

# ***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 2018 was another good year for CRG in terms of continued business growth and development. CRG's success could not be possible without the continued support and assistance of our Board of Directors, the Fulton County Board of Supervisors, local elected officials, area business leaders, and our members. In 2018, CRG continued its participation in many New York State Economic Development events, local and national events, while continuing our outreach to our neighboring counties, building alliances in support of Fulton County's marketing and economic development efforts.

## **2018 Annual Report Snapshot**

- **Over \$3 million in approved grants**
- **Over \$500,000 in loans approved and disbursed**
- **6,500 visitors attracted to events in downtown Gloversville**

## **CRG Partnered with Major County Employers**

In 2018, Pioneer Windows Manufacturing, Taylor Made Products Inc. and Townsend Leather Company Inc. worked with CRG for financing and grant assistance, creating a solid employee base within Fulton County. In many ways, cementing the presence of the larger, established names in Fulton County helps ensure the County's job pool continues to grow. All three of these businesses are now expanding their operations and furthering their commitment to our region, ensuring continued stability in the County that can be leveraged for future success.

## **Gloversville Downtown Development Specialist**

Jennifer Jennings, Gloversville's Downtown Development Specialist (DDS), began the second year of her redevelopment strategy for downtown Gloversville in January 2018. Jennifer's approach to revitalization focuses on the practice of *placemaking*. Placemaking is a bottom-up economic development strategy that works with the local community to reconnect and reinvent public space and social capital. This practice makes many small changes for a sustainable model of growth.

Activities initiated by the DDS office in 2018 included increased organizational mentorship and board development to create institutional readiness for successful grant applications and revitalization efforts. The office also hosted a two-day conference called *Placemaking 101*. This conference saw community members, local officials and economic development professionals from across the state come together to learn more about placemaking techniques. Finally, the DDS office hosted downtown events including the

Twilight Market and Bacon Jam. These events brought 6,500 people into downtown Gloversville, an increase over 2017 attendance numbers.

### **CRG / Fulton County Events**

CRG attended and participated in many local and national events with the primary goal of drawing the attention of investors to, and expanding business in, Fulton County. In addition to this list, Ron Peters, President and CEO of CRG, conducted three presentations to national brokerage houses.

- ✓ Saratoga Business to Business Expo
- ✓ Site Selector Guild Conferences
- ✓ IAMC Fall Forum
- ✓ MVEDD Annual Meeting
- ✓ CRG Membership Kick-Off Open House Event
- ✓ NYSEDC
- ✓ ICSC Table Setup
- ✓ Placemaking 101 Conference
- ✓ IAMC Spring Professional Forum
- ✓ NYSEDC Annual Meeting
- ✓ Southern Adirondack Wine & Food Festival
- ✓ Select USA Investment Summit
- ✓ IEDC Economic Future
- ✓ Fancy Food Show
- ✓ Woodworking and Fine Arts Weekend in Northville
- ✓ Drum Corp International
- ✓ Saratoga Business to Business Expo

### **2016-2018 Microenterprise Grant Program Achieves Job Creation**

Seven businesses received a total of \$182,655 in grant funding and created 7 full-time and several part-time jobs. 2019 will see a new round of Microenterprise Grant Recipients.

#### *2016 – 2018 RECIPIANTS*

Adirondack Pet Transportation LLC; Bright Futures Learning Center LLC; Chad's Second Gear; Cover the Distance LLC; East Canada Stop n' Shop LLC; Frozen Parts Inc. and Second Wind Coffee LLC.

### **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.

### **Loans Closed**

Seven loans totaling over \$450,000 in funds were approved during 2018. The successful applicants were Caroga Lake Marina, Evolution Recycling, Goderie Brothers Enterprises, Union Hall Restaurant, Stump City Brewing, Thnk Tank Communications and True Value Hardware.

As mentioned, CRG participated in many New York State Economic Development Events, events which provide continuous opportunities to promote 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 our local marketing borders. Ron, along with two county representatives and one CRG Board Member attended the Select USA event just outside of Washington D.C. in June 2018. This resulted in several leads and contacts that are still being developed.

In 2019, we will continue our mission to build Fulton County's economy one business at a time and keep working to achieve our vision that CRG be recognized as the organization that positions Fulton County as a premier location for building business.

*Ronald M. Peters*

President and CEO

*Geoff Peck*

Chair of CRG's Board

# **Fulton County Center for Regional Growth**

## **2018 BOARD of DIRECTORS**

### **Officers**

Geoffrey Peck, Chair  
Kent Kirch, Vice-Chair  
Leslie Ford, Secretary  
Ronald Olinsky, Treasurer

### **Directors**

Timothy Beckett  
Terri Easterly  
Greg Fagan  
Travis Mitchell  
Grant Preston

### **Counsel**

Michael Albanese, Esq.

### **County Liaison**

John Blackmon

## **2018 CRG STAFF**

Ronald Peters  
*President and CEO*

Diane Meade  
*Executive Assistant*

Paul Davis  
*Part-time Accounting Assistant*

Becky Hatcher  
*Part-time Marketing*

Jennifer Jennings  
*Gloversville Downtown Development Specialist*

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

## **2018 COMMITTEE LISTS**

### ***Executive Committee***

Geoffrey Peck, *Chair*  
Kent Kirch, *Vice-Chair*  
Leslie Ford, *Secretary*  
Ronald Olinsky, *Treasurer*

### ***Governance Committee***

Geoffrey Peck, *Chair*  
Leslie Ford  
Kent Kirch

### ***Audit Committee and Finance Committee***

Ronald Olinsky, *Chair*  
Timothy Beckett  
Gregory Fagan  
Geoffrey Peck  
Grant Preston

### ***Membership and Marketing Committee***

Grant Preston, *Chair*  
James Dempsey  
Terri Easterly  
Leslie Ford  
Jennifer Jennings  
Jeremy Manning  
Travis Mitchell  
Geoffrey Peck

### ***Building Committee***

Geoffrey Peck, *Chair*  
Ronald Olinsky  
Grant Preston  
Dustin Swanger

# 2018 County Contract Summary

In 2018, 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. For a definition of required activities under each category, please contact CRG.

<b><u>Initiative</u></b>	<b><u>Amount</u></b>
Professional Staff	\$125,000.00
Website Marketing	\$10,000.00
Business Marketing	\$10,000.00
Market Shovel-Ready Sites	\$28,000.00
Business Recruitment	\$14,000.00
Community Retention and Assistance	\$20,000.00
County Loan Pool Administration	\$0.00 *
Grant Initiatives	\$8,000.00
<b>Total Budget</b>	<b>\$215,000.00</b>

*\* Fulton County's Countywide Loan Pool is administered by CRG on behalf of the County as part of their annual contract.*

## **DURING 2018, CRG ACCOMPLISHED THE FOLLOWING ACTIVITIES DESCRIBED PER FUNDED CATEGORY:**

### **Professional Staff**

CRG's 2018 staff consisted of two full-time employees, Ronald Peters, President and CEO, and Diane Meade, executive secretary, with Ms. Meade coming on in late-July. Becky Hatcher acted as a part-time administrative and marketing assistant until the end of July and Paul Davis, accounting assistant, is also a part-time employee. Gloversville Downtown Development Specialist, Jennifer Jennings, was hired by a public-private partnership in 2017 to work as a CRG employee with the sole purpose of redeveloping a specific portion of downtown Gloversville and continued in that role in 2018.

## **Website Marketing**

CRG utilized the assistance of Shannon-Rose Design for website maintenance and enhancements for the first half of 2018. CRG now maintains its own social media presence through Facebook and other social media platforms. Additionally, CRG is working with Emery Design to remake our website with added features.

We are very excited about the changes Emery Design is bringing to our website which will not only be an informational landing place for visitors, but also link to our important website partners: StateBook, Fulton County, local Chambers of Commerce, and the municipalities within Fulton County. In addition, we will be linked with our affiliates in economic development websites: International Economic Development Council, Mohawk Valley Economic Development District and the New York State Economic Development Council. This enhanced connectivity will aid greatly in the branding, information sharing and education of the programs CRG offers.

CRG employee Diane Meade, continues to post on social media about CRG's community activities such as the monthly business tours for local elected officials, as well as CRG's support of Gloversville's DDS events and activities.

## **Business Marketing**

During 2018, 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 sent to regional contacts and press releases regarding activities at our Industrial Parks which were sent to national site selectors.

Additionally in 2018, CRG utilized WAMC Broadcasting to enhance and illuminate Fulton County's marketing message to the greater Capital District listening area. This advertising served to inform the local business community about CRG and its purpose, as well as practical ways CRG can assist the development of the County's economic viability 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 businesses outside of the area. Some of this involved the submission of request for proposals (RFPs) 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 on issues ranging from equipment needs, expansion issues, grant and other funding possibilities.

### **Pioneer Windows**

In 2018, Pioneer Windows received awarded a two million dollar grant from New York State in 2018 specifically for this purpose. The project is expected to bring 75 new jobs to Fulton County in the near future.



**Congratulations**

**Pioneer Windows**

In November of 2018, CRG hosted their Annual Gala at the Holiday Inn in Johnstown. The general public was invited to attend and partake in networking opportunities at the event. Promotion of this event was done through ads placed in the Leader-Herald and broadcast over WENT Radio.

For more information on this and other events, please see the Events and Sponsorship section on page 16.

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

Ron Peters attended several national conferences during 2018, all targeted at exposing Fulton County to national site selectors and heads of national corporations with the goal of developing relationships with the greatest potential of bringing jobs and tax revenue into the business and industrial parks of Fulton County. Some of these events include Site Selector's Guild Conferences, MVEDD Annual Meeting, Site Selector's Guild Conference, IAMC Spring Professional Forum, IEDC Economic Future and the International Select USA Investment Summit.

### **LOCAL EVENTS HELP TO ADVERTISE THE COUNTY'S INDUSTRIAL, BUSINESS AND TECHNOLOGY PARKS AND AVAILABLE DOWNTOWN SITES TO A LOCAL AUDIENCE.**



*CRG continues to participate in the Saratoga Business to Business Expo.*

*Left to right- Victor Gelman- Owner EMVI Chocolate, Jordi Veges Bataller- Production Manager Espuña LLC, Diane Meade- Executive Secretary CRG, Ron Peters- President/CEO CRG*

### **Fulton County Business Retention and Assistance**

An extensive ingredient to creating a successful economic basis is Fulton County Business and Retention. Where would we be without all the businesses that choose to maintain their business in Fulton County? We need to be business partners to all Fulton County Business and that was a major goal for CRG in 2018. During 2018 CRG met with many businesses to offer assistance from helping to identify potential markets,

identify buildings for expansion, to securing financing for projects, from small projects to largescale projects. Additionally, during 2018, CRG utilized different mediums sources to advertise the opportunities that existing in Fulton County which increase business opportunities for our businesses.

### **Grant Initiatives**

Each year, Ron Peters 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 with the application process, which can be complicated to navigate.

In 2018, CRG assisted several Fulton County businesses with grants to facilitate growth and streamline business practices. In addition, CRG assisted in the successful submission of grant applications for Local Waterway Revitalization Project funds for the municipalities of Gloversville and Northville within Fulton County.

Ron and staff also worked on the Microenterprise Grant Programs awarded to Fulton County. A more detailed explanation of this process is listed on pages 13 and 14.

# ***Loan Pool Summary***

CRG administers three revolving loan pools on behalf of Fulton County and the cities of Gloversville and Johnstown. In doing so, CRG is contracted to administer these loan pools.

Fulton County's County Wide Loan Fund is overseen by a loan committee made up of Fulton County Economic Development Corporation Board Director members. 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.

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 2018, Ron worked with a several local businesses on loan applications for their projects. The approved loans were:

- Evolution Recycling used the funds to set-up new operations at their new Johnstown location;
- True Value sought to transform an empty retail space into a state-of-the-art hardware store in downtown Gloversville;
- Think Tank Communications was helped with a smooth transition from old to new ownership of a legacy business;
- Goderie Brothers Enterprises expanded current operations;
- Union Hall Restaurant expanded the effectiveness of their operations and business;
- Stump City Brewing increased their production capabilities from 2 to 5 barrels;
- Caroga Lake Marina found a way to better utilize space and increase capacity.

Following is an overview of the active loans in each loan pool as of December 31, 2018. The amount next to the borrower's name represents the original loan amount, not the principal amount owing.

<b>City of Gloversville Loan Fund</b>			
	Family Counseling Center	1	\$149,070
	Fulton Co. IDA Business Park	2	\$150,000
	True Value	3	\$150,000
	391 South Main Street	4	\$100,000
	<b>Outstanding Principal</b>		<b>\$339,555</b>
	<b>Cash &amp; Equivalents</b>		<b>\$725,950</b>
<b>TOTAL GLOVERSVILLE LOAN FUND</b>			<b>\$1,065,505</b>

<b>CDBG Loan Pool</b>			
	ALNICO	1	\$82,500
	Caroga Lake Marina	2	\$52,135
	Evolution Recycling Phase I	3	\$60,000
	Goderie Brothers Enterprises	4	\$39,600
	Crest Enterprises/Holiday Inn	5	\$175,000
	Mohawk Cabinet	6	\$100,000
	Henck's Restaurant	7	\$157,754
	Royal Mountain Inn	8	\$75,000
	Stump City Brewing	9	\$95,000
	SW Skin Care	10	\$32,000
	Thnk Tank Media Inc.	11	\$75,000
	<b>Outstanding Principal</b>		<b>\$778,167</b>
	<b>Cash &amp; Equivalents</b>		<b>\$382,405</b>
<b>TOTAL CDBG FUND</b>			<b>\$1,160,572</b>

<b>JUDAG Loan Pool</b>			
	Crest Enterprises/Holiday Inn	1	\$75,000
	SKAT, Romana's	2	\$100,000
	<b>Outstanding Principal</b>		<b>\$58,416</b>
	<b>Cash &amp; Equivalents</b>		<b>\$146,494</b>
<b>TOTAL JUDAG FUND</b>			<b>\$2,014,911</b>

<b>GRAND TOTALS - All Funds</b>			
	Number of Loans	17	
	Original Loan Amounts		\$1,668,060
	Outstanding Principal Balances		\$1,176,138
	Money Available to Lend		\$1,254,849



# ***CDBG Microenterprise Grant Program***

## **PROGRAM SUMMARY AND BUSINESS ASSISTANCE GUIDELINES**

The CDBG Microenterprise Grant Program is a grant program to assist small businesses. This grant was awarded to Fulton County and is being administered by the Fulton County Center for Regional Growth. Small businesses can receive grants of up to \$25,000 to assist with startup or expansion costs which create jobs. Below are general guidelines for a potential business utilizing CDBG Microenterprise Grant funding.

### **1. Eligibility**

**a. Eligible Businesses** - Grants will be available only to microenterprises. A microenterprise is defined as a commercial enterprise that has five (5) or fewer FTE employees, one (1) or more of which owns the enterprise at the time of application. Projects must result in the creation of least one PTE job. In the case where no jobs are to be created, the employer/owner or current employee base must be low or moderate-income person as established by CDBG at the time closing.

**b. Eligible Activities** - Eligible activities include providing assistance to businesses that are involved in manufacturing, warehousing and distribution, agriculture, high technology, research and development, and traditional and innovative small business endeavors. Retail projects will be considered if the business is located on a town, village or city's main street.

**c. Business Structure** - The Microenterprise may be a sole proprietorship, partnership, limited liability company or corporation.

**d. Location** - The business must be located within Fulton County.

**e. Feasibility** - Microenterprise businesses must present a reasonable likelihood for long-term viability based upon issues such as feasibility, marketability, management, competition and capitalization.

**f. Use of Funds** - Grants can be used for capital assets (such as real estate, buildings, machinery and equipment) and working capital.

**g. Applicant Qualifications** - Applicants for financing under this program shall be a United States corporation, LLC, partnership, or sole proprietorship, be able to repay if found in default of program objectives, possess good character and reputation, and be of legal age.

**h. Passive Investing Prohibited** - Grant funds will not be utilized for activities that consist primarily of investing, speculation in real estate, or to primarily assist in the sale or purchase of an existing business.

**i. Limits on Construction Funding** - Construction, rehabilitation and renovation activities are not eligible using CDBG Microenterprise funding, as such activities would trigger Federal Labor Standards. The program will look to non-Federal funds to cover the cost of construction or renovation in those instances where such activities need to take

place.

## **2. Funding**

**a. Grant Calculation** - The minimum grant for each business will be \$5,000 and the maximum will be \$25,000. The grant will be calculated as follows: Each business will receive a \$5,000 grant plus \$10,000 for each full time equivalent job created. In addition, for any business at least 51% of the jobs created shall be low mod jobs.

**b. Use of Grant Funds** - Grant Funds will be provided financing of capital assets (such as real estate, buildings, machinery and equipment) and working capital.

**c. Owner Contribution** - Grant recipient will provide a minimum of 10% equity in the project.

**d. Timing of Grant Funds** - Grant funds will be release on a pre-agreed upon schedule, where CDBG funds will be disbursed on a pro rata basis with the other financing.

**e. Compliance During the Regulatory Term** - A formal agreement between the business and the County will be executed. Where collateral is available, this agreement will be secured by a means of a mortgage on real estate or a lien in other hard assets. This agreement will constitute the means by which the County enforces compliance with program requirements. The program will include regular periodic monitoring of each business to ensure that it is making good faith efforts to achieve employment goals and other program objectives.

## **3. Entrepreneurial Training Requirement**

Participation in the Fulton County Center for Regional Growth (CRG) business training program will be required of all program participant's and completion CRG's entrepreneurial training Small Business Training Program. The cost of \$100.00 per attendee will be an eligible expense of microenterprise grant funds. A training program syllabus includes a general overview of business; accounting, taxes, and finance; marketing and e-commerce; and development of a business plan.

## **4. Grant Recapture**

In the event the grant recipient goes out of business or goes into default on the grant agreement from the date of the award up until the time of grant closeout, the grant will be subject to recapture.

## Other CRG Activities

### 34 West Fulton Street

During 2018, CRG officially said goodbye to first-floor tenant, Gloversville Public Library when the renovations to their historic building were completed. Negotiations are in process to fill the first floor space and replace the Library since its return to their historic building at 58 East Fulton Street in November. Espuna still holds a small quality control lab on the second floor of the building.



*Building tenants during 2018 included the Fulton County Board of Realtors, Gloversville Public Library and Espuna/Pata Negra.*

CRG worked 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 countywide incubator and training center, the size and scope of which is integral to CRG's efforts to provide assistance to new and growing businesses within the County.

To fund renovations to our building, CRG applied for three grants from 2016 to 2018 totaling \$750,000. These grants included 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 process for the state grants has been a more involved project and remain ongoing as of December 31, 2018. While these efforts began some time ago and some funding has been secured, the size and scope of the project is integral to our efforts to provide assistance wherever we can to local

entrepreneurs and businesses and our commitment to completing the project has not waived. In 2018, CRG contracted with AND: Architecture & Design to start working on the design of the improvements to come. AND has begun to draw up plans and help conceptualize the space for best usage by CRG and the businesses in Fulton County.

## Events and Sponsorships

### **DURING 2018, CRG HELD THE FOLLOWING EVENTS:**

#### *Monthly Business Tours*

CRG coordinated monthly business tours throughout 2018. Tour participants included CRG's Board of Directors, Fulton County Supervisors and other elected officials. Congresswoman Elise Stefanick joined the October 11<sup>th</sup> tour of downtown Johnstown and its Microenterprise Grant recipients, as well as met with elected officials and business owners at City Hall. In part, the October tour was intended to give the Congresswoman a complete understanding of the positive impacts these grants have and the need to keep funding them. The list of 2018 tours was as follows:

- January 16<sup>th</sup> at 3:00 p.m. – No. 22 Bicycle, Johnstown
- February 7<sup>th</sup> at 9:00 a.m. – Benjamin Moore, Johnstown
- March 9<sup>th</sup> at 10:00 a.m. – The Leader Herald, Gloversville
- April 13<sup>th</sup> at 10:00 a.m. – William Coffey Studio & Gallery, Northville
- May 16<sup>th</sup> at 2:30 p.m. – Downtown Gloversville
- June 29<sup>th</sup> at 8:00 a.m. – Holiday Inn, Johnstown
- July 19<sup>th</sup> at 2:00 p.m. – Nathan Littauer Hospital, Gloversville
- August 9<sup>th</sup> at 8:00 a.m. – Broadalbin Manufacturing Corp, Broadalbin
- October 11<sup>th</sup> 10 a.m. – LaVilla Dog Works & Second Wind Coffee, Johnstown
- October 26<sup>th</sup> 10 a.m. – True Value Hardware, Gloversville
- November 9<sup>th</sup> 11 a.m. – Stump City Brewing, Meco
- December 17<sup>th</sup> 10 a.m. – Espuna, Gloversville



## A CLOSER LOOK: DOWNTOWN DEVELOPMENT SPECIALIST 2018 YEAR IN REVIEW

The Downtown Development Specialist (DDS) works with businesses, organizations, community members and city officials to establish downtown Gloversville as a place people want to live, work and visit. Begun in 2017, the DDS office focuses on placemaking as a path toward economic development and downtown revitalization.

THE DDS HAS WORKED ACCORDING TO A THREE-YEAR PLAN SET UP IN EARLY 2017:

### ***Year 1/2017: Imagine the change (organizationally driven)***

Inspiring the local community and potential businesses by seeing all the wonderful things that are possible within an easy, walkable downtown.

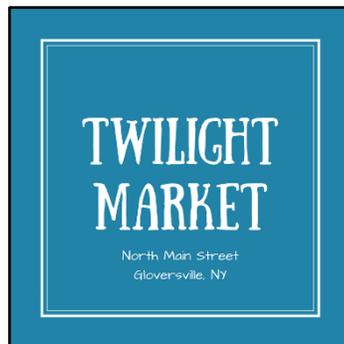
Activities included the establishment of downtown events such as Twilight Market and Bacon Jam.

### ***Year 2/2018: Be the change (community collaboration)***

Collaborating with community organizations and individuals to participate in DDS and community-driven programming, increasing stakeholder buy-in, and ensure a sustainable change downtown.

# Placemaking

A practice of working with communities to re-invent and re-engage with public spaces so they are once again the central focus of public life. Placemaking capitalizes on a local community's assets, inspiration and potential.



Activities included *Placemaking 101*, a two-day placemaking conference for community members, local leaders and economic development professionals from across the state, and increased organizational mentorship and board trainings to create institutional readiness for successful grant applications and revitalization efforts.



**DOWNTOWN GLOVERSVILLE 2018 EVENTS CALENDAR**

FOR MORE INFORMATION GO TO [www.downtowngloversville.org](http://www.downtowngloversville.org)

**Chamber Music at the Chamber**  
 April 14, 2018 - French 75  
 September 29, 2018 - Hot Club Saratoga  
 November 17, 2018 - Tess McCarthy & Guests  
 Doors open 2:30 p.m.  
 Presented by Gloversville BID  
[www.gloversvillebid.com](http://www.gloversvillebid.com)

**Placemaking 101 Conference**  
 April 18 & 19, 2018  
 Open to economic development professionals & community members.

**Spring Showcase**  
 April 22, 2018  
 Doors open 2 p.m.  
 Presented by Glove Theatre  
[www.glovetheatre.org](http://www.glovetheatre.org)  
 for ticket information

**Spring Festival**  
 May 5, 2018  
 8:30 a.m. to 12:30 p.m.  
 Farmers Market Pavilion  
 in partnership with  
 Gloversville Farmers Market

**Southern Adirondack Wine & Food Festival**  
 June 9, 2018  
 3 p.m. to 7 p.m.  
 North Main Street  
 Presented by Gloversville BID  
[www.gloversvillebid.com](http://www.gloversvillebid.com)

**Twilight Markets**  
 Summer Splash - July 13, 2018  
 Glove City Celebration - Aug 10, 2018  
 Fresh Start - Sept 14, 2018  
 5 p.m. to 8 p.m.  
 North Main Street  
 Live music, fresh food,  
 local products and family fun  
 throughout the summer.

**National Night Out**  
 August 7, 2018  
 Farmers Market Pavilion  
 Presented by Gloversville  
 Police Department

**Glove City Arts Festival**  
 August 10-12, 2018  
 Locations throughout downtown.  
 Live music, performance art,  
 visual artists and more.

**Bacon Jam**  
 September 29, 2018  
 4 p.m. to 8 p.m.  
 Farmers Market Pavilion  
 Bacon and music festival with  
 beer garden!

**CRG**  
 FULTON COUNTY CENTER FOR REGIONAL GROWTH

**Year 3/2019: Live the change (business driven)**

Pivot focus to business-driven programming. The efforts in Years 1 & 2 will create a viable base to encourage both new businesses and residents who will have a stake in the direction of downtown. Year 3 will be spent on deepening roots and shoring up infrastructure that will ensure continued growth and maturity to the downtown area.

**2018 Main Areas of Focus:**

- Outreach and communication with downtown businesses
  - The establishment of monthly newsletters, business owner round table discussions and organizational mentorship programs
- Marketing of downtown to the “creative economy” through the Artist in Residence pilot program
- Continuation of downtown events
  - 2018 saw more than 6,500 people participate in downtown events including Spring Festival, Twilight Markets and Bacon Jam
  - Placemaking 101 welcomed nearly 100 participants. The cohort saw diverse mix of participants with roughly 1/3 City of Gloversville residents, 1/3 Fulton County residents (not from Gloversville), and 1/3 economic development professionals from across the state

2018 Fall Gala November 16, 2018

CRG held its annual networking event at The Holiday Inn: Johnstown-Gloversville on November 16<sup>th</sup>. The evening featured four Fulton County business awards: SLA/Universal Warehousing, *Established Large Business*; Broadalbin Manufacturing *Established Small to Medium Business*; Family Counseling Center, *Expanded Business*; Caroga Arts Collective, *Start-up Business*; and the *Hidden Gem* award went to Northville 5 & 10.

A Silent Auction was held during the event as well as a raffle, put together and well supported from local donations.

The evening's music was provided by Upswing Duo and who were joined by younger members of the community from Romano Acro Dance Academy of Gloversville. The children were included to tie-in the idea that whatever we do as businesses in Fulton County effects the next generation and we are in this together. CRG's Fall Gala had excellent membership attendance and managed to show a slight a profit.



Silent Auction Items Donated By:

Sam's, Nick Stoner's Inn, No. 22 Bicycle, Goderie's Tree Farm, Mohawk Harvest Coffee, Stump City Brewery, Union Hall Restaurant, David D'Amore, Fly Shack, J. Fine Jewelry, Bottles & Brushes, The Caboose, Northville 5&10, Capital City Roasters, Inn at The Bridge, North Hampton Diner, Caroga Lake Marina, Just

Because Boutique, Cravings Bakery, Brass Monkey, Mohawk Harvest Coop, Fulton County Barber Shop, Paul Nigra Center



*Dancers from Romano Acro Dance Academy (above). CRG board members present Assemblyman Butler with service award (below).*



FULTON COUNTY CENTER FOR REGIONAL GROWTH

# The 2018 Fall Gala was made possible with the generous support of the following sponsors:

## Marquis Sponsors



The Leader-Herald



## Event Sponsors



## Specialty Sponsors

Center for Economic Growth  
Environmental Design Partners  
Fulton County IDA  
Lexington, Chapter of ARC  
Andrew Manshel  
Nathan Littauer Hospital and Nursing Home  
West & Company CPA, PC

## Dessert Sponsor

Stewart's Shops

## Supporting Sponsors

John & Sunday Blackmon, Coldwell Banker, Fox Run Golf Course,  
Intelligent Leather Holdings, Ricmar Design & Printing



## **2018 Community Events Sponsored by CRG**

During the year, CRG was approached with several sponsorship requests. Following is a list of events 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 our membership on a first-come-first-served basis.

- Sawyer Fredricks live at the Glove Theatre – *Sponsorship from DDS office*
- Mohawk Harvest Cooperative Market’s Harvest Dinner – *Sponsorship*
- Nathan Littauer Hospital’s 2018 The Event – *Sponsorship*
- Northville Rotary’s Woodworking and Fine Arts Weekend – *Sponsorship & Participation*
- Gloversville BID’s Southern Adirondack Wine & Food Festival – *Sponsorship & Participation*
- Placemaking 101 – *Sponsorship*
- Gloversville BID’s Chamber Music at the Chamber Series - *Sponsorship*
- Fulton County Sports Award Banquet - *Sponsorship*



*Southern Adirondack Wine & Food Festival (top left) and Chamber Music at the Chamber (lower left). Northville Rotary’s Woodworking and Fine Arts Show (below).*



## **Membership & Marketing Committee**

During 2018, CRG continued to develop and mold its 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 provide ideas and feedback regarding marketing strategy. By the end of 2018, 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 31, 2018.



FULTON COUNTY CENTER FOR REGIONAL GROWTH

## **2018 Members**

### **Diamond Level**

Pioneer Window

### **Platinum Level**

Kinderhook Bank

### **Gold Level**

Center for Economic Growth  
Fulton County IDA  
Lexington, Chapter of the Arc  
Nathan Littauer Hospital &  
Nursing Home  
TD Bank  
West & Company CPA's, PC

### **Silver Level**

Benjamin Moore  
Century Linen  
Cool Insuring Agency, Inc.  
Environmental Design Partnership  
National Grid  
Universal Warehousing, Inc.  
FAGE USA Dairy Industry, Inc.  
Fulton County Electrical &  
Electronics Contracts  
The Family Counseling Center, Inc.  
Steven E. Smith, PE  
Stewart's Shops  
Townsend Leather

### **Bronze Level**

Adirondack Mechanical Corp  
Philip Becket, CPA, PC  
Brown's Ford of Johnstown  
Canada Lake Computer Services, Inc.  
CBRE - Albany  
Coldwell Banker  
CT. Male Associates  
Epimed International, Inc.  
John M. Fox, DDS  
Fulton Montgomery Community College  
Fulton Montgomery Regional  
Chamber of Commerce  
Holiday Inn  
Intelligent Leather Holdings, LLC  
Kucel Contractors, Inc.  
Mohawk Cabinet  
Nolan & Heller, LLP  
Northville 5 & 10  
Proforma Shrader & Shrader  
Ricmar Design & Print, LLC  
Whitney Radio Broadcasting, Inc.

### **Associate Level**

John H. Blackmon, Gloversville  
Supervisor - Ward 3  
Community Health Center  
Derby Office Equipment  
James Esper Landscaping  
FMS Workforce Development  
Board, Inc.  
Inn at the Bridge  
Jacksland Associates, Inc.  
LaVilla Dog Works, LLC  
The Leader-Herald  
Mohawk Harvest Cooperative Market  
Lisa Queeney, CFP - Morgan Stanley  
Dr. G. Jeremiah Ryan  
Studio Herbage  
Susan Martin  
SWAN4 America Corp.

## **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 2018, CRG maintained memberships with national economic development organizations. Following is a list of memberships that CRG has with other organizations:

### ***StateBook International***

StateBook is an EDO membership organization that developed the first online marketplace for site selection, economic growth and development. Providing reliable information required for site selection decisions for every community in the country, from demographics, taxes and utility costs to quality of life data like museums and golf courses. It offers site selectors the ability to connect with economic developers from each location to learn more about their communities, and use the organization's robust tools to search, create meaningful reports, and more. It also offers an online meeting place for site selection consultants, EDO'S, business, academia and government helping to close the distance issues in preliminary discussions.

### ***Center for Economic Growth (CEG)***

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 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. The organization's 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, Inc. (CIREB)***

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, 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 the mission of improving the region's business climate, economy and quality of life.

### ***Industrial Asset Management Council (IAMC)***

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.

### ***International Council of Shopping Centers (ICSC)***

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.

### ***International Economic Development Council (IEDC)***

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, their 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. The organization believe that when members succeed, they 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)***

MVEDD was formed in 1966. Since then, the "District" has been a source of regional action involving business loan assistance and the construction of 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. (NYCON)***

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

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

NYCON works 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 (NYSEDC)***

The New York State Economic Development Council is the state's principal organization representing economic development professionals. Their 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***

Saratoga Chamber of Commerce is a 501c3 charitable organization dedicated to improving the quality of life in Saratoga County and works with us as a partner in developing common areas of interest in developing up-state New York.

*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 fifth 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.*

# 2018 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 &amp; 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	<u>20,000.00</u>	<u>Marketing &amp; Advertising</u>	
Total Income	<u>419,500.00</u>	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
		Stationery & Supplies	750.00
		Copier/Printer	2,800.00
		Other Office Expense	750.00
		<u>General &amp; 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	<u>419,500.00</u>

The above budget is listed as approved by CRG's Board of Directors for the 2018 calendar year.

# ***Subsidiary Reports***

Fulton County Center for Regional Growth was established as the parent corporation to three other organizations in March 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 2018 activities that worked toward that goal.

## **Fulton County Economic Development Corporation**

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 is nearly complete in 2019.

# ***Mission Statement/Vision/Values***

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

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

**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.