

# FULTON COUNTY INDUSTRIAL DEVELOPMENT AGENCY

TUESDAY  
OCTOBER 22, 2013  
8:00 A.M.

PLANNING DEPARTMENT CONFERENCE ROOM

## MEETING NOTES

PRESENT:

WILLIAM SULLIVAN, TREASURER  
TODD RULISON, SECRETARY  
FRAN REED, MEMBER  
JOSEPH SEMIONE, MEMBER  
GEORGE BEVINGTON, MEMBER  
JAMES MRAZ, EXECUTIVE DIRECTOR  
KARA LAIS, FITZGERALD, MORRIS, BAKER, FIRTH PC

### **I. MINUTES FROM JULY 30, 2013 MEETING:**

MOTION : Accept as presented.  
MADE BY : William Sullivan  
SECONDED : Francis Reed  
VOTE : Unanimous

### **II. BUDGET REPORT:**

MOTION : Accept as presented.  
MADE BY : George Bevington  
SECONDED : Joseph Semione  
VOTE : Unanimous

### **III. COMMITTEE REPORTS:**

#### A. Nominating Committee:

- No report

#### B. Audit Committee:

- No report.

C. Governance Committee:

- Governance Committee met to conduct annual review of compensation provided to IDA staff. Committee recommendations were included in Draft 2014 Budget.

D. Finance Committee:

- No report.

E. Tryon Subcommittee:

- Subcommittee met on August 14, 2013 to discuss operation and maintenance issues regarding Tryon.
- Subcommittee met with C.T. Male and Supervisors on August 30, 2013 to discuss the County's construction project at Tryon and operation and maintenance issues.

**IV. OLD BUSINESS:**

**A. Tryon Technology Park and Incubator Center Project:**

1. Deed Transfer:

- Attorneys are working toward closing.
- Update: Kara Lais

IDA DISCUSSION: Kara Lais stated that she has been working with OGS and Empire State Development attorneys on preparing the deeds for this transfer. She reported that the form and language of the deed has now been agreed to by OGS, Empire State and the title company. She advised that there had been a great deal of discussion back and forth between the State agencies and the title company regarding the language of the deed. She stated that the title company wanted clear and a non-legal description of the transaction included into the deed. This has been agreed to. In addition, there were a number of minor leases that applied to various components of the Tryon property. The title company wanted all of those leases dissolved. She advised that OGS has done so to the satisfaction of the title company. Kara Lais was asked when there will be a closing. She stated her goal was by the end of November 2013.

2. Site Plan:

- Review revised Site Plan.

IDA DISCUSSION: Jim Mraz stated that C.T. Male has prepared an updated Site Plan for the proposed Tryon Technology Park and Incubator Center Project. He reviewed the draft Site Plan with IDA members. He stated that C.T. Male has determined that the first lot entering the Tryon Park on the right that borders County Road 107 will not be able to be serviced by gravity sewer. He reviewed the draft Site Plan which now shows that as one (1) 70-acre lot instead of two (2) 35-acre lots on the previous Site Plan. The Site Plan also shows an alternative layout that would have that lot subdivided into three (3) smaller lots that would be accessed off of County Road 107. The alternative layout would require a sewer pump station to provide sewer service to these three (3) lots. He stated he wanted the Site Plan to reflect these alternative layouts for this area.

Jim Mraz reviewed the draft Site Plan with respect to where water, sewer, gas and electric lines would be run at Tryon. He showed where there would be a water booster station, a new elevated water storage tank and a stormwater retention pond for stormwater management purposes. There was a general discussion amongst IDA members about the revised draft Site Plan.

3. SEQR:

a. Proposed Action:

1. The proposed action is the redevelopment of the former Tryon Juvenile Detention Facility into the Tryon Technology Park and Incubator Center.
2. The proposed project will include:
  - Potential physical alteration of 10+ acres of land.
  - Creation of shovel-ready sites.
  - Construction of new internal access roads and stormwater collection system.
  - Construction of new water and sewer lines.
  - Construction of new water booster station and elevated water storage tank.
  - Renovation of existing sewer pump stations.
  - Building and fence demolition.
  - Installation of gas and electric and communications and fiber optics.

b. Classifying the Proposed Action:

1. The proposed action will involve the physical alteration of more than ten (10) acres of land.
2. As a result, the proposed action should be classified as a Type I Action under SEQR.

c. Involved Agencies:

1. Fulton County Industrial Development Agency.
2. Fulton County.
3. Gloversville Water Board.
4. Gloversville Johnstown Joint Wastewater Treatment Plant (GJJWWTP).
5. Empire State Development.
6. NYS Department of Environmental Conservation.
7. NYS Department of Health.

d. Interested Agencies:

1. Town of Perth Planning Board.
2. City of Gloversville.
3. NYS Office of Parks, Recreation and Historic Preservation.
4. U.S. Army Corps of Engineers

e. Coordinated SEQR Review:

1. Given the existence of multiple Involved Agencies, it is recommended that:
  - a) A coordinated SEQR review be conducted.
  - b) It is recommended that the IDA Board serve as SEQR Lead Agency.

f. Part I Environmental Assessment Form (EAF):

1. Part I EAF has been prepared.

2. Part I EAF was e-mailed to all IDA members on October 18, 2013 to review prior to the IDA meeting.

g. Review Proposed SEQR Resolution:

1. Proposed SEQR resolution would:
  - a) Classify the proposed action as a Type I Action.
  - b) Propose that the IDA Board serve as Lead Agency.
  - c) Authorize the distribution of the Site Plan and Part I EAF to all Involved Agencies asking for:
    - 1) Their consent to the IDA serving as Lead Agency.
    - 2) Their comments on whether the proposed action may create any environmental impacts.

IDA DISCUSSION: Jim Mraz reviewed items b-g on the Agenda. IDA members reviewed the Part I Environmental Assessment Form that had been distributed to all IDA members present. He stated this is a new Part I EAF that NYSDEC just put into use on October 7, 2013. He reviewed the various responses contained in the EAF. He stated that this document will be distributed to all Involved Agencies for their review. Jim Mraz then reviewed the proposed resolution that would commence the SEQR process. Jim Mraz asked if there were any questions on the Part I EAF or the proposed resolution. George Bevington asked if there were any NYSDEC wetlands on the project site. Jim Mraz stated there were no mapped DEC wetlands. He stated the wetlands on the site fall under the jurisdiction of the Army Corps of Engineers. He stated that C.T. Male's Site Plan was prepared so as to not impact any of these wetlands. As a result, the project will require no permits from the Army Corps of Engineers. Todd Rulison asked who will make the final SEQR decision. Jim Mraz explained it would be the IDA Board if it becomes the Lead Agency. He stated an Environmental Narrative Report will be prepared on the proposed project. The Report will identify all potential environmental impacts and determine what steps could be taken to mitigate these impacts. After completing this Report, the IDA Board, as Lead Agency, would have to decide whether to issue a Negative or Positive Declaration. A Positive Declaration would mean the IDA Board determined the project will create one (1) or more significant environmental impacts and, therefore, a Draft Environmental Impact Statement (DEIS) should be prepared. A Positive Declaration would mean the SEQR process would continue. A Negative Declaration would be issued by the IDA Board if it determined that the project could be built and operated without creating any significant environmental impacts. A Negative Declaration would mean the SEQR process has been completed.

Jim Mraz stated that the IDA served as SEQR Lead Agency for all three (3) industrial/business park projects in Fulton County and this process would be similar to what the IDA did on those projects. He also advised that SEQR Reviews would also be done on each specific project that would locate in the Tryon Technology Park and Incubator Center.

IDA ACTION:

MOTION: To adopt the SEQR Resolution as presented.

MADE BY: Bill Sullivan

SECONDED: Joe Semione

VOTE: Unanimous

V. **NEW BUSINESS:**

A. **Mike Mullis Visit:**

1. **Background:**

- a. Mike Mullis, President/CEO of J.M. Mullis, Inc., was invited to the Fulton-Montgomery County Region to assess this Region's ability to attract new businesses.
- b. J.M. Mullis, Inc. is an international site selection firm located in Memphis, TN that provides site selection services to companies seeking sites for new projects.
- c. J.M. Mullis works primarily with large companies on projects that normally require 200+ acre sites.
- d. On Thursday, September 5, 2013, Mr. Mullis toured sites in Fulton and Montgomery Counties. Participants in the tour were:
  - James Mraz, Planning Director
  - Mike Reese, FCCRG
  - Ken Rose, Montgomery County Business Development Center
  - Joe Russo, National Grid
- e. On Friday, September 6, 2013, Mr. Mullis spoke to 60+ local and State-elected officials, government administrators, local businesses and others.
- f. The following sections summarize the input Mike Mullis provided during his 2-day visit here.

2. **Reshoring Initiative:**

- a. Mike Mullis stated that there is an initiative ongoing in the United States called Reshoring. Reshoring is about bringing manufacturing jobs back into the United States.
- b. Technologically-advanced companies now require fewer people to manufacture product. As a result, the cost of labor has decreased because of technology. It was the low cost of labor that resulted in many manufacturing companies moving out of the United States to the Far East.
- c. With the increasing costs of shipping and logistics, and the lower cost of labor resulting from technology, manufacturing companies are looking to move back to the United States.
- d. Mike Mullis stated that this Reshoring Initiative will create opportunities over the next 5-8 years. He stated those communities that are prepared with 200+ acre sites and a pro-business attitude will have opportunities to attract new manufacturing companies and new jobs.
- e. Mike Mullis stated that these manufacturing companies will be technologically advanced. As a result, these companies will be looking for a labor force educated in advanced manufacturing and technology.
- f. Mike Mullis stated that Walmart conducted a conference in August, 2013 in Orlando. They invited 1,400 companies that supply product to Walmart. Walmart advised these companies that it expects these companies to commence manufacturing its product in the United States if it wishes to continue to do business with Walmart.

**Key Point: The Fulton-Montgomery County Region has a 5-8 year window to attract a major manufacturer. To do so, the Region must prepare 200+/- acre shovel-ready sites as soon as possible.**

**3. Summary of Mr. Mullis' Input:**

a. One County vs. One Region:

1. Mike Mullis advised that one county can no longer market itself on its own due to not being big enough and not having enough resources or money to do so.
2. He recommended that, with respect to economic development, the two (2) Counties market the Region together.

b. Branding the Region:

1. Mr. Mullis recommended that Fulton and Montgomery Counties brand the Region to establish an identity that can be marketed.
2. Mr. Mullis advised that branding this Region's identity is important to distinguish it from other areas/regions in New York State and the northeast.

**Follow-up Action: Fulton and Montgomery Counties have hired North Star Destination Strategies, Inc. of Nashville, TN to conduct an economic development branding initiative for the 2-County Region.**

c. Shovel-Ready Sites:

1. Mike Mullis recommended that both Fulton and Montgomery Counties:
  - a) Identify at least two (2) 200+/- acre sites.
  - b) Complete the permitting for all sites.
  - c) Get water and sewer services to each site.

**Follow-up Action: Fulton County Board of Supervisors has directed the Planning Department to identify 200+/- acre sites that have potential to be considered shovel-ready sites.**

2. With respect to the Regional Business Park site, Mr. Mullis recommended steps be taken regarding this potential shovel-ready site:
  - a. Water and Sewer:
    - Fulton and Montgomery Counties must take a leadership role in getting a plan in place to bring water and sewer services to this site.
  - b. Evaluate Feasibility of Rail Service:
    - Contact CSX Railroad to determine their willingness to allow short line connection into their main track.
    - Develop estimated cost to restore infrastructure.
    - Identify short line rail operator.

- Identify minimum number of cars/day needed to make short line run economically viable.
- c. Develop Wetlands Mitigation Plan:
- Identify wetlands on-site.
  - Develop Wetlands Mitigation Plan.
  - Present Plan to Army Corps.
  - Obtain Army Corps Permit for mitigating wetlands.
- d. Acquire Options:
- Acquire options on lands comprising site.

**Follow-up Action: Fulton and Montgomery Counties are each appropriating funds into their 2014 Budgets to pursue the recommendations made by Mr. Mullis as identified above. This project shall be referred to as Jump Start Fulton County: Regional Business Park Project.**

d. Tryon Technology Park and Incubator Center:

1. Mr. Mullis recommended that four (4) steps be taken regarding the development of the Tryon Technology Park and Incubator Center:

a) Conduct Targeted Industries Study:

1. A Targeted Industry Study would include conducting the following:

a. Regional Labor Analysis:

- Identify skills, training and educational levels existing labor force within 45-minute drive.
- Identify labor costs and compare to other regions of New York State and USA.
- Prepare labor force profile of Region. Benchmark profile to USA and New York State.
- Survey employers in Region to obtain input on labor availability, cost, trainability and effectiveness of Region's training programs.

b. Existing Transportation System:

- Proximity to:
  - Deep Water Port
  - Commercial Airport
  - Rail
  - Intermodal
  - Interstate Highway System

- Opportunities and limitations

c. Evaluate Utilities:

- Identify existing electrical/gas service available.

- Identify maximum electrical/gas service availability. Estimate cost to upgrade existing services.
- d. Evaluate Water and Sewer:
- Identify maximum volume of water and wastewater available.
  - Identify potential costs to increase capacity.
- e. Cost of Living:
- Conduct comparative cost of living analysis of this Region to other regions of New York State and USA.
2. Based upon these and other evaluations, identify industry clusters that would best be suited for Tryon.
  3. Develop Marketing Plan to attract those targeted industries.
  4. Identify leads within each Industry Cluster to contact regarding Tryon Park.
- b) Create Regional Business Training Center:
1. Based upon targeted industry clusters, identify training needs of those clusters.
  2. Identify training needs of existing businesses in Region.
  3. Discuss business training needs with FMCC/HFM-BOCES.
  4. Evaluate existing spaces in Building 3 at Tryon as potential business training spaces. Develop Renovation Plan to create Training Center spaces.
  5. Develop Regional Business Training Program:
    - Identify types of training to provide.
    - Identify equipment needed.
    - Identify building renovations needed.
    - Apply for grant money to renovate existing spaces.
    - Market Program.
- c) Back-Up Generator:
1. Conduct engineering evaluation of this generator to:
    - Identify capacity, type, age and full description of generator.
    - Identify how it could provide back-up power to businesses that located at Tryon.
    - Develop layout plan consistent with Site Plan.
    - Identify how back-up power system would work.
    - Prepare written report to provide to businesses.
- d) Rename Tryon:
- As part of branding exercise being conducted for 2-County Region, rename Tryon to be consistent with new brand.

**Follow-up Action: Fulton County Board of Supervisors has included funding into its 2014 Capital Budget to complete a-c above. This project shall be referred to as Jump Start Fulton County: Tryon Marketing.**

**(See Agenda item D under Other Business on Page 11.)**

e. Transportation:

1. Rail:

- a) Mike Mullis stated that the availability of Class 1 Rail is important in economic development today. He stated Class 1 Railroads are the largest railroad companies in the United States. He stated the Class 1 Railroad Companies are currently at 170% capacity.
- b) Mike Mullis stated that 72% of all the inquiries his firm now receives from companies include a requirement for rail. He stated there is a huge pent up need for 200-acre sites with rail access.

2. Deep Water Ports:

- a) Mike Mullis stated that there is an increasing emphasis on deep water ports. He stated his company looks at access to deep water ports as part of its site selection criteria.

3. Airports:

- a) Mike Mullis stated that having reasonable access to an international airport is also important. He stated the Albany Airport is an excellent airport to travel through. He stated that facility is a good marketing tool for this region.

4. Intermodal:

- a) Intermodal transportation involves the transportation of freight in an intermodal container vehicle using multiple modes of transportation such as rail, shipping and truck without any handling of the freight itself when changing modes. This method reduces cargo handling, improves security, reduces damage and loss and allows freight to be transported faster.
- b) Mike Mullis recommended that the Fulton-Montgomery County Region evaluate its abilities to provide and have access to intermodal transportation.

f. Incentives:

- 1. Mr. Mullis stated that the \$53/\$1,000 combined property tax rate in the Cities of Johnstown and Gloversville is **VERY** high. He stated that these high tax rates make PILOT's in New York State a requirement in order to be competitive.
- 2. Mr. Mullis stated that a PILOT would need to be in the 15-20 year period in order to make projects competitive given the current local combined tax rate.

g. Extending Water and Wastewater Services Outside of Cities:

1. Mike Mullis stated he read that there is a belief in this Region that if a development occurs in one (1) municipality, there is no benefit to an adjoining municipality. He stated such a belief is wrong and makes no sense. He stated Fulton and Montgomery County officials need to be smarter than that.
2. Mike Mullis stated that if a Region can get a company to move there, the entire Region benefits not just the municipality the project is located in. There should be no other story or discussion to the matter. He said elected officials in Fulton and Montgomery Counties must get over that misconception.

h. Petty Politics:

1. Mike Mullis emphasized and stressed that “petty politics” must be set aside in order for economic development to be successful. He stated, with the abilities of firms like his to conduct online research, it is very easy for site selection firms and the companies they represent to know a lot about a community before it even arrives in that community.
2. He stated he read the articles about the Cities of Gloversville and Johnstown publicly bickering over a land transaction regarding the FAGE Expansion Project. He stated when companies hear about those petty political arguments, they question wanting to move to an area where they can’t get along.
3. He advised local officials that you may think you live in a sheltered environment, but the fact is you don’t. The world knows what you are doing.

i. Government Factors:

1. Mike Mullis stated that the average time it takes for projects he’s involved with to go through the permitting process and construction is 15 months.
2. Mike Mullis stated that when his firm comes to a region to discuss a potential project, his first objective is to find out if government is on the side of business. He stated that local governments should be rallying around the theme of creating jobs. He stated that is what economic development is about.

IDA DISCUSSION: Jim Mraz reviewed the information on the Agenda regarding the recent Mike Mullis visit. He stated this was an outstanding event featuring an International Site Selector coming to this region to assess the Fulton and Montgomery County Region’s ability to attract major corporations. He stated Mr. Mullis was impressed with what this Region has to offer. He offered a number of suggestions and recommendations. Jim Mraz reviewed the various action items listed on the Agenda that have been pursued as a direct follow-up to Mr. Mullis’ presentation.

B. Tryon Subcommittee:

- Tryon Subcommittee met and discussed potential O & M expenses that could be incurred in 2014 with IDA taking ownership of Tryon.
- Subcommittee met with Supervisors to discuss these expenses.
- It was agreed to have IDA submit budget request to Board of Supervisors for funds to help the IDA pay for these O & M expenses.
- IDA would contract for O & M work. IDA would pay for bill and then seek reimbursement from the County.

- IDA submitted a proposed \$50,000 budget request to Economic Development Committee at its October 1, 2013 meeting. Committee unanimously approved the request.
- Finance Committee met on October 3, 2013 and also approved the IDA's budget request.
- As a result, the IDA's proposed 2014 Budget includes \$50,000 in expenses and revenues for the Tryon Project.

**C. Proposed 2014 Budget:**

	<b>2012 ACTUAL</b>		<b>2013 BUDGET</b>		<b>2014 BUDGET</b>
<b><u>REVENUE:</u></b>					
<b>Operating Revenues</b>					
Charges for services	\$ -		\$ -		
Rental & financing income			\$ -		
Other operating revenues	\$ 43,334.74		\$ 400.00		
<b>Nonoperating Revenues</b>					
Investment earnings	\$ 517.97		\$ 500.00	\$	500.00
State/Federal subsidies/grants	\$ -		\$ -		
Municipal/Public authority subsidies/ grants -Fulton County*	\$ -		\$ -	\$	50,000.00
Other nonoperating revenues	\$ 6,742.86		\$ 67,468.00	\$	56,900.00
<b>Total Revenues</b>	<b>\$ 50,595.57</b>		<b>\$ 68,368.00</b>	<b>\$</b>	<b>107,400.00</b>
<b><u>EXPENDITURES:</u></b>					
<b>Operating Expenditures</b>					
Salaries and wages	\$ 19,879.06		\$ 20,268.00	\$	22,400.00
Other employee benefits	\$ -		\$ -	\$	-
Professional services contracts	\$ 23,575.00		\$ 23,500.00	\$	23,600.00
-West & Company			\$ 10,000.00	\$	10,000.00
-FCCRG Marketing			\$ 5,000.00	\$	5,000.00
-Legal			\$ 8,000.00	\$	8,000.00
-CFO			\$ 500.00	\$	600.00
Supplies and materials	\$ -		\$ -	\$	-
Other operating expenditures	\$ 7,141.51		\$ 24,600.00	\$	61,400.00
-Insurance	\$ 847.60		\$ 3,000.00	\$	0.00
-Meetings	\$ 445.00		\$ 700.00	\$	700.00
-NYSEDC Membership	\$ 450.00		\$ 500.00	\$	500.00
-Park Maintenance	\$ -		\$ 200.00	\$	-
-Miscellaneous	\$ 5,398.91		\$ 200.00	\$	200.00
-Tryon Technology Park Marketing Project	\$ -		\$ 20,000.00		
-Tryon: Building Systems Startup*				\$	15,000.00
-Tryon: Building Systems Maintenance Contracts*				\$	10,000.00
-Tryon: Gas/Electric Usage*				\$	10,000.00
-Tryon: Property Maintenance Contracts*				\$	5,000.00
-Tryon: Building Repairs*				\$	5,000.00
-Tryon: Install New Door Locks*				\$	3,000.00
-Tryon: Water/Sewer Usage*				\$	1,000.00
-Tryon: Insurance*				\$	1,000.00
-Tryon: Marketing/Capital				\$	10,000.00

<b>Nonoperating Expenditures</b>	\$	-	\$	-	\$	-
Payment of principal on debt	\$	-	\$	-	\$	-
Interest and other financing charges	\$	-	\$	-	\$	-
Grants and donations	\$	-	\$	-	\$	-
Other nonoperating expenditures	\$	-	\$	-	\$	-
<b>Total Expenditures</b>	\$	<b>50,595.57</b>	\$	<b>68,368.00</b>	\$	<b>107,400.00</b>

IDA DISCUSSION: Jim Mraz reviewed the proposed 2014 IDA Budget. He stated that the primary change to this budget is including both revenue and expenditures for the Tryon Project. He stated that Fulton County has agreed to commit \$50,000 that would be used to reimburse the IDA in 2014 for costs it will be incurring to operate and maintain Tryon.

Under the revenue side, Jim Mraz identified the one (1) line item under Municipal/Public Authority Grants, which shows a \$50,000 revenue coming from Fulton County. He noted the asterisk next to that line item. He stated that is the revenue that Fulton County will be providing to the IDA as part of any reimbursement for costs that the IDA will incur. On the expenditure side, Jim Mraz pointed to the seven (7) line items in the budget that are titled Tryon that have an asterisk on them. He stated those will be the IDA's operation expense accounts for Tryon that will be subject to the County reimbursing it.

Jim Mraz stated that if the proposed budget did not include the \$50,000 of expenses and revenues related to the Tryon Project, the budget would actually be down from 2013.

Jim Mraz stated that the proposed budget includes the recommendations from the Governance Committee for 2014 compensation levels for the Executive Director and Chief Financial Officer (CFO). The amounts included are \$18,900 for the Executive Director and \$600 for the CFO.

There was a discussion amongst IDA members regarding various components to the proposed budget.

IDA ACTION:

MOTION: To approve the IDA's 2014 Budget as presented and authorize the Executive Director to file the Budget under PARIS.

MADE BY: George Bevington

SECONDED: Francis Reed

VOTE: Unanimous

**D. National Grid's Strategic Economic Development Program:**

1. Background:

- National Grid provides funding for eligible economic development projects through its Strategic Economic Development Program.
- The marketing initiatives for the Tryon Technology Park and Incubator Center Project recommended by Mr. Mullis are eligible projects for funding under this program.
- The Program would pay for 50% of eligible costs.

- Fulton County is not an eligible applicant for these funds but the IDA is.
- It is recommended that the IDA apply for funds under this Program. These funds would be matched with Fulton County funds to undertake these initiatives.
- National Grid advises that it typically takes four (4) weeks to review and act on applications for funding.

2. Jump Start Fulton County: Tryon Marketing:

1. Perform Target Industry Analysis:

- a. Conduct Regional SWOT Analysis:
  - Identify region's strengths, weaknesses, opportunities and threats.
- b. Regional Labor Analysis:
  - Identify skills, training and educational levels existing labor force within 45-minute drive of Tryon Technology Park.
  - Identify labor costs and compare to other regions of New York State and USA.
  - Prepare labor force profile of Region. Benchmark profile to USA and New York State.
  - Survey employers in Region to obtain input on labor availability, cost, trainability and effectiveness of Region's training programs.
  - Other
- c. Evaluate Cost of Living:
  - Conduct comparative cost of living analysis of the Fulton-Montgomery County Region to other regions of New York State and USA.
- d. Evaluate Existing Transportation System:
  - Identify Tryon Technology Park's proximity to:
    - Deep Water Ports
    - Commercial Airport
    - Rail
    - Intermodal
    - Interstate Highway System
  - Identify and compare costs associated with existing transportation systems that would service the Tryon Technology Park.
  - Identify possible opportunities and limitations of existing transportation systems that would service the Tryon Technology Park.
  - Other
- e. Evaluate Utilities:
  - Identify existing electrical/gas service available.
  - Identify maximum electrical/gas service availability.
  - Estimate cost to upgrade existing services to increase efficiencies.
  - Assess ability of existing utilities to meet gas/electric needs of industry clusters.
  - Other

- f. Evaluate Water and Sewer:
    - Identify maximum volume of water and wastewater available.
    - Identify potential costs to increase capacity.
    - Assess ability of existing water and sewer systems to address needs of industry clusters.
    - Other
  
  - g. Identify Target Industry Clusters:
    - Identify and rank, based upon items 1-6 above, the ten (10) "Strongest" industry clusters to market the Tryon Technology Park & Incubator Center to.
    - Identify, based upon items 1-6 above, the most significant "Threats" to the marketability of the Tryon Technology Park & Incubator Center.
    - Prepare report.
2. Identify Contacts for Top Ten (10) Industry Clusters:
    - Identify, within each targeted industry cluster, the names of companies to market the Tryon Technology Park & Incubator Center to, including pertinent contact information.
    - For each company named, identify company's expansion plans, desired location and other requirements.
    - Arrange meeting with company to discuss company's expansion plans, needs and how the Tryon Technology Park & Incubator Center can fulfill them.
    - Arrange two (2) meetings with companies in each of the ten (10) target industry clusters.
  
  3. Create Regional Business Training Center at Building 3:
    - a. Based upon targeted industry clusters, identify training needs of those clusters.
    - b. Identify training needs of existing businesses in Region.
    - c. Discuss business training needs with Fulton-Montgomery Community College (FMCC)/Hamilton Fulton Montgomery Boards of Cooperative Educational Services (HFM-BOCES).
    - d. Evaluate existing spaces in Building 3 at Tryon as potential business training spaces.
    - e. Develop Regional Business Training Program:
      - Identify types of training to provide.
      - Identify equipment needed.
      - Identify building renovations needed.
      - Apply for grant money to renovate existing spaces and purchase training equipment.
      - Market Regional Business Training Center.
    - f. Incorporate Regional Business Training Center into overall Marketing Plan for Tryon.
  
  4. Engineering Report on Existing Back-up Generator:
    - a. There is a large generator located at the Tryon Technology Pak & incubator Center. This large generator could be a significant asset that should be marketed.

- b. An Engineering Report is to be prepared to identify how businesses could connect into this generator and use it as a backup power source.
  - c. The Report would, at a minimum, consist of the following:
    - Identify capacity, type, age and full description of generator.
    - Identify how it could provide back-up power to businesses located at Tryon.
    - Develop electrical layout plan consistent with Site Plan.
    - Identify and describe how back-up power system would work.
    - Prepare cost estimates.
    - Prepare Engineer's Report to provide to businesses.
  - d. Incorporate use of back-up generator into overall Marketing Plan for Tryon.
5. Prepare a Tryon Marketing Plan that includes:
- a. The industry clusters to market Tryon to.
  - b. The names of companies to meet with regarding Tryon.
  - c. The SWOT analysis of the Region.
  - d. Regional Labor Analysis.
  - e. Evaluation of Transportation System.
  - f. Evaluation of existing water and sewer services and utilities.
  - g. Creating a Business Training Center.
  - h. How to market the emergency generator.
  - i. Other pertinent information.
- 2. Capital Projects Committee recommended that \$150,000 be included into the County's 2014 Capital Plan to pursue these initiatives.
  - 3. The total project cost would be \$150,000 with \$75,000 coming from a National Grid grant.
  - 4. The Fulton County Industrial Development Agency will apply to National Grid for this grant because Fulton County is not an eligible applicant.

**IDA DISCUSSION:** Jim Mraz reviewed the information on the Agenda. He stated this initiative is tied to the recommendations made by Mr. Mullis during his visit to the Fulton-Montgomery County Region. He stated the proposal is to hire a firm to prepare a Marketing Strategy for Tryon. It would include conducting a Targeted Industry Analysis. Certain industries would be targeted to have the Tryon Park marketed to. Contacts would then be obtained for specific companies within each Targeted Industry Cluster that could be contacted. Jim Mraz stated that the total budget for this effort would be approximately \$150,000. Fulton County Board of Supervisors has agreed to pay for half of this initiative. The other half would come from National Grid's Strategic Economic Development Program. He stated this would be a significant initiative for the Tryon Project.

A question was asked on when this work would be conducted. Jim Mraz stated that this work would probably commence in 2014. The work would only move forward if the National Grid Grant was awarded and Fulton County included in its budget the local share for this grant. Bill Sullivan asked if a consultant would be hired to do this work. Jim Mraz stated, "Yes." He stated that he would be working with Empire State Development and other agencies to develop a list of potential consulting firms to seek proposals from for this work.

IDA ACTION:

MOTION: To authorize the Executive Director to submit an application to National Grid's Strategic Economic Development Program requesting funding to implement various marketing initiatives for the Tryon Technology Park and Incubator Center Project.

MADE BY: Joseph Semione

SECONDED: Todd Rulison

VOTE: Unanimous

**VI. OTHER BUSINESS:**

**A. Thruway Connector Project:**

Jim Mraz provided IDA Board members with a brief update on the Thruway Connector Project. He stated that Fulton County has committed to provide the local share for this study to move forward. He stated NYSDOT has consented to having Fulton County provide the entire local share instead of having each County provide half of it. He stated that if all goes well, this study would commence in 2014.

**B. START-UP NY:**

Jim Mraz distributed a handout regarding this new START-UP NY Program. He stated that the program regulations are currently being written. As a result, there is still some unknowns as to the details of this program. He reviewed the information on the handout regarding the potential benefits this program can provide.

**VII. CLOSE MEETING:**

MOTION : To close the meeting.

MADE BY : Francis Reed

SECONDED : Todd Rulison

VOTE : Unanimous

TIME : 9:20 a.m.