Blast 2	21 (1.06%)	21 (1.09%)	21 (1.00%)
18. Pamal / 4 Shovel Ready Sites Email Blast 2	20 (1.01%)	20 (1.04%)	20 (0.95%)
19. Pamal / 4 Shovel Ready Sites Part III Email Blast 1	20 (1.01%)	19 (0.99%)	20 (0.95%)
20. Pamal / 70 Million People Email Blast 1	19 (0.96%)	19 (0.99%)	19 (0.90%)
21. Pamal / 4 Shovel Ready Sites Part III Email Blast 2	18 (0.91%)	18 (0.93%)	18 (0.86%)
22. Pamal / Change of Scene Part III Email Blast 2	18 (0.91%)	18 (0.93%)	18 (0.86%)
23. bing / organic	17 (0.86%)	17 (0.88%)	20 (0.95%)
24. facebook.com / referral	15 (0.76%)	15 (0.78%)	16 (0.76%)
25. Pamal / 70 Million People Email Blast 2	12 (0.61%)	12 (0.62%)	12 (0.57%)
26. Pamal / Meet The People Email Blast 2	12 (0.61%)	12 (0.62%)	12 (0.57%)
27. fultoncountyny.gov / referral	11 (0.56%)	11 (0.57%)	12 (0.57%)
28. Pamal / Bottom Footer Part III Email Blast 2	10 (0.51%)	10 (0.52%)	10 (0.48%)
29. Pamal / Change of Fortune Email Blast 2	10 (0.51%)	9 (0.47%)	10 (0.48%)
30. Pamal / Change of Scene Part III Email Blast 1	9 (0.46%)	8 (0.41%)	9 (0.43%)
31. Pamal / Million People Email Blast 2	9 (0.46%)	9 (0.47%)	9 (0.43%)
32. Pamal / 4 Shovel Ready Sites Email Blast 1	8 (0.41%)	8 (0.41%)	8 (0.38%)
33. Pamal / Meet the People Part II Email Blast 2	8 (0.41%)	8 (0.41%)	8 (0.38%)
34. Pamal / Bottom Footer Part II Email Blast 1	7 (0.35%)	7 (0.36%)	7 (0.33%)
35. Pamal / Change of Scene Email Blast 1	7 (0.35%)	7 (0.36%)	7 (0.33%)
36. Pamal / Change of Scene Email Blast 2	7 (0.35%)	7 (0.36%)	7 (0.33%)
37. Pamal / Meet the People Part III Email Blast 1	7 (0.35%)	6 (0.31%)	7 (0.33%)
38. Pamal / Million People Email Blast 1	7 (0.35%)	7 (0.36%)	7 (0.33%)
39. yahoo / organic	7 (0.35%)	7 (0.36%)	8 (0.38%)
40. baidu / organic	6 (0.30%)	6 (0.31%)	6 (0.29%)
41. Pamal / Bottom Feeder Email Blast 2	5 (0.25%)	4 (0.21%)	5 (0.24%)
42. Pamal / Bottom Footer Part III Email Blast 1	5 (0.25%)	5 (0.26%)	5 (0.24%)
43. Pamal / Meet the People Part II Email Blast 1	5 (0.25%)	4 (0.21%)	5 (0.24%)
44. Pamal / Meet the People Part III Email Blast 2	5 (0.25%)	4 (0.21%)	5 (0.24%)
45. Pamal / Meet The People Email Blast 1	4 (0.20%)	4 (0.21%)	4 (0.19%)
46. duckduckgo / organic	3 (0.15%)	3 (0.16%)	3 (0.14%)
47. 208.84.119.28 / referral	2 (0.10%)	0 (0.00%)	5 (0.24%)
48. cityofgloversville.com / referral	2 (0.10%)	1 (0.05%)	2 (0.10%)
49. Pamal / Bottom Feeder Email Blast 1	2 (0.10%)	2 (0.10%)	2 (0.10%)
50. Pamal / Bottom Footer Part II Email Blast 2	2 (0.10%)	2 (0.10%)	2 (0.10%)

Our campaigns generated **1,246 brand new visitors*** to your website for this campaign!

*Have not been to your website in the last 26 months or ever been to your website