

BUILDING FULTON COUNTY'S FUTURE: HOUSING, TOURISM & ECONOMIC GROWTH

2026-2030 DEVELOPMENT STRATEGY

PREPARED NOVEMBER 2024



EXECUTIVE SUMMARY

Fulton County engaged MRB Group to create this 2026-2030 Development Strategy, “Building Fulton County’s Future: Housing, Tourism and Economic Development,” as an update to its previous plan completed in 2018, referred to as Vision 2026. The County recognized that it was time to refresh that plan, especially given the many changes wrought by the COVID-19 pandemic, as well as the many changes it experienced in its demographic and economic context. Fulton County therefore recognized that the new Development Strategy needed to focus on three specific topic areas critical to its future: housing, tourism, and economic development. As such, the County sought to create a Development Strategy that would outline specific strategies and concrete actions for proactively addressing those three topic areas. A Development Strategy is an important planning tool for ensuring that Fulton County and its component communities can shape their future, be intentional and strategic as they consider future-oriented policy making and attract development activity, and effectively communicate with developers and stakeholders.

Vision 2026 Development Strategy

Vision 2026 was published in August 2018. It laid out a ten-year plan for achieving a vision of Fulton County as a “premier place to invest, work, start a business, own a home, raise a family, vacation, and retire.” The strategy was organized under a framework of three overarching initiatives:

1. Become an extraordinary place to live with an enviable quality of life.
2. Build a strong economy and stable tax base.
3. Create healthy communities connected to nature.

The Vision 2026 strategy was built on six components: A Fulton County Profile, Fulton County Retail Strategy, Fulton County Housing Strategy, three Primary Development Areas (Hales Mills Development Area, Vail Mills Development Area, and Tryon Development Area), Downtown Development Strategies (concerning the City of Gloversville and City of Johnstown), and local community plans and strategies.

By the time Fulton County engaged MRB Group in 2024, Fulton County and its partners had made significant progress implementing the Vision 2026 Development Strategy. Notable progress and developments included:

- Representatives of the four key organizations involved in the plan's implementation meet regularly (the Fulton County Board of Supervisors, which maintains a standing Economic Development & Environment Committee; the Fulton County Planning Department; the Fulton County Industrial Development Agency; and the Fulton County Center for Regional Growth).
- The County is roughly meeting the \$3 per capita allocation goal set for economic development marketing and contracts with the Fulton County Center for Regional Growth (FCCRG) for marketing.
- The County's SMART Waters initiative is in progress, extending water and sewer infrastructure.
- Regarding the identification of additional sites for new businesses, Johnstown Commerce Park was prioritized for advancement to shovel-ready status, and it is owned by the Fulton County Center for Regional Growth and served by water and sewer. FAST NY funding was secured to support site engineering and SEQR, and the site has been discussed with the U.S. Economic Development Administration. Electrical power infrastructure remains a constraint on other site development, but the County and its partners are communicating with National Grid to understand its potential plans for a new substation and how that may impact the viability of other industrial sites.
- Regarding Tryon Development Area, the County established Fulton County Sewer District No.4: Hales Mills, which encompasses Tryon; the Fulton County IDA installed a new backup generator for the sewer pump station; and Tryon is being marketed via Winstanley Enterprises.
- In Johnstown Industrial Park, all 14 buildings are occupied, and one lot is vacant. One lot contains a building that was partially completed by Johnstown Renewables, which has since abandoned plans to complete the building.

- In Crossroads Industrial Park, all seven buildings are occupied. Crossroads Park (formerly known as Crossroads Business Park), adjacent to the north, is within an area recently rezoned to allow for housing development, and its Kathy's Way area is listed through a realtor for housing development.
- Regarding the three primary development areas, the Fulton County IDA, Fulton County, and the Fulton County Center for Regional Growth all maintain online marketing materials showcasing site concepts and readiness.
- To advance the Hales Mills Development Area, the County installed a 12" waterline down Hales Mills Road Extension and connected it into an existing 12" waterline on the south side of NYS Route 29. Ownership of that waterline was transferred to the City of Gloversville under the SMART Waters initiative.
- To advance the Vail Mills Development Area, the County created a sewer district mirroring the development area; some development has taken place.
- Regarding the Tryon Development Area, the IDA now owns a tract being marketed for housing, which has seen interest for housing and business uses.
- The Fulton County Industrial Development Agency's (IDA) Uniform Tax Exemption Policy was amended in 2023 to offer different real property tax exemptions to different types of projects, to better incentivize new development opportunities beyond just manufacturing and warehouse projects, with specific consideration for brownfields; adaptive reuse; tourist destination; and housing development projects.
- The Fulton County Center for Regional Growth operates an active brownfields program to assist site development.
- The Fulton County Center for Regional Growth administers four loan programs to assist business development.
- The City of Gloversville secured and is implementing a \$10 million Downtown Revitalization Initiative award and has additional housing development underway. The City of Gloversville has also amended land use regulations to allow housing development in certain areas formerly zoned as industrial.
- The County's retail sector potential has been enhanced through water and sewer infrastructure expansion (e.g. Town of Mayfield's infrastructure investments), the direction of Fulton County Center for Regional Growth microenterprise grants toward retail projects, and the engagement of multiple pubs/breweries in a "44 Lakes Craft Beverage Trail."
- The County no longer conducts tourism promotion through the Fulton Montgomery Regional Chamber of Commerce, and now performs this function in-house, with a full-time Tourism Coordinator position employed by Fulton County (Fulton County Visitors Bureau). This is providing efficiencies with the bed tax and the GIS capabilities of the Planning Department, particularly since the Planning Department's provision of planning services to many Fulton County municipalities equips the staff to readily understand where viable locations are for tourism amenity development. The annual tourism marketing

components named in Vision 2026 are largely underway in their early stages, and the Planning Department and Visitors Bureau are working to understand the existing event landscape and identify opportunities for event growth and event stacking.

- There has been progress in developing the Great Sacandaga Lake Discovery Center (e.g. the plan’s call for a “public tourist destination site on GSL”), the “Field of Dreams” little league baseball complex (Parkhurst Field), and the Route 30/30A corridor sewer extension designed to stimulate the development of additional tourism amenities.
- Additional rail trail miles have been added, and Wheelerville Trails system is now a burgeoning attraction for mountain bikers.

This 2026-2030 Development Strategy (“Building Fulton County’s Future: Housing, Tourism & Economic Growth”) does not replace the County’s existing “Vision 2026” strategy. This new development strategy looks to build off Vision 2026 by focusing on three key topic areas: housing, tourism, and economic development. Fulton County and its partners have been pursuing and will continue to pursue projects and initiatives described in Vision 2026. Now, Fulton County and its partners will also work on implementing the fifteen priority projects identified in this new Development Strategy.

About This Report

This Development Strategy, “Building Fulton County’s Future: Housing, Tourism & Economic Growth,” opens with a description of the project approach, key findings about Fulton County’s current conditions, and an overview matrix of the fifteen projects to be implemented—five each for the topic areas of housing, tourism, and economic development. Next, each of the fifteen projects is presented in turn, detailing clear action steps, lead organization and partner roles, timeline, rough-order-of-magnitude costs, and relevant grant programs and other implementation resources.

The appendices contain supporting documentation, including the Fulton County Profile (updated sociodemographic, industry, employment, and real estate data and trends); an updated SWOT analysis; summaries of the stakeholder survey, interviews, and workshops; overviews of the grant resources that are applicable to the fifteen implementation projects; and maps identifying the three primary development areas. The three primary development areas (PDAs) referenced throughout this report were defined in the previous Vision 2026 Development Strategy. They are:

1. **Hales Mills Development Area**, located along Hales Mills Road Extension in the Town of Johnstown, a 490+/- acre area envisioned as a vibrant, walkable, and accessible neighborhood featuring housing, retail, commerce, and recreational opportunities.
2. **Vail Mills Development Area** in the Town of Mayfield, at the intersection of NYS Routes 29 and 30, home to several businesses and a rail trail and featuring opportunities for infill development, with a community-supported plan that includes new single-family housing, a commercial/retail district, and lodging.
3. **Tryon Development Area**, located on the west side of County Route 158 in the Town of Perth, a 108+/- acre prime tract owned by the Fulton County Industrial Development Agency that would be attractive for various types of housing.

The locations of these three primary development areas are shown on a map on the following page. Maps of the individual PDAs are included as Appendix E.



Project Approach

Throughout this effort, MRB Group worked closely with a Project Committee with representatives from the Fulton County Planning Department, Fulton County Board of Supervisors, Fulton County Industrial Development Agency, and Fulton County Center for Regional Growth. MRB Group reviewed existing County, regional, and municipal planning documents, which were then used to contextualize the socioeconomic, demographic, industry, and real estate data from MRB Group's best-in-class data sources. MRB Group conducted robust stakeholder outreach efforts including a targeted survey; one-on-one interviews with municipal elected officials and developers; and structured workshops on economic development, housing, and tourism that substantially informed the identification of the fifteen implementation projects in this plan. A SWOT analysis was updated leveraging the knowledge of the Project Committee and the survey input. MRB worked with community leadership and stakeholders to create a strategic plan that addresses the three key topics—housing, tourism, and economic development—and identifies practical actions to advance development in those areas. This Development Strategy is accompanied by an Implementation Progress Dashboard.

MRB Group was charged by Fulton County to prepare a Development Strategy that featured fifteen total priority projects to pursue—five each in the three topic areas of housing, tourism, and economic development. During the preparation of this Development Strategy, many viable and worthwhile potential projects, initiatives, and ideas were identified through the surveys that were submitted and during the stakeholder workshops held at SUNY Fulton-Montgomery. Not all of those projects, initiatives, and ideas were included in the final list of fifteen priority projects, however they are included in Appendix C, and any of them could be implemented at any time.

Key Findings

As part of the creation of this “Building Fulton County’s Future: Housing, Tourism and Economic Development” 2026-2030 Development Strategy, MRB Group compiled a profile of the County’s current economic conditions in terms of demographic, industry, employment, and real estate trends. Insights from this profile, which is included in full as Appendix A to this report, provided a foundation for strategic planning in later phases of the project. Below are key findings organized by topic and indicating whether each item represents a strength, weakness, opportunity, or threat (with blank cells indicating neutral). “Region” refers to the six-county Mohawk Valley Region as defined by Empire State Development.

Demographics

- Fulton County’s population declined 5.6% from 2010-2023 (to 52,437), with losses most heavily concentrated in the cities (Johnstown and Gloversville). The County’s population is expected to continue to contract over the next five years at a similar rate of projected loss to the Mohawk Valley Region.
- The County’s median household income (\$57,712 in 2023) is projected to increase by 8.4% over the next five years, a slower rate of growth than that of the Region (10.0%) and New York State (10.8%).
- The County has a higher median age (44.1) than the comparison geographies, but the County and Region are expected to age more slowly than New York State (NYS) over the next five years.
- In comparison to the Region and NYS, Fulton County has a significantly larger share of households earning less than \$50,000 annually (42%), and the lowest share of households earning above \$100,000 (24%).
- Fourteen percent of County households live below the poverty line, a decrease from 17% in 2010.
- One-fifth of County residents have a bachelor’s degree or higher, the lowest of the three geographies. A higher percentage of Fulton County residents hold an associate’s degree than the comparison geographies.

Housing

- Fulton County's 2018 Housing Strategy noted a need for efforts and resources to mitigate affordability gaps, incentivize renovation of older units, improve downtown amenities in order to encourage downtown housing development, and encourage residential reuse of vacant institutional and manufacturing properties.
- Of Fulton County's approximately 28,000 housing units, 56% are owner-occupied and 23% renter-occupied. About 1/5th are vacant, attributable mostly to the fact that many serve as second/seasonal homes. Sixty-seven percent are single-family detached homes. The County has a higher percentage of duplexes and mobile homes than the Region and State, but a lower percentage of structures with three or more housing units. Sixty-five percent of the County's housing units were built before 1970.
- Fulton County is relatively affordable for both renters and homeowners compared to the Region and State, making it an attractive location for households amid the tight and increasingly expensive national housing market. However, there is still a portion of the population that is likely cost-burdened by housing.
- Median home values in the County are expected to grow more than median household income, potentially exacerbating housing affordability challenges.

Tourism

- Traveler spending in Fulton County was \$79 million in 2022, up 9.5% from 2021, and is estimated to support 854 jobs in the County (including spillover effects).
- In the hospitality real estate market, the twelve-month occupancy rate is 52.4% (the statewide rate is 72.7%), and the Revenue Per Available Room (Rev Par) is \$61.

Economic Development

- Fulton County's labor force is 22,600 people. The unemployment rate was 4.4% in 2023.
- Fulton County has a net outflow of 3,593 commuters (7,425 inbound and 11,018 outbound).
- Government, Health Care and Social Assistance, and Retail Trade are the County's largest economic sectors, together accounting for 50% of employment. The County has a very high concentration of Transportation and Warehousing jobs.

- From 2013 to 2023, Fulton County experienced a net job loss of 7%, or 1,308 jobs, compared to a loss of 4% for the Region, as shown on page 63. Transportation and Warehousing was the only sector with substantial job growth over that period.
- The County's five most highly concentrated industries are all in the manufacturing sector. The manufacturing industries that employ the most people in the County are Glass and Glass Product Manufacturing and Dairy Product Manufacturing.
- Fulton County's economy is expected to add more than 1,900 jobs over the next decade, an expansion of 11%, as shown on page 68. This will be driven by gains in the Transportation and Warehousing; Health Care and Social Assistance; Retail Trade; Government; and Manufacturing sectors. This projected expansion after a decade of contraction mirrors similar growth expectations for the Mohawk Valley Region and Upstate New York more broadly.
- The industrial real estate vacancy rate is the lowest it has been in the past decade (3.4%). Market rents, having grown steadily over that period, are \$5.21 per square foot, somewhat lower than surrounding areas.
- The office space vacancy rate is 1.5%. Market asking rents only modestly increased over the past decade, to the current \$18.33 per square foot (gross).
- Retail vacancy rates have long been extremely low, and are now at 1.4%, alongside other indicators of persistent demand for retail space. Current market asking rent is very low, at \$10.90 per square foot.

Strengths, Weaknesses, Opportunities, and Threats (SWOT)

A SWOT analysis was updated leveraging the knowledge of the Project Committee and the survey input. The full SWOT analysis is contained in Appendix B; a brief selection of those items is presented below.

- **Strengths:** Great place to live, raise a family; natural beauty and resources and world class recreational assets; strong municipal infrastructure.
- **Weaknesses:** Lack of housing options; lower level of post-secondary education; limited social, entertainment and cultural venues.
- **Opportunities:** Demand for downtown, executive, attainable and senior housing; developer interest in low-cost land, housing and commercial/industrial buildings; large scale mixed-use targeted development areas: Hales Mills, Vail Mills, and Tryon.
- **Threats:** Outmigration resulting from inadequate housing options; stagnancy and deterioration of existing housing stock; absorption of development sites by commercial solar.

Interviews with Elected Officials and Housing Developers

MRB Group interviewed Town Supervisors, City Mayors, and Village Mayors throughout Fulton County to learn about local conditions, challenges, and opportunities. Although there were differences in perspectives and priorities between leaders of denser communities and more rural communities, common themes in these discussions included a perception of excess demand for housing of all typologies; the need for child-care facilities; concerns about property conditions and blight; and the value that outdoor recreation offers for quality of life and economic development. MRB Group also interviewed housing developers. They generally felt that Fulton County’s housing market was somewhat weak but see long-term opportunity, and they believe that synergies between tourism and downtown revitalization could ultimately spur a stronger housing market. Specifically, one developer noted that many people travel through Fulton County to vacation in the Adirondacks, but “don’t have a reason to stop” in Gloversville—if they had more reasons to stop, that would support Main Street vibrancy and in turn stimulate a stronger housing market in the downtowns. One interviewee sees huge potential for the Caroga Arts Collective and associated creative activity to “set a tone” that can be spread into the downtowns, particularly if paired with a focus on rehabilitation of historic buildings. See Appendix C for summaries of these interviews and other stakeholder engagements.

Overview of Projects

This matrix provides a snapshot of the fifteen projects to be implemented (five for housing, five for tourism, and five for economic development). Within these topic areas, they are ordered by implementation time frame. In addition to these specific projects, Fulton County and its economic development partners will continue to work to identify the “next” substantial economic development and industrial sites.

Topic	Project	Lead Organization	Cost	Y1	Y2	Y3	Y4	Y5
Housing	Housing Coordinator Position	Fulton County	\$65-70K/Year					
	Pro-Housing Communities	Municipalities	Staff Time					
	Round-About Housing Hub	FCCRG, FCIDA	\$600K					
	Tryon Residential Incubator Site	FCIDA, Fulton County	\$2-5M					
	Landlord Registry and Code Enforcement	Municipalities	\$10K/Year					
Tourism	Tourism Infrastructure Development	Fulton County	\$4M					
	Trails Master Plan	Fulton County	\$500K-\$1M					
	Good Host Training Program	FMRCC	\$25K					
	Enhance Public Beach Access	Fulton County	\$500K-\$1M					
	Improve Signage and Wayfinding	Fulton County	\$1-3M					
Economic Development	Building Demolition & Substation Supporting Tryon Technology Park	FCIDA	\$8-11M					
	Advance Airport Site	Fulton County	\$2-3M					
	Advance Johnstown Commerce Park	FCCRG	>\$10M					
	Advance Two Brownfield Sites	FCCRG & City of Gloversville	\$4-5M					
	SMART Waters Infrastructure Expansion Projects	Fulton County	\$50M					

 Timeframe of core action items.

 Ongoing operations or sustained marketing related to project.

FCCRG: Fulton County Center for Regional Growth. FCIDA: Fulton County Industrial Development Agency.

FMRCC: Fulton Montgomery Regional Chamber of Commerce.

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PROJECT PLANS

On the following pages, each of the fifteen projects is presented in turn, identifying action steps, lead organization and partner roles, timeline, rough order of magnitude costs (including cost portions that may be eligible for grant assistance), and relevant grant programs and other implementation resources.

Housing Coordinator Position

Create a “Housing Coordinator” position to develop and manage a County-wide housing program to encourage development of new housing and pro-housing policies in the community, particularly in the cities, villages, and three primary development areas (Hales Mills, Vail Mills, Tryon).

Topic: Housing

Lead: Fulton County

Time Frame: Years 1-2 (and ongoing operations)

Cost: \$65,000-\$75,000/year (starting salary)

Goal: Ensure housing stock meets the needs of current and future residents

Action Plan

1. Prepare job description and establish a job title through civil service.
2. Budget funds into 2027 County budget to hire a Housing Coordinator.
3. Recruit and hire in 2027.
4. Housing Coordinator to develop and manage a County Housing Program that will:
 - Promote the development of new housing throughout the County;
 - Promote the upkeep and rehabilitation of the County’s existing housing stock; and
 - Support implementing the housing strategies identified in this Development Strategy including Pro-Housing Communities designation, landlord registries, and code enforcement.

Key Partners

- Fulton County Center for Regional Growth

Potential Resources

- NYS Homes and Community Renewal
- Mohawk Valley Economic Development District
- Financial lenders (re: first-time homebuyers, etc.)
- USDA Rural Development – Single Family Housing Programs and Multi-Family Housing Programs

Pro-Housing Communities

Secure Pro-Housing Communities Program certification from New York State Homes and Community Renewal for all local communities that wish to pursue it. The Pro-Housing Communities Program, administered by New York State Homes and Community Renewal, provides a certification program for local governments that are taking action to support housing growth to address the housing shortage throughout the State. Obtaining certification is now required for municipalities to be eligible for specific discretionary funding grants.

Topic: Housing

Lead: Municipalities

Time Frame: Year 1 (and ongoing renewals)

Cost: Staff time

Goal: Position Fulton County and its communities to access State and Federal dollars and to help develop new housing in the County

Action Plan

1. [County coordinated an MRB Group-facilitated educational workshop in October 2024.]
2. County to support municipalities to determine whether housing permitting history qualifies them for certification option 1 or 2; collect required documentation; and apply for certification.
3. Housing Coordinator to continually promote awareness of certification benefits and requirements and equip elected leaders to inform local boards.
4. Municipalities to submit information annually for designation renewal.

Key Partners

- Fulton County Planning Department (support with data requirements, advisement, and technical assistance)
- NYS Homes and Community Renewal
- Fulton County Center for Regional Growth (advocate)
- NYS Adirondack Park Agency

Potential Resources

- Mohawk Valley Regional Economic Development Council
- Mohawk Valley Economic Development District

Round-About Housing Hub

Create and promote a “Round-About Housing Hub” near NYS Route 30A/South Kingsboro Ave./Harrison Street Triangle.

Topic: Housing

Lead: Fulton County Center for Regional Growth, Fulton County Industrial Development Agency

Time Frame: Years 1-3 (and ongoing marketing)

Cost: \$600,000

Goal: Develop new housing to diversify the County’s housing stock and meet the housing needs of the County’s population

Action Plan

1. Crossroads Park:
 - Continue to promote development of new housing on 26+/- acre FCIDA-owned parcel in Crossroads Park (currently listed with realtor; zoning is in place and advertised as such).
 - Market site for new housing.
2. Other Sites:
 - Identify other potential sites for new housing near NYS Route 30A/South Kingsboro Ave./Harrison Street Triangle.
 - Complete site-specific market studies.
 - Secure site control.
 - Complete engineering evaluation of sites to advance site readiness.
 - Market sites for new housing.

Key Partners

- NYS Homes and Community Renewal
- City of Gloversville

Potential Resources

- USDA-Rural Development – Single Family Housing Programs and Multi-Family Housing Programs (including Rural Housing Site Loans)
- NYS Homes and Community Renewal

Tryon Residential Incubator Site

Create a “Tryon Residential Incubator Site” on County Route 158: Extension of infrastructure from Tryon Technology Park to Tryon Primary Development Area to incentivize and attract housing developers to that site. The Fulton County Industrial Development Agency owns 108+/- acres of land adjacent to the Tryon Technology Park referred to as the Tryon Development Area. The site fronts County Route 158, lies in the Town of Perth, and is in Broadalbin Perth School District. The plan is to extend water, sewer, and gas service to the site from Tryon Technology Park and then market this site for new housing.

Topic: Housing

Lead: Fulton County Industrial Development Agency and Fulton County

Time Frame: Years 1-2 (and ongoing marketing)

Cost: \$2-5M

Goal: Ensure housing stock meets the needs of current and future residents

Action Plan

1. Conduct site-specific market analysis.
2. Identify and plan/engineer basic infrastructure improvements (road, water, sewer, gas, electric) within the Tryon [Primary] Development Area that would make it attractive to housing developers.
3. Update Tryon housing brochure and market the site to housing developers.
4. Extend existing infrastructure that is located within Tryon Technology Park to the Tryon Development Area.

Key Partners

- Fulton County Center for Regional Growth
- Town of Perth
- City of Gloversville (Water Department)

Potential Resources

- USDA Rural Development – Single Family Housing Programs and Multi-Family Housing Programs (including Rural Housing Site Loans)
- NYS Homes and Community Renewal programs

Landlord Registry & Code Enforcement

Assist local governments in establishing a landlord registry and strengthening code enforcement. A landlord registry is a database of all rental properties and their owners in a community. Such registries assist local governments in enforcing building codes and housing standards and helps ensure tenants live in safe, habitable rental units.

Topic: Housing

Lead: Municipalities

Time Frame: Year 3 (and ongoing operations)

Cost: \$10,000/year (offset by landlord registration charges)

Goal: Combat deterioration of aging housing stock and ensure that renter households have access to quality, safe units

Action Plan

1. Housing Coordinator to organize a workshop for municipalities on landlord registries, related regulatory tools, templates, and code enforcement strategies.
2. Housing Coordinator to research and share best practices for landlord registries and related regulatory tools applicable to NYS municipalities.
3. Municipalities to explore potential for using third party landlord registry platforms.
4. Municipalities to direct limited code enforcement resources to neighborhoods exhibiting reinvestment activity, in order to boost the cycle of neighborhood confidence and reinvestment.

Key Partners

- Fulton County Planning Department to facilitate sharing of best practices among municipalities
- Housing Coordinator
- City of Johnstown and City of Gloversville landlord initiatives as later potential model (early stage as of this writing)

Potential Resources

- NY Conference of Mayors
- NY Association of Towns
- NYS Department of State (local law search)
- City of Schenectady, Utica, and other models
- National League of Cities publications

Tourism Infrastructure Development

Continue infrastructure development for “Destination Fulton County” strategic plan (Route 30/30A Corridor sewer project; “Field of Dreams” little league baseball complex; Great Sacandaga Lake Discovery Center).

Topic: Tourism

Lead: Fulton County

Time Frame: Years 1-3 (and ongoing promotion)

Cost: \$4M, including \$2M for construction of Great Sacandaga Lake Discovery Center

Goal: Develop new tourist destinations to attract more tourism into the County

Action Plan

1. Construction of Great Sacandaga Lake Discovery Center. [Site plan is in place, approvals being obtained.]
2. Following the sewer extension work covered in another project, promote development of private sector tourism-related amenities along the Rt. 30/30A corridor, including retail and services related to outdoor recreation (e.g. kayak rentals, outdoor outfitters, campgrounds, accommodations).
3. Work with the City of Gloversville to promote recreation and tourism in the Harrison Street corridor (“Baseball Boulevard”), building upon the Harrison Street Complete Streets Study by Greenman Pedersen and Brownfield Opportunity Area (BOA) Nomination Plan.
4. Engage the Town of Johnstown on potential expansion of Baseball Boulevard along Harrison Street between NY-29 and NYS-30A.
5. Visitors Bureau continue to promote expansion of the Parkhurst Field complex.

Key Partners

- Fulton County Visitors Bureau
- Fulton County Industrial Development Agency
- Fulton County Center for Regional Growth
- Parkhurst Field Foundation
- City of Gloversville, Town of Mayfield, other affected municipalities
- NYS Baseball Hall of Fame
- Empire State Development / I LOVE NY

Potential Resources

- American Rescue Plan Act local aid
- ESD (Market NY; I LOVE NY Tourism Matching Funds)
- USDA Rural Development
- U.S. Environmental Protection Agency – Recreation Economy for Rural Communities
- Congressionally directed spending (member items)
- Philanthropic resources for Great Sacandaga Lake Discovery Center

Trails Master Plan

Create and implement a County-wide trails system master plan (multi-modal: hike, bike, kayak/canoe, pedestrian, ATV, snowmobiles, etc.).

Topic: Tourism

Lead: Fulton County

Time Frame: Years 1-3 (and ongoing marketing)

Cost: \$500,000-\$1M, including \$120,000 for master plan

Goal: Promote and attract additional tourism spending

Action Plan

1. Procure services and develop master plan.
2. Pursue needed easements, rights-of-way, and acquisitions as identified in master plan.
3. Implement the master plan.
4. Develop visitor-facing marketing and navigation materials.

Key Partners

- Municipalities
- Fulton County Visitors Bureau
- NYS Department of Transportation
- NYS Department of Environmental Conservation
- NYS Adirondack Park Agency

Potential Resources

- I LOVE NY Tourism Matching Grants
- NYS Office of Parks, Recreation and Historic Preservation
- Park and Trails Partnership Grants (NYS OPRHP & EPA)
- U.S. Environmental Protection Agency – Recreation Economy for Rural Communities planning assistance program
- American Trails programs

Good Host Training Program

Create and operate a “Good Host Training Program” for hospitality and business employees to promote welcoming attitudes to visitors.

Topic: Tourism

Lead: Fulton Montgomery Regional Chamber of Commerce

Time Frame: Year 1 (and ongoing operations)

Cost: \$25,000

Goal: Strengthen tourism attraction by providing positive visitor experiences

Action Plan

1. Research best practices and tools from other communities with similar initiatives.
2. Organize workshops and/or educational materials and disseminate.
3. Create and disseminate talking points for service staff to use in promoting the County’s offerings to visitors.

Key Partners

- Fulton County Visitors Bureau
- Fulton County Center for Regional Growth (support)

Potential Resources

- SUNY Fulton-Montgomery, Herkimer College, and SUNY Cobleskill (hospitality training programs)
- Hamilton Fulton Montgomery BOCES (Culinary Arts program)
- Market New York grants (CFA)
- NYS Department of Labor
- Timothy S.Y. Lam Foundation
- Best practices from other chambers of commerce (e.g. Decorah Area Chamber in Iowa and Delta Chamber of Commerce in British Columbia)

Enhance Public Beach Access

Enhance public beach access on the Great Sacandaga Lake.

Topic: Tourism

Lead: Fulton County

Time Frame: Years 1-2 (and ongoing operations)

Cost: \$500K-\$1M

Goal: Attract additional tourists and tourism spending

Action Plan

1. Explore the potential to enhance beach access and amenities at the existing Mayfield and Northville-Northampton municipal beaches.
2. Explore the potential to re-establish and enhance beach access and amenities at the former Broadalbin Beach.
3. Based on the explorations above, as appropriate, support beach operation/management and the installation and maintenance of amenities (public bathrooms, etc.).

Key Partners

- Hudson River-Black River Regulating District
- NYS Department of Environmental Conservation
- NYS Adirondack Park Agency
- Fulton County Visitors Bureau
- Town of Mayfield, Town of Broadalbin, Town of Northampton, Village of Northville

Potential Resources

- NYS Department of State Statewide Investment in More Swimming (SWIMS)
- NYS Office of Parks, Recreation and Historic Preservation
- Park and Trails Partnership Grants (NYS Office of Parks, Recreation and Historic Preservation; U.S. Environmental Protection Agency)
- NYS Environmental Protection Fund Grant Program for parks, preservation and heritage
- U.S. Environmental Protection Agency – Recreation Economy for Rural Communities

Improve Signage and Wayfinding

Improve signage and wayfinding to promote visitor experiences throughout the County (gateways, destination navigation, and cohesive County-wide signage).

Topic: Tourism

Lead: Fulton County

Time Frame: Years 3-4

Cost: \$1-3M

Goal: Strengthen tourism attraction by providing positive visitor experiences

Action Plan

1. Determine goals and priorities for enhanced wayfinding.
2. Procure services and develop master plan, with tie-ins to trails master plan and tourism mapping initiative.
3. Implement enhanced signage and wayfinding.



Key Partners

- NYS Department of Transportation
- NYS Adirondack Park Agency
- Municipalities
- Fulton County Visitors Bureau
- NYS Thruway Authority

Potential Resources

- Northern Border Regional Commission (Catalyst program)
- U.S. Environmental Protection Agency – Recreation Economy for Rural Communities

Building Demolition & Substation Supporting Tryon Technology Park

Demolish remaining buildings and advance a new distribution-level substation/115kV sub-transmission main along County Route 107 to support the development readiness of Tryon Technology Park. When Tryon was deeded over to the Fulton County Industrial Development Agency by New York State, there were many buildings on the site. To date, most have been demolished. Two buildings remain: 1) the former administrative building totaling 75,000 SF, and 2) a small 2,000 SF former security building. Both buildings sit on a tract of land proposed to be redeveloped. Both buildings are severely deteriorated and need to be demolished. To attract advanced manufacturing or semiconductor supply chain companies to Tryon, more electrical power is needed. To bring more power to Tryon, a new distribution-level electrical substation needs to be built along National Grid's 115kV transmission line that crosses Coute Route 107 about one mile east of Tryon.

Topic: Economic Development.

Lead: Fulton County Industrial Development Agency

Time Frame: Years 1-3

Cost: \$8-11M (\$5-7M substation & interconnect, \$3M building demolition/abatement, \$50K System Impact Study), highly dependent on study outcome

Goal: Attract jobs and capital investment to Tryon Technology Park

Action Plan

1. Building demolition.
 - Submit funding application through the federal EPA Brownfields Program.
 - Condemn and demolish remaining existing buildings.
2. Advancement of new distribution-level substation.
 - Apply for FAST NY pre-development funding (Track B).
 - Initiate National Grid discussions to understand its planned investments and any feasible alternatives to a new substation.
 - Enter NYISO pipeline for grid interconnection study (assuming 10MW+); consider pre-application process.

- NYISO to complete required System Impact Study.
- Apply for FAST NY infrastructure improvement grant (Track C).
- Enter into Load Interconnection Agreement with National Grid. Install lines & substation.

Key Partners

- National Grid
- Fulton County Board of Supervisors
- Empire State Development
- Town of Perth
- Fulton County Highway Department

Potential Resources

- U.S. Environmental Protection Agency – EPA Brownfield program
- NYS Office of Renewable Energy Siting
- New York Independent System Operator (NYISO)
- Empire State Development – FAST NY
- USDA Rural Development Electric programs
- NYSERDA
- U.S. Department of Energy – Building a Better Grid
- National Grid Upstate Economic Development Grant Program

Advance Airport Site

Develop a shovel-ready site at the Fulton County Airport. Fulton County owns an 8 +/- acre site at the Fulton County Airport located off NYS Route 67 that it would like to prepare as a shovel-ready site. The site is already served by municipal water, gas, and electricity. The site does not have municipal sewer service. All lands at the airport were originally purchased with the use of Federal Aviation Administration (FAA) and NYS Department of Transportation funds. Both of these agencies would need to approve this project to advance the site to shovel-ready status and use it for economic development purposes.

Topic: Economic Development

Lead: Fulton County

Time Frame: Years 1-3 (and ongoing marketing)

Cost: \$2-3M

Goal: Attract small and mid-sized companies to the airport site with associated job creation and capital investment

Action Plan

1. Clarify allowable development/uses with FAA.
2. Conduct market analysis.
3. Undertake engineering study to perform due diligence on the site and determine how to provide sewer services to the site.
4. Implement infrastructure improvements.
5. Market site.

Key Partners

- Federal Aviation Administration
- NYS Department of Transportation
- NYS Department of Environmental Conservation
- City of Johnstown
- Town of Johnstown

Potential Resources

- Federal Aviation Administration
- NYS Department of Transportation – Industrial Access Program
- Empire State Development – Strategic Planning and Feasibility Studies
- Empire State Development – FAST NY
- National Grid Upstate Economic Development Grant Program

Advance Johnstown Commerce Park

Advance the creation and start-up of Johnstown Commerce Park. The Johnstown Commerce Park is a 94 +/- acre tract of land owned by the Fulton County Center for Regional Growth located on the east side of NYS Route 30A across from the Johnstown Industrial Park. The site is located in the Town of Johnstown. The intent is to transform this vacant parcel into shovel ready sites for new businesses. The project will consist of extending water and sewer lines to and into the site; creating water and sewer districts; extending gas and electric services to and into the site; constructing a new internal access road; and making upgrades to NYS Route 30A where it will intersect this new internal access road.

Topic: Economic Development

Lead: Fulton County Center for Regional Growth

Time Frame: Years 2-4 (and ongoing marketing)

Cost: >\$10M, highly dependent on exact infrastructure needs

Goal: Attract 200 jobs and capital investment to Johnstown Commerce Park

Action Plan

1. [FAST NY-supported site engineering and SEQR underway; site has been introduced to EDA.]
2. Apply for FAST NY Track A to secure shovel ready certification.
3. Apply for FAST NY Track C and/or EDA funding and undertake infrastructure improvements (water, sewer, underground electric, interior roads).
4. Extend water and sewer lines to the site (County's SMART Waters initiatives).
5. Market site.
6. Enter NYISO pipeline for grid interconnection study (assuming 10MW+); consider pre-application process.
7. NYISO to complete required System Impact Study.

Key Partners

- Fulton County
- National Grid
- New York Independent System Operator (NYISO)
- Empire State Development
- City of Johnstown
- Town of Johnstown
- NYS Department of Environmental Conservation
- NYS Department of Transportation

Potential Resources

- Empire State Development – FAST NY
- U.S. Economic Development Administration – Public Works Program
- USDA-Rural Development Business Development Grants
- NYS Department of Transportation – Industrial Access Program
- National Grid Upstate Economic Development Grant Program

Advance Two Brownfield Sites

Advance redevelopment of two key brownfield sites: “Fashion Tanning” and “Comrie Inc.” sites. The 4.5+/- acre former Fashion Tanning site is located at 108 Van Road (SBL: 149.-1-36.2) in the Town of Johnstown, next to the UPS building off Hales Mills Road Extension. Fulton County currently owns the site, which has been vacant for many years, and a reuse plan has been completed. The 6+/- acre Comrie Inc. site is located at 92-96 Harrison Street in the City of Gloversville (SBL: 163.5-6-3 & 163.5-6-5). Known locally as the Pink Flamingo, the parcels are situated at the southwest corner of Harrison Street and NY-30A; one parcel is privately owned and the other is owned by the City of Gloversville. Both parcels are part of the 2023 City of Gloversville’s NY Brownfield Opportunity Area (BOA) Nomination Plan.

Topic: Economic Development

Lead: Fulton County Center for Regional Growth (for Fashion Tanning site) and City of Gloversville (for Comrie Inc. site)

Time Frame: Years 2-5

Cost: \$4-5M

Goal: Eliminate public eyesores and attract private investment and development into these sites

Action Plan

1. Advance Fashion Tanning site:
 - [County already has site control and reuse plan has been developed.]
 - Pursue funding for site remediation (likely EPA).
 - Pursue funding to build out the site and undertake building upgrades, advancing re-use in accordance with options and parameters identified by the EPA.
 - Market site.
2. Advance Comrie Inc. site on Harrison Street:
 - City of Gloversville to acquire site control.

- Pursue funding for demolition and demolish.
- Pursue funding for site remediation (likely EPA) and undertake remediation.
- Develop a reuse plan.
- Market site.

Key Partners

- Fulton County
- Fulton County Industrial Development Agency
- Town of Johnstown
- City of Gloversville

Potential Resources

- NYS Brownfield Opportunity Area Program and Brownfield Tax Credits
- U.S. Environmental Protection Agency
- U.S. Economic Development Administration – Public Works Program
- NYS Department of Environmental Conservation / NYS Environmental Facilities Corporation
- Mohawk Valley Economic Development District
- Empire State Development – Strategic Planning & Feasibility Studies
- Empire State Development – ESD Grant Funds
- National Grid Economic Development Grant Program
- Northern Border Regional Commission

SMART Waters Infrastructure Expansion Projects

Continue water and sewer infrastructure expansion via the Fulton County SMART Waters initiative.

Topic: Economic Development

Lead: Fulton County

Time Frame: Years 1-5

Cost: \$50M (\$20M for completion of Route 30 sewer; \$12M for sewer extension south from Vail Mills to Montgomery County; \$10M for cost of sewer E/W of Vail Mills along NY-29; \$8M for extension of Vail Mills water)

Goal: Provide adequate infrastructure to support desired industrial, commercial, residential, and tourism growth

Action Plan

1. Complete SMART Waters expansion projects currently underway.
2. Complete Fulton County Sewer District No. 5: NYS Route 30/30A by extending sewer line from City of Gloversville into the Village of Mayfield.
3. Complete Fulton County Sewer District No. 5: NYS Route 30/30A Inflow & Infiltration removal project within the Cities of Gloversville and Johnstown.
4. Complete final engineering of extending Fulton County Sewer District No. 2: Vail Mills south along NYS Route 30 to the Fulton/Montgomery County line.
5. Undertake further sewer service expansions.
 - Prepare engineering feasibility report for extending Fulton County Sewer District No. 2: Vail Mills sewer East and West of Vail Mills along NYS Route 29.
 - Update Fulton County Sewer District No. 2: Vail Mills Map, Plan, and Report to extend sewer district south to Fulton/Montgomery County line and East and West along NYS Route 29.
 - Extend Fulton County Sewer District No. 2: Vail Mills sewer line south along NYS Route 30 to the Fulton/Montgomery County line and East and West along NYS Route 29.

(Continued on next page)

6. Undertake further water service expansions.

- Prepare engineering feasibility report for extending municipal water out NYS Rt. 29 to Vail Mills and beyond.
- Prepare map, plan, and report to establish new County water district in Vail Mills.
- Prepare final design of extending municipal water out NYS Rt. 29 to new County water district in Vail Mills.
- Construct new water lines to service new water district in Vail Mills.

Key Partners

- Affected municipalities

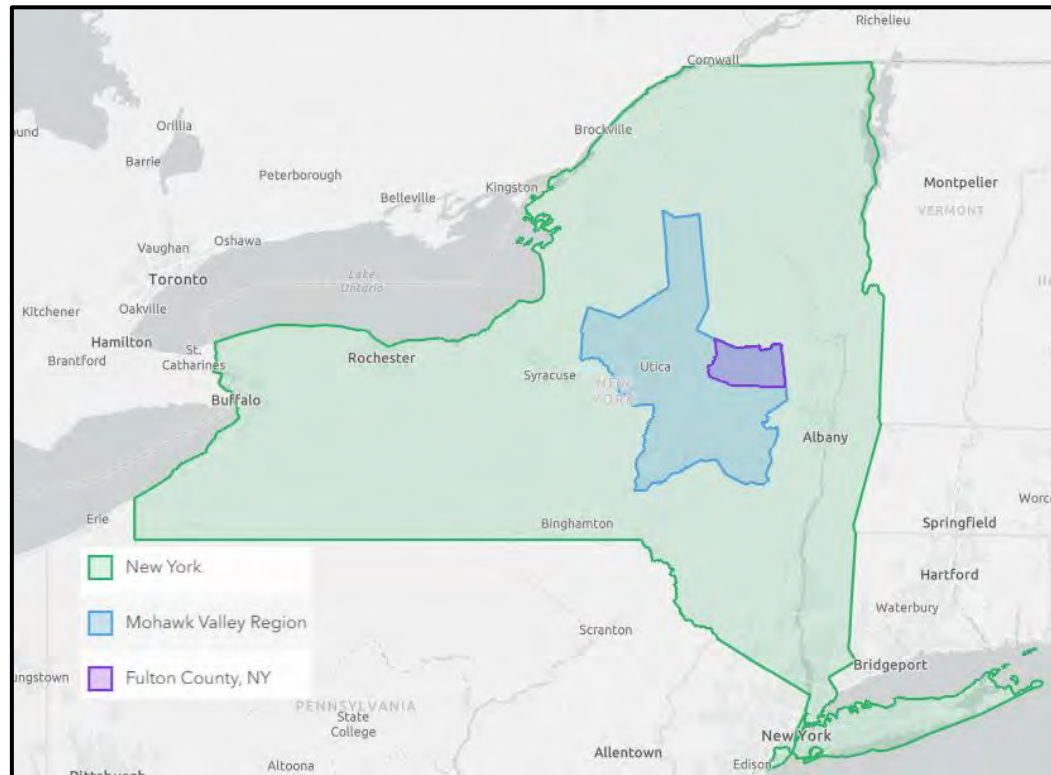
Potential Resources

- USDA Rural Development
- NYS Environmental Facilities Corporation – Water Infrastructure Improvement (WIIA) and Intermunicipal Grant (IMG) programs
- U.S. Environmental Protection Agency – Water Infrastructure Finance and Innovation Act (WIFIA) program
- Northern Border Regional Commission Area Development Fund

APPENDIX A: FULTON COUNTY PROFILE

As part of the creation of this “Building Fulton County’s Future: Housing, Tourism and Economic Development” 2026-2030 Development Strategy, MRB Group compiled this profile of the County’s current economic conditions in terms of demographic, industry, employment, and real estate trends. Data sources include the American Community Survey (ACS) estimates from the U.S. Census Bureau, Esri, Lightcast, and CoStar. Insights from this profile will provide a foundation for economic development strategic planning in later phases of the project.

Data on Fulton County and its municipalities is presented in the context of regional and state trends. The “Region” here means the Mohawk Valley Region, consistent with Empire State Development’s six-county definition (Otsego, Oneida, Schoharie, Montgomery, Fulton, and Herkimer).



Key Findings

Below are key findings organized by topic and indicating whether each item represents a strength, weakness, opportunity, or threat (with blank cells indicating neutral). “Region” refers to the six-county Mohawk Valley Region as defined by Empire State Development.

Demographics	S	W	O	T
The County’s median household income (\$57,712 in 2023) is projected to increase by 8.4% over the next five years, a slower rate of growth than that of the Region (10.0%) and New York State (10.8%).		W		
The County has a higher median age (44.1) than the comparison geographies, but the County and Region are expected to age more slowly than New York State (NYS) over the next five years.				T
In comparison to the Region and NYS, Fulton County has a significantly larger share of households earning less than \$50,000 annually (42%), and the lowest share of households earning above \$100,000 (24%).		W		
One-fifth of County residents have a bachelor’s degree or higher, the lowest of the three geographies.		W		
A higher percentage of Fulton County residents hold an associate’s degree than the comparison geographies.	S			
Fourteen percent of County households live below the poverty line, a decrease from 2010’s 17%.			O	
Fulton County’s population declined 5.6% from 2010-2023 (to 52,437), with losses most heavily concentrated in the cities (Johnstown and Gloversville). The County’s population is expected to continue to contract over the next five years at a similar rate of projected loss to the Mohawk Valley Region.				T
Housing	S	W	O	T
Fulton County’s 2018 Housing Strategy noted a need for efforts to mitigate affordability gaps, incentivize renovation of older units, improve downtown amenities in order to encourage downtown housing development, and encourage residential reuse of vacant institutional and manufacturing properties.		W		

Of Fulton County’s approximately 28,000 housing units, 56% are owner-occupied and 23% renter-occupied. About 1/5th are vacant, attributable mostly to the fact that they serve as second/seasonal homes. Sixty-seven percent are single-family detached homes. The County has a higher percentage of duplexes and mobile homes than the Region and State, but a lower percentage of structures with three or more housing units. Sixty-five percent of the County’s housing units were built before 1970.				
Fulton County is relatively affordable for both renters and homeowners compared to the Region and State, making it an attractive location for individuals and families amid the tight and increasingly expensive national housing market. However, there is still a portion of the County’s population that is likely cost-burdened by housing.	S		O	
Median home values in the County are expected to grow more than median household income, potentially exacerbating housing affordability challenges.				T
Tourism	S	W	O	T
Traveler spending in Fulton County was \$79 million in 2022, up 9.5% from 2021, and is estimated to support 854 jobs in the County (including spillover effects).			O	
In the hospitality real estate market, the twelve-month occupancy rate is 52.4%, and the Revenue Per Available Room (Rev Par) is \$61.		W		
Economic Development	S	W	O	T
Fulton County has a net outflow of 3,593 commuters (7,425 inbound and 11,018 outbound).			O	
Fulton County’s labor force is 22,600 people, down significantly from 2010. The unemployment rate was 4.4% in 2023.		W		
Government, Health Care and Social Assistance, and Retail Trade are the County’s largest economic sectors, together accounting for 50% of employment. The County has a very high concentration of Transportation and Warehousing jobs.				
From 2013-2023, Fulton County had a net job loss of 7%, or 1,308 jobs, compared to a loss of 4% for the Region. Transportation and Warehousing was the only sector with substantial job growth over that period.		W		
The County’s five most highly concentrated industries are all in the manufacturing sector. The manufacturing industries that employ the most people in the County are Glass and Glass Product Manufacturing and Dairy Product Manufacturing.	S			
Fulton County’s economy is expected to add more than 1,900 jobs over the next decade, an expansion of 11%. This will be driven by gains in the Transportation and Warehousing; Health Care and Social Assistance; Retail Trade; Government; and Manufacturing sectors.			O	

The industrial real estate vacancy rate is the lowest it has been in the past decade (3.4%). Market rents, having grown steadily over that period, are \$5.21 per square foot, lower than surrounding areas.	S		O	
The office space vacancy rate is 1.5%. Market asking rents have only modestly increased over the past decade, to the current \$18.33 per square foot (gross).	S		O	
Retail vacancy rates have long been extremely low, and are now at 1.4%, alongside other indicators of persistent demand for retail space. Current market asking rent is very low, at \$10.90 per square foot.	S		O	

Demographics

Overview

The tables shown on these two pages compare demographic trends for Fulton County, the Mohawk Valley Region, and New York State (NYS).

Fulton County and Region have experienced population loss from 2010 to 2023. The County’s population declined 5.6% (to 52,437), outpacing the Region’s decline of 4.7%, while New York State’s population grew. The County’s population is expected to continue to contract over the next five years, by over 900 people, a similar rate of projected loss to the Region.

The County had 22,252 households as of 2023. The rate of decline in the number of households (1.3%) has not been as great as the County’s population decline; instead, average household size has decreased somewhat from 2.40 to 2.29 during that period. The County is projected to lose a small number of households over the next five years.

Demographic Fundamentals

Population (Historic Trends)				
	2010	2023	Change	% Change
Fulton County	55,531	52,437	(3,094)	(5.6%)
Mohawk Valley	500,155	476,519	(23,636)	(4.7%)
New York State	19,378,102	20,113,414	735,312	3.8%
Population (Projected Trends)				
	2023	2028	Change	% Change
Fulton County	52,437	51,504	(933)	(1.8%)
Mohawk Valley	476,519	468,356	(8,163)	(1.7%)
New York State	20,113,414	19,995,476	(117,938)	(0.6%)
Households (Historic Trends)				
	2010	2023	Change	% Change
Fulton County	22,554	22,252	(302)	(1.3%)
Mohawk Valley	199,964	196,655	(3,309)	(1.7%)
New York State	7,317,755	7,768,100	450,345	6.2%
Households (Projected Trends)				
	2023	2028	Change	% Change
Fulton County	22,252	22,224	(28)	(0.1%)
Mohawk Valley	196,655	196,053	(602)	(0.3%)
New York State	7,768,100	7,832,588	64,488	0.8%

Source: Esri Business Analyst Online.

The County’s median household income was \$57,712 in 2023. It is projected to increase by 8.4% over the next five years, a slower rate of growth than that of the Region (10.0%) and NYS (10.8%).

Fulton County’s median home value is expected to increase by 11.6% over the next five years, a sharper increase than the Region (8.3%) but more modest than NYS (19.8%). Median home values in the County are expected to grow more than median household income, potentially exacerbating housing affordability challenges.

The County has a higher median age (44.1) than the comparison geographies, but the County and Region are expected to age more slowly than NYS over the next five years.

Demographic Fundamentals

Median Household Income (2023 and Projected)				
	2023	2028	Change	% Change
Fulton County	\$57,712	\$62,555	\$4,843	8.4%
Mohawk Valley	\$59,849	\$65,824	\$5,975	10.0%
New York State	\$77,077	\$85,392	\$8,315	10.8%
Median Home Value (2023 and Projected)				
	2023	2028	Change	% Change
Fulton County	\$146,506	\$163,486	\$16,980	11.6%
Mohawk Valley	\$166,024	\$179,812	\$13,788	8.3%
New York State	\$416,411	\$498,836	\$82,425	19.8%
Median Age (2023 and Projected)				
	2023	2028	Change	% Change
Fulton County	44.1	44.8	0.7	1.6%
Mohawk Valley	43.2	43.9	0.7	1.6%
New York State	39.8	40.9	1.1	2.8%

Source: Esri Business Analyst Online.

Population Trends

Fulton County's population losses over the past thirteen years have been most heavily concentrated in the City of Johnstown (-750) and City of Gloversville (-669). The Towns of Mayfield and Johnstown also saw significant decreases (-428 and -415, respectively). The Town of Oppenheim experienced the greatest contraction on a percentage basis (-15.5%, or a net loss of 306 people).

Only the Town of Caroga saw a population increase from 2010 to 2023, increasing by 43 people, or 3.6%. Population has remained fairly even in the Towns of Ephratah, Stratford, and Broadalbin. At the Village level, the Villages of Mayfield and Northville have seen population declines consistent with their Towns.¹ The Village of Broadalbin grew slightly from 2010-2023 (adding about 50 people) while the Town of Broadalbin did not.

Fulton County is expected to see further population declines over the next five years. Although we present a breakdown by County subdivision (cities and towns) below, we note that the data is less credible for small areas.

¹ The Village of Dolgeville, which is primarily in Herkimer County, has also seen population decline.

Population Trends

Municipality	2010	2020	2023	2028	2010-2023 Change	2010-2023 % Change	2023-2028 Change	2023-2028 % Change
City of Gloversville	15,591	15,131	14,922	14,705	(669)	(4.3%)	(217)	(1.5%)
City of Johnstown	8,746	8,204	7,996	7,829	(750)	(8.6%)	(167)	(2.1%)
Town of Bleecker	546	545	517	502	(29)	(5.3%)	(15)	(2.9%)
Town of Broadalbin	5,260	5,145	5,169	5,148	(91)	(1.7%)	(21)	(0.4%)
Town of Caroga	1,192	1,264	1,235	1,194	43	3.6%	(41)	(3.3%)
Town of Ephratah	1,629	1,677	1,620	1,586	(9)	(0.6%)	(34)	(2.1%)
Town of Johnstown	7,169	6,867	6,754	6,647	(415)	(5.8%)	(107)	(1.6%)
Town of Mayfield	6,495	6,146	6,067	5,946	(428)	(6.6%)	(121)	(2.0%)
Town of Northampton	2,670	2,472	2,417	2,365	(253)	(9.5%)	(52)	(2.2%)
Town of Oppenheim	1,970	1,751	1,664	1,618	(306)	(15.5%)	(46)	(2.8%)
Town of Perth	3,646	3,584	3,481	3,381	(165)	(4.5%)	(100)	(2.9%)
Town of Stratford	618	538	595	583	(23)	(3.7%)	(12)	(2.0%)
Fulton County	55,531	53,324	52,437	51,504	(3,094)	(5.6%)	(933)	(1.8%)

Source: Census (2010, 2020) and Esri.

Younger Generation Population Trends

Millennials and Generation Z (“Gen Z”) represent a population segment of interest to Fulton County from the standpoint of workforce talent attraction and long-term spending and investment in the community. Millennials can be considered those born between 1981-1996, and Gen Z those born between 1997-2012.

As of the 2010 Decennial Census, the Millennial-aged and Gen Z populations each accounted for about 18% of the County’s residents. The greater Mohawk Valley Region had a higher portion of Millennials (19.9%) and slightly lower portion of Gen Z residents (17.4%).

As of 2023, these younger population shares have contracted in both the County and Region, though the County saw greater declines among Gen Z and relatively less decline among Millennials (compared to the Region). Fulton County’s population is currently 16.6% Millennial and 16.7% Gen Z.

Over the next five years, the portion of Fulton County’s population that are Millennials is expected to grow, while the portion that is Gen Z is expected to continue to shrink slightly.

Age Distribution

Age Bracket	Fulton County			Mohawk Valley		
	2010	2023	2028	2010	2023	2028
0-4	5.5%	4.8%	4.8%	5.4%	4.8%	4.8%
5-9	5.9%	5.3%	5.2%	5.8%	5.2%	5.1%
10-14	6.4%	5.6%	5.7%	6.2%	5.4%	5.5%
15-24	12.3%	10.9%	10.4%	14.5%	12.8%	12.4%
25-34	11.4%	12.0%	11.1%	10.8%	12.2%	11.1%
35-44	13.1%	12.6%	13.1%	12.2%	11.6%	12.5%
45-54	15.8%	13.1%	12.7%	15.3%	12.1%	11.6%
55-64	13.6%	14.4%	13.6%	13.4%	14.3%	13.1%
65-74	8.3%	12.7%	12.9%	8.2%	12.4%	13.0%
75-84	5.1%	6.1%	7.8%	5.4%	6.4%	8.0%
85+	2.6%	2.5%	2.7%	2.7%	2.7%	3.0%

Source: Esri.

Millennial and Gen Z Populations

Generation	Fulton County			Mohawk Valley		
	2010	2023	2028	2010	2023	2028
Millennial	18.0%	16.6%	18.4%	19.9%	15.6%	17.4%
Gen Z	17.8%	16.7%	16.1%	17.4%	18.6%	17.6%

Source: Esri community survey, Esri 2010 Census report. These are estimations based on wider age distributions provided by Esri. Only the general trends and approximate share should be considered.

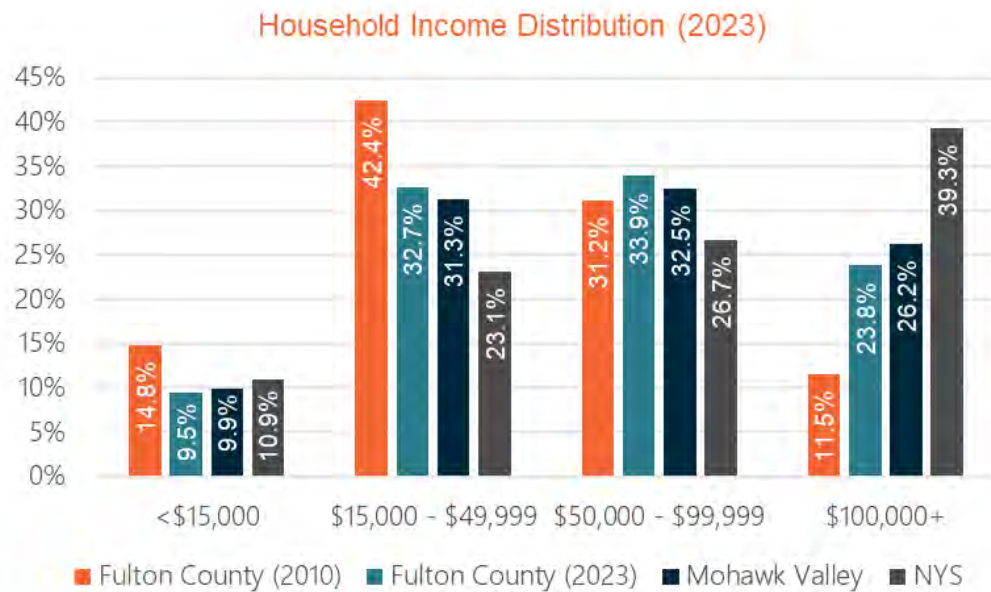
Generation Definitions (Age Ranges)

Generation	Age in 2010	Age in 2023	Age in 2028
Millennial	14-30	27-42	32-47
Gen Z	0-13	11-26	16-31

Source: Beresford Research, Age Range by Generation (2024).

Household Income Distribution

The figure below shows Fulton County’s household income distribution in comparative context. In comparison to the Region and NYS, Fulton County has a significantly larger share of households earning less than \$50,000 annually (42%), and the lowest share of households earning above \$100,000 (24%). The County also has relatively larger shares of households \$15,000-\$49,999 (33%) and \$50,000-\$99,999 (34%). Within those ranges, nearly one-fifth (19.2%) of County households earn between \$50,000 and \$74,999. From 2010-2023, the share of Fulton County households earning below \$50,000 shrank, and the share earning \$50,000 or more grew—with a notable jump in the share of households earning \$100,000 or more.



Source: Esri.

Educational Attainment

The table below shows Fulton County's educational attainment rates in comparative context. One-fifth of County residents have a bachelor's degree or higher, a smaller share than at the Regional and NYS level. However, Fulton County's bachelor's degree attainment has grown since 2010, when only 14% of the County's population held a bachelor's degree or higher. A higher percentage of Fulton County residents hold an associate's degree (nearly 17%) than the comparison geographies, and this figure represents a significant increase from 11% in 2010.

Educational Attainment

Attainment	Fulton County (2010)	Fulton County (2023)	Mohawk Valley (2023)	NYS (2023)
Less than 9th Grade	4.9%	2.7%	3.1%	5.1%
9th to 12th Grade	1.2%	8.4%	6.1%	5.8%
High School Diploma/GED	39.7%	36.7%	32.8%	24.8%
Some College	18.2%	15.5%	16.7%	13.7%
Associate's Degree	11.0%	16.6%	14.4%	9.6%
Bachelor's Degree	8.7%	11.5%	15.3%	23.2%
Graduate Degree or Higher	5.6%	8.5%	11.5%	17.8%

Source: Esri Business Analyst Online.

At-Risk Populations

The tables on the following page depict the at-risk populations in each geography. Fulton County has a slightly higher percentage of households living below the poverty level (14%) than the Region and State (each 13%). However, this represents improvement over 2010, when 17% of County households were below the poverty level.

The County also has the highest percentage of households with a disability (30%).² More than 21% of the population in the County and Region is over the age of 65, making seniors a higher portion of the population than in NYS as whole, where the younger age distribution is driven by larger urban areas. (In 2010, only 16% of the County's population was aged 65+.) The 10% of households in Fulton County that do not have a vehicle maybe be considered vulnerable because, unless they live near a bus route, these households may struggle to access employment, fresh foods, recreation, and healthcare.

The 2023 Point-in-Time Count recorded 49 homeless individuals in 2023, close to the 2022 figure. 57% of them were unsheltered—a higher portion than neighboring counties served by the New York State Balance of State Continuum of Care. Nineteen were considered chronically homeless. Homelessness is notoriously difficult to see and quantify in rural areas like Fulton County. The PIT Count report notes that Fulton County's Street Outreach program located dozens of people sleeping in abandoned buildings and helped connect them to housing and social services.³

² The American Community Survey, which ESRI uses to generate the At-Risk Population report, defines disability as having serious difficulty in hearing, vision, cognition, self-care, independent living, or ambulation.

³ <https://otda.ny.gov/resources/continuum-of-care/documents/NYS-BoS-CoC-Point-in-Time-Summary-Report-2023.pdf>.

Poverty (2023)

	Fulton County	Mohawk Valley	NYS
Households Below the Poverty Level (%)	14.0%	13.0%	13.0%
Households Below the Poverty Level (#)	3,145	25,207	1,011,603

Source: Esri Business Analyst Online.

At-Risk Populations (2023)

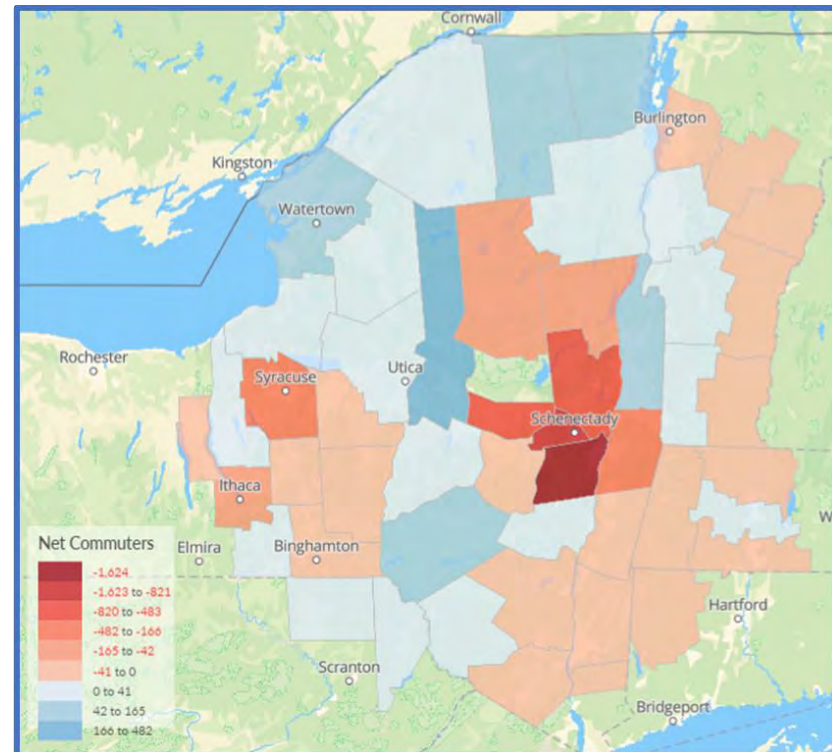
	Fulton County	Mohawk Valley	NYS
Households with Disability	30.2%	27.7%	23.3%
Population 65+	21.3%	21.6%	18.3%
Households without a Vehicle	9.6%	9.6%	28.0%

Source: Esri Business Analyst Online.

Commuting

This figure shows commuting patterns for Fulton County in 2023.⁴ The County has 7,425 inbound commuters and 11,018 outbound commuters, for a net outflow of 3,593. This is similar to commuting patterns in 2010, when there was a slightly greater net outflow of 3,807. Most inter-county commuters are traveling to or from Montgomery County (2,964 and 2,481, respectively). Far more commuters travel from Fulton County to Albany County (home to the state capital) than vice versa, with a net outflow of 1,624 such commuters. There is significant commuting between Fulton and Saratoga Counties, with more traveling to Saratoga than from. The largest net inflow of commuters comes from Herkimer County, at 242.

The 2022 Fulton County Labor Market Analysis Update found that most workers travel about 30 minutes to their jobs, and that new hire recruitment often focuses within the region or an hour’s drive. As of 2023, the Capital District Transportation Authority is assessing the potential of expanding its transportation network within Fulton County.⁵ This would give those without vehicles easier to access job sites, whether inbound or outbound commuters.



⁴ Commuting data is from Lightcast captures both public and private primary jobs, but is not all-inclusive. Some federal jobs, jobs that serve as secondary sources of income, and “gig” workers are likely not captured in the data. Therefore, the important element of the data is the clear and significant net-commutation pattern, rather than the absolute numbers.

⁵ CDTA Transit Development Plan, www.cdta-tdp.com.

Labor Force

Fulton County's labor force is 22,600 people, 21,600 of whom are employed and 1,000 unemployed. In 2010, the labor force was larger, with 26,100 individuals, 2,800 of whom were unemployed; in the three years following that, the labor force shrank to 22,300.⁶ The 2022 Fulton County Labor Market Analysis Update, which defined a "Fulton County Regional Labor Market Area" approximating 45-minute drive time from Tryon Technology Park, calculated a 2020 civilian labor force of 325,691 for that larger labor shed.

Fulton County's annual, non-seasonally-adjusted unemployment rate stood at 4.4% in 2023. Pre-pandemic, in 2019, it was 4.8%; then climbed to 8.3% in 2020 during the onset of COVID-19; then fell to 4.0% in 2022 alongside nationwide labor market tightening, before ticking up slightly in 2023. Fulton County's unemployment rate is higher than the rates for the Utica-Rome Metropolitan Statistical Area (3.8%) and NYS (4.2%).⁷

Fulton County's Labor Force Participation Rate (LFPR) was 58.0% in 2022. Although this is somewhat lower than the NYS rate of 62.9% (like many rural upstate counties), the rate did not see the significant and sustained COVID-related participation drop that some communities experienced; the rate was 59.1% in 2019 and 2020 before starting to fall slightly. Notably, the LFPR has increased significantly since 2013, when it was 51%.⁸

The 2022 Fulton County Labor Market Analysis Update found that employers have a need for a more technically-trained workforce, but that the business community underutilizes SUNY Fulton-Montgomery and the local BOCES for their training needs, and that awareness of workforce development organizations and opportunities among employers is low. That study recommended coordinated efforts to leverage training opportunities to improve entry-level worker readiness and efforts to attract and graduate more knowledge workers to the County.

⁶ <https://dol.ny.gov/local-area-unemployment-statistics>.

⁷ <https://dol.ny.gov/local-area-unemployment-statistics>.

⁸ American Community Survey 5-Year Estimates.

Industry Analysis

Sector Composition

The table on the following page shows the composition of the Fulton County and Mohawk Valley Region economies in terms of high-level sectors. The County's largest sector is **Government**, accounting for 3,536 jobs, or approximately 20% of total jobs. **Health Care and Social Assistance** is the second largest sector by employment with 2,979 jobs. **Retail Trade** is the third largest, with 2,264 jobs. Together, those three sectors account for 50% of the County's employment. For the Region, the top three sectors are also Government, Health Care and Social Assistance, and Retail Trade.

Fulton County has a very high concentration of **Transportation and Warehousing** jobs, at 2.5 times the expected number of jobs for an area of its size. It also has notably high concentrations of jobs in Utilities; Retail Trade; Government; Health Care and Social Assistance; and Manufacturing (all with employment "location quotients" of 1.2 or above; see table footnote).

Historical Employment Trends by Sector

As shown in the same table on the next page, from 2013 to 2023, Fulton County had a net job loss of 7%, or 1,308 jobs, compared to a loss of 4% for the Region. This was driven by employment declines in Government, Health Care and Social Assistance, Information, Other Services (except Public Administration), Administrative and Support Services and Waste Management and Remediation Services, and Wholesale Trade, which each lost over 100 jobs. The County's Manufacturing sector contracted slightly, while the Region's grew slightly.

Transportation and Warehousing was the only sector with meaningful job growth over the past ten years, adding 460 jobs. That 31% increase outpaced the Region's 17% growth rate for that sector. Other sectors stayed relatively constant.

Industry Composition and Employment Trends

NAICS	Description	Fulton County					Mohawk Valley Region				
		2013 Jobs	2023 Jobs	2013-2023 Change	2013-2023 % Change	2023 LQ	2013 Jobs	2023 Jobs	2013-2023 Change	2013-2023 % Change	2023 LQ
90	Government	4,092	3,536	(556)	(14.0%)	1.4	45,876	42,944	(2,932)	(6.0%)	1.5
62	Health Care and Social Assistance	3,486	2,979	(507)	(15.0%)	1.3	37,898	35,924	(1,974)	(5.0%)	1.4
44	Retail Trade	2,340	2,264	(76)	(3.0%)	1.4	23,985	23,382	(603)	(3.0%)	1.3
48	Transportation and Warehousing	1,466	1,926	460	31.0%	2.5	8,091	9,466	1,374	17.0%	1.1
31	Manufacturing	1,755	1,688	(67)	(4.0%)	1.2	17,657	18,102	445	3.0%	1.2
72	Accommodation and Food Services	1,085	1,059	(26)	(2.0%)	0.7	14,510	14,214	(295)	(2.0%)	0.9
81	Other Services (except Public Administration)	1,029	874	(154)	(15.0%)	1.0	7,790	7,240	(550)	(7.0%)	0.7
23	Construction	782	709	(72)	(9.0%)	0.7	7,414	6,871	(543)	(7.0%)	0.6
56	Administrative and Support and Waste Management and Remediation Services	557	448	(109)	(20.0%)	0.4	5,380	5,185	(195)	(4.0%)	0.4
54	Professional, Scientific, and Technical Services	341	354	12	4.0%	0.3	6,103	5,949	(154)	(3.0%)	0.4
52	Finance and Insurance	336	346	10	3.0%	0.5	8,685	8,169	(516)	(6.0%)	1.0
42	Wholesale Trade	410	308	(102)	(25.0%)	0.5	4,795	4,538	(256)	(5.0%)	0.6
55	Management of Companies and Enterprises	201	224	23	12.0%	0.9	1,255	1,007	(248)	(20.0%)	0.3
71	Arts, Entertainment, and Recreation	162	199	37	23.0%	0.7	3,507	2,956	(552)	(16.0%)	0.9
53	Real Estate and Rental and Leasing	173	156	(16)	(9.0%)	0.5	1,546	1,401	(145)	(9.0%)	0.4
51	Information	375	123	(252)	(67.0%)	0.4	2,638	1,382	(1,255)	(48.0%)	0.4
22	Utilities	82	99	17	20.0%	1.7	548	515	(33)	(6.0%)	0.8
11	Agriculture, Forestry, Fishing and Hunting	59	78	18	31.0%	0.4	1,690	1,889	199	12.0%	0.8
99	Unclassified Industry	11	54	43	395.0%	1.6	123	499	376	305.0%	1.3
61	Educational Services	36	30	(5)	(14.0%)	0.1	5,429	4,857	(572)	(11.0%)	1.0
21	Mining, Quarrying, and Oil and Gas Extraction	<10	24	Insf. Data	Insf. Data	0.4	266	265	(1)	0.0%	0.4
TOTALS		18,787	17,479	(1,308)	(7.0%)	N/A	205,186	196,757	(8,429)	(4.0%)	N/A

Source: Lightcast. LQ = location quotient, or employment concentration in comparison to national patterns for an area of this size (>1.2 is significantly concentrated, <0.8 is significantly unconcentrated). The Region's significant Information sector contraction was driven by job losses in the Newspaper, Periodical, Book and Directory Publishers industry; and the Data Processing, Hosting, and Related Services industry.

Top Industries by Job Count

A deeper dive into the top industries in Fulton County, via four-digit NAICS codes rather than two-digit codes, reveals that Education and Hospitals (Local Government); Warehousing and Storage; and Local Government (Excluding Education and Hospitals) are the top employers in the County, each with over 1,000 jobs in 2023.

Following those are various food service, health care, and retail industries.

The largest manufacturing industries in Fulton County are Glass and Glass Product Manufacturing (383 jobs) and Dairy Product Manufacturing (358 jobs).

Top 25 Fulton County Industries by Job Count

NAICS	Description	2023 Jobs
9036	Education and Hospitals (Local Government)	2,018
4931	Warehousing and Storage	1,458
9039	Local Government, Excluding Education and Hospitals	1,007
7225	Restaurants and Other Eating Places	818
6232	Residential Intellectual and Developmental Disability, Mental Health, and Substance Abuse Facilities	743
6221	General Medical and Surgical Hospitals	657
4451	Grocery Stores	447
4552	Warehouse Clubs, Supercenters, and Other General Merchandise Retailers	398
3272	Glass and Glass Product Manufacturing	383
3115	Dairy Product Manufacturing	358
8123	Drycleaning and Laundry Services	339
6243	Vocational Rehabilitation Services	330
9029	State Government, Excluding Education and Hospitals	315
3161	Leather and Hide Tanning and Finishing	305
4841	General Freight Trucking	273
6216	Home Health Care Services	244
5617	Services to Buildings and Dwellings	236
5511	Management of Companies and Enterprises	224
6211	Offices of Physicians	220
6241	Individual and Family Services	216
4411	Automobile Dealers	211
6231	Nursing Care Facilities (Skilled Nursing Facilities)	207
4571	Gasoline Stations	201
4551	Department Stores	200
2361	Residential Building Construction	178

Source: Lightcast.

Top Industries by Employment Concentration

Fulton County’s top five most highly concentrated industries (at the 4-digit NAICS code level) are all in the manufacturing sector.

Fulton County has ten manufacturing industries that are characterized by 2X or greater job concentration than national patterns for an area of its size (LQ of 2.0 or greater). This means that those industries are uniquely strong here and could be considered specialties of Fulton County—especially those employing several hundred people, like Leather and Hide Tanning and Finishing; Glass and Glass Product Manufacturing; and Dairy Product Manufacturing. (Manufacturing sector industries are those with NAICS codes beginning with 31, 32, or 33).

Also of note, Fulton County also enjoys a high concentration of jobs in several health care industries.

Top 25 Fulton County Industries by Employment Concentration

NAICS	Description	2023 LQ (Employment Concentration)	2023 Jobs
3161	Leather and Hide Tanning and Finishing	708.3	305
3272	Glass and Glass Product Manufacturing	43.2	383
3133	Textile and Fabric Finishing and Fabric Coating Mills	21.5	59
3115	Dairy Product Manufacturing	21.3	358
3159	Apparel Accessories and Other Apparel Manufacturing	15.1	23
8123	Drycleaning and Laundry Services	12.0	339
6232	Residential Intellectual and Developmental Disability, Mental Health, and Substance Abuse Facilities	11.5	743
6243	Vocational Rehabilitation Services	11.2	330
1133	Logging	8.0	55
4931	Warehousing and Storage	7.6	1,458
3149	Other Textile Product Mills	7.3	49
2213	Water, Sewage and Other Systems	6.6	41
4572	Fuel Dealers	6.2	48
3151	Apparel Knitting Mills	5.5	<10
3132	Fabric Mills	3.8	19
2372	Land Subdivision	2.9	13
3273	Cement and Concrete Product Manufacturing	2.8	58
7212	RV (Recreational Vehicle) Parks and Recreational Camps	2.4	19
9036	Education and Hospitals (Local Government)	2.3	2,018
4412	Other Motor Vehicle Dealers	2.2	42
2123	Nonmetallic Mineral Mining and Quarrying	2.1	22
3391	Medical Equipment and Supplies Manufacturing	2.1	73
4243	Apparel, Piece Goods, and Notions Merchant Wholesalers	2.1	32
4859	Other Transit and Ground Passenger Transportation	2.0	23
4551	Department Stores	2.0	200

Source: Lightcast.

Fastest-Growing Industries

Earlier it was noted that the Transportation and Warehousing sector had added 460 jobs in Fulton County over the past decade. As shown here, that was driven by an addition of 366 Warehousing and Storage industry jobs within that sector (as opposed to transportation industries).

Despite the contraction in Fulton County’s overall manufacturing sector noted earlier, there were over 200 jobs added in the Glass and Glass Product Manufacturing industry.

Top 25 Industries by Past Job Growth

NAICS	Description	2013-2023 Change	2023 Jobs
4931	Warehousing and Storage	366	1,458
3272	Glass and Glass Product Manufacturing	231	383
4552	Warehouse Clubs, Supercenters, and Other General Merchandise Retailers	159	398
4551	Department Stores	127	200
8123	Drycleaning and Laundry Services	75	339
5617	Services to Buildings and Dwellings	75	236
2361	Residential Building Construction	55	178
3121	Beverage Manufacturing	54	54
4841	General Freight Trucking	49	273
4921	Couriers and Express Delivery Services	47	108
7139	Other Amusement and Recreation Industries	46	149
5614	Business Support Services	44	85
3273	Cement and Concrete Product Manufacturing	44	58
9999	Unclassified Industry	43	54
4492	Electronics and Appliance Retailers	37	63
5242	Agencies, Brokerages, and Other Insurance Related Activities	36	163
2383	Building Finishing Contractors	35	159
4238	Machinery, Equipment, and Supplies Merchant Wholesalers	34	89
7224	Drinking Places (Alcoholic Beverages)	31	84
4571	Gasoline Stations	30	201
9026	Education and Hospitals (State Government)	28	28
3327	Machine Shops; Turned Product; and Screw, Nut, and Bolt Manufacturing	24	39
1133	Logging	23	55
5511	Management of Companies and Enterprises	23	224
3399	Other Miscellaneous Manufacturing	22	50

Source: Lightcast.

Projected Employment Trends

Fulton County's economy is expected to add more than 1,900 jobs over the next decade, an expansion of 11%. This will be driven by gains in the **Transportation and Warehousing; Health Care and Social Assistance; Retail Trade; Government; and Manufacturing** sectors. Only two sectors are projected to contract: Accommodation and Food Services; and Information. This projected expansion after a decade of contraction mirrors similar growth expectations for the Mohawk Valley Region and Upstate New York more broadly. MRB Group notes that Lightcast's projections are based in large part on historical trends and macroeconomic considerations and have limited reliability.

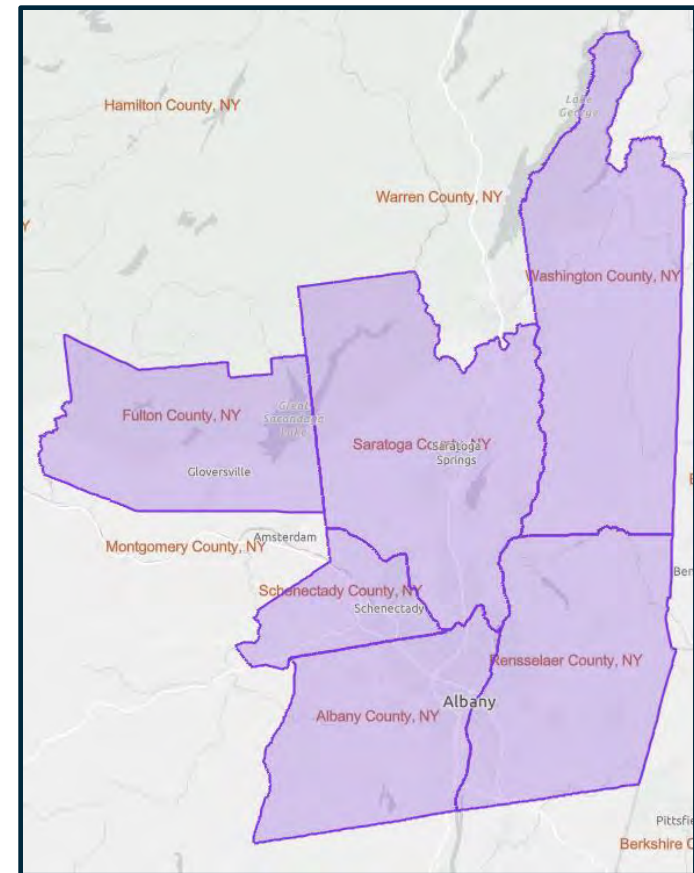
Projected Employment Trends (2023-2033)

NAICS	Description	Fulton County				Mohawk Valley Region			
		2023 Jobs	2033 Jobs	2023-2033 Change	2023-2033 % Change	2023 Jobs	2033 Jobs	2023-2033 Change	2023-2033 % Change
48	Transportation and Warehousing	1,926	2,349	423	22.0%	9,466	10,755	1,290	14.0%
62	Health Care and Social Assistance	2,979	3,236	257	9.0%	35,924	39,528	3,604	10.0%
44	Retail Trade	2,264	2,502	238	10.0%	23,382	25,571	2,189	9.0%
90	Government	3,536	3,706	170	5.0%	42,944	46,561	3,617	8.0%
31	Manufacturing	1,688	1,840	152	9.0%	18,102	21,683	3,580	20.0%
56	Administrative and Support and Waste Management and Remediation Services	448	556	108	24.0%	5,185	6,052	868	17.0%
55	Management of Companies and Enterprises	224	327	103	46.0%	1,007	998	(9)	(1.0%)
81	Other Services (except Public Administration)	874	976	102	12.0%	7,240	7,725	485	7.0%
71	Arts, Entertainment, and Recreation	199	289	89	45.0%	2,956	3,495	539	18.0%
42	Wholesale Trade	308	376	68	22.0%	4,538	5,685	1,147	25.0%
52	Finance and Insurance	346	409	63	18.0%	8,169	8,837	668	8.0%
54	Professional, Scientific, and Technical Services	354	407	53	15.0%	5,949	6,536	587	10.0%
99	Unclassified Industry	54	104	50	94.0%	499	946	447	90.0%
22	Utilities	99	141	42	43.0%	515	625	110	21.0%
23	Construction	709	739	29	4.0%	6,871	6,910	40	1.0%
53	Real Estate and Rental and Leasing	156	183	27	17.0%	1,401	1,533	132	9.0%
11	Agriculture, Forestry, Fishing and Hunting	78	95	17	22.0%	1,889	2,251	362	19.0%
61	Educational Services	30	39	8	27.0%	4,857	5,991	1,134	23.0%
21	Mining, Quarrying, and Oil and Gas Extraction	24	32	8	34.0%	265	276	10	4.0%
72	Accommodation and Food Services	1,059	1,018	(41)	(4.0%)	14,214	15,115	900	6.0%
51	Information	123	79	(44)	(36.0%)	1,382	1,257	(126)	(9.0%)
TOTALS		17,479	19,402	1,923	11.0%	196,757	218,331	21,574	11.0%

Source: Lightcast.

Tourism

Empire State Development commissions annual reports on the economic impact of visitors in each New York region. For these purposes, it includes Fulton County in a six-county “Capital-Saratoga” region shown at right. Traveler spending in Fulton County was \$79 million in 2022, the bulk of which was on second homes (\$40M), lodging (\$15M), food and beverage (\$15M), and retail and service stations (\$8M). That \$79 million represented 9.5% growth from 2021, and overall steady spending growth from 2018 onward except for a dip in 2020 attributable to the COVID-19 pandemic. In 2022, tourism-generated employment totaled 613 jobs, or 854 jobs after considering spillover effects, and 3.3% of all labor income was generated by tourism including direct, indirect, and induced effects), at \$27.3 million.⁹ Tourism generated \$5.9 million in local taxes in 2022.¹⁰



⁹ Spillover effects here refer to jobs created as a result of the new wages circulating in the economy and the jobs they support. These include indirect jobs (those generated as the tourism sector purchases goods and services as inputs) and induced jobs (those generated as employees whose wages are generated either directly or indirectly by visitor spending then spend those wages in the local economy).

¹⁰ ESD Economic Impact of Visitors in New York 2022 – Capital-Saratoga Focus, September 2023, https://esd.ny.gov/sites/default/files/Capital-Saratoga-2022-NYS-Tourism-Economic-Impact_0.pdf.

In examining Esri recreation expenditure data that relates to Fulton County's access to the Adirondack Park, Great Sacandaga Lake, and other outdoor assets, total 2023 Fulton County spending on recreational vehicles and fees was nearly \$3 million, and spending on sports and recreation equipment totaled \$4.5 million.¹¹

In 2021, 63,231 people visited campgrounds near the Great Sacandaga Lake Discovery Center including Caroga Lake and Northampton in Fulton County. These two campgrounds attracted 24,766 of the 63,231 visitors. Of these campgrounds, Northampton is the most popular destination, where visitors stay for an average of 3.61 days. In 2023, the Fulton County Visitor Center welcomed a record 1,683 travelers. While some visitors to the County and its campgrounds arrive from out of state, the majority of visitors are residents elsewhere in New York State. Additionally, most in-state visitors live in the nearby Capital Region.¹²

¹¹ Recreational vehicles/fees include docking and landing fees for boats/planes, camp fees, payments on boats/trailers/campers/RVs, and rental of boats/trailers/campers/RVs. Spending on sports and recreation equipment includes bicycles and equipment for camping, hunting and fishing, winter sports, water sports, other sports, and the rental/repair of sports/recreation/exercise equipment. This Esri data, which extrapolates from BLS Consumer Expenditure Surveys, does not have comparable data for past years.

¹² Fulton County Planning Department data.

Housing Market Analysis

In 2018, Fulton County completed a Housing Strategy that evaluated current and future housing needs and identified opportunities and constraints for the housing market. The study highlighted the County's limited housing choice and diversity and noted shortages of senior housing; mixed-use developments; downtown housing attractive to younger generations; and professional/executive-level housing. The study noted a need for efforts to mitigate affordability gaps, incentivize renovation of older units, improve downtown amenities in order to encourage downtown housing development, and encourage residential reuse of vacant institutional and manufacturing properties.

Housing Tenure

Fulton County had an estimated 28,190 housing units in 2023. The Housing Tenure table shows the percentage of housing units that are owner-occupied, renter-occupied, and vacant. About one-fifth of housing in Fulton County is vacant, larger than the share of vacant housing in the Region, driven by second/seasonal homes used occasionally.¹³ Though the number of housing units in the County has fallen from 28,562 in 2010, the share of vacant units has increased by 1.6 percentage points. The proportion of owner-occupied housing units in the County (56.4%, similar to the 2010 figure) and is lower than the Region (58.8%), but higher than the State (48.5%). The County has the lowest share of renter-occupied housing, at 22.8% compared to the Region's 24.8% and the State's 41.8%. The County's share of renter-occupied housing has fallen by about two percentage points since 2010. The relatively small and shrinking rental unit stock, combined with rising housing prices, may indicate a need for more rental housing development.

¹³ The U.S. Census bureau definition of "vacant units," used by Esri, is not comparable to the CoStar-reported vacancy rates referenced later in this study, which only concern units actively being marketed for rent/sale and unoccupied. See: <https://www.census.gov/housing/hvs/definitions.pdf>

Housing Tenure

	Fulton County (2010)	Fulton County (2023)	Mohawk Valley (2023)	NYS (2023)
Owner-Occupied	56.2%	56.4%	58.8%	48.5%
Renter-Occupied	24.4%	22.8%	24.8%	41.8%
Vacant Units, Rate	19.1%	20.8%	16.4%	9.7%
Total Housing Units	28,562	28,190	234,602	8,449,178

Source: Esri Business Analyst Online.

Type of Vacancy

	Fulton County	Mohawk Valley	NYS
Total vacant housing units	6,478	44,497	919,028
For rent	3.1%	7.8%	15.7%
Rented, not occupied	0.9%	1.9%	4.4%
For sale only	4.9%	5.5%	6.1%
Sold, not occupied	1.0%	2.9%	4.3%
Seasonal/occasional	60.0%	43.9%	35.4%
For migrant workers	0.0%	0.1%	0.2%
Other	30.0%	37.8%	34.0%

Source: Esri Business Analyst Online.

Housing Units

The table below shows the distribution of housing units by structure type in each geography. Most housing units in the County (67.2%) and Region (66.0%) are single-family detached homes. Compared to the Region and State, the County has a higher percentage of duplexes (12.5% of the housing stock) and mobile homes (9.3%), and a lower percentage of structures with three or more housing units.

The next table shows the percentage of housing units in each area by the year they were built. 36.6% of Fulton County’s housing units were built prior to 1939 (similar to the Regional share but higher than the statewide share), and 65.4% were built before 1970 (similar to the other geographies). Homes built from 1990 onward represent 15.5% of Fulton County’s housing stock, a similar share to that of the Region and State. Older homes require more continuous reinvestment to address deterioration and potential environmental hazards.

Housing Units By Units In Structure

	Fulton County	Mohawk Valley	NYS
Total	28,190	234,981	8,449,178
1, detached	67.2%	66.0%	41.7%
1, attached	0.6%	1.5%	5.3%
2	12.5%	11.0%	10.0%
3 or 4	5.1%	5.8%	6.8%
5 to 9	2.2%	2.9%	5.1%
10 to 19	0.9%	1.5%	4.2%
20 to 49	0.8%	1.3%	8.3%
50 or more	1.3%	2.4%	16.3%
Mobile home	9.3%	7.6%	2.2%
Boat, RV, van, etc.	0.0%	0.0%	0.0%

Source: Esri Business Analyst Online.

Housing Units By Year Structure Built

	Fulton County	Mohawk Valley	NYS
Built 2020 or later	0.0%	0.1%	0.1%
Built 2010 to 2019	2.9%	2.6%	3.8%
Built 2000 to 2009	5.6%	5.6%	6.1%
Built 1990 to 1999	7.0%	7.6%	6.2%
Built 1980 to 1989	8.8%	9.3%	7.6%
Built 1970 to 1979	10.4%	9.8%	9.8%
Built 1960 to 1969	9.0%	9.3%	12.5%
Built 1950 to 1959	9.9%	12.0%	14.5%
Built 1940 to 1949	9.9%	6.6%	7.9%
Built 1939 or earlier	36.6%	37.2%	31.4%

Source: Esri Business Analyst Online.

Home Values

The table on the next page shows the median and average home values for the County and Region.

Fulton County's median home value was \$146,506 in 2023. That figure that is expected to grow by 12% over the next five years to \$163,486, a higher rate of increase than the Region's projected 8%.¹⁴ (The County's median home value was \$95,200 in 2010).

In examining single family home sales data from the New York State Association of Realtors, the median sale price for a Fulton County home increased by 36% from 2019-2023, from \$130,000 to \$177,188—sharp growth but lower than the statewide jump of 42%. The largest increase occurred between 2020 and 2021, from \$136,450 to \$155,000, as COVID-19 triggered an exodus of households from larger metropolitan areas.

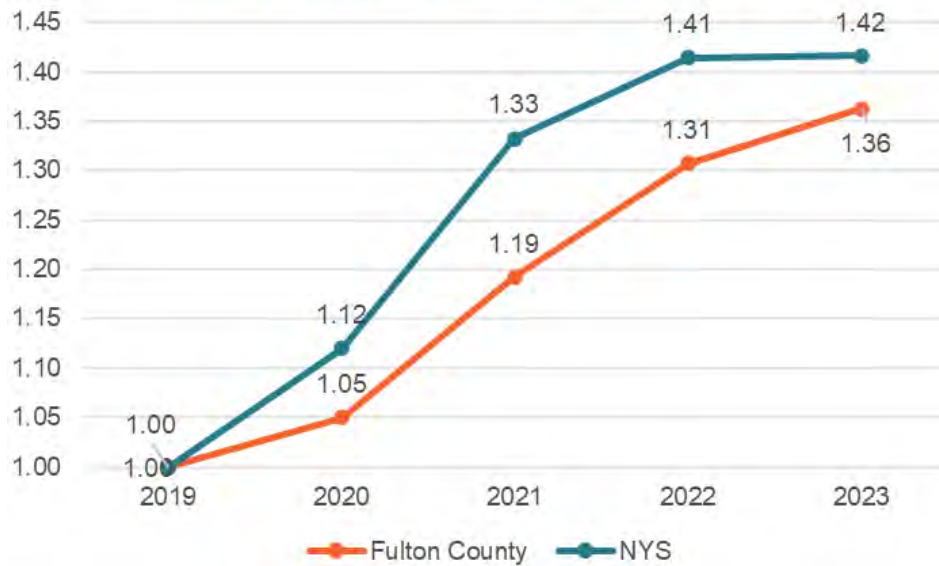
¹⁴ When the average value of a dataset is higher than the median, it typically means that the distribution of the data is positively skewed—that there are some exceedingly high values in the dataset that are causing the average to be pulled up relative to the median. Though home values are lower in Fulton County compared to the Region, average home values in both geographies are significantly higher than median home value.

Home Value Projections

	Fulton County		Mohawk Valley	
	2023	2028	2023	2028
Median Home Value	\$146,506	\$163,486	\$166,024	\$179,812
Average Home Value	\$198,841	\$212,960	\$201,639	\$228,654

Source: Esri.

Historical Median Home Prices (Index: 2019 = 1.0)



Housing Affordability

In Fulton County, where the median home value is \$146,506, owning a home is more affordable than in the Region as a whole. An annual household income of at least \$46,680 is required to purchase that median-priced home without being cost-burdened. By contrast, a household would need an income of \$53,360 to comfortably afford the Region’s median-priced home. In the County, 58% of households earn above \$50,000. However, for most of the 42% of Fulton County households earning less than \$50,000, the median-valued home could present a cost burden.

For renters, a household income of \$27,520 per year is required to afford the median contract rent in Fulton County. One-fifth of households in Fulton County have household incomes below \$25,000, placing them within the boundaries of being cost-burdened for both renting and owning.

Overall, these trends indicate that housing in Fulton County is relatively affordable for both renters and homeowners compared to the Region and State, making it an attractive location for individuals and families amid the tight and increasingly expensive national housing market. However, there is still a sizeable portion of Fulton County’s population that is likely cost-burdened by housing.

Housing Affordability for Owner-Occupied Housing

	Fulton County (2018)	Fulton County (2023)	Mohawk Valley (2023)
Median Home Value - 2023	\$108,700	\$146,506	\$166,024
10% Down Payment	\$10,870	\$14,651	\$16,602
Remaining Balance	\$97,830	\$131,855	\$149,422
Average Mortgage @7% for 30 Years	\$627	\$877	\$994
Estimated Additional Costs*	\$235	\$290	\$340
Estimated Monthly Mortgage Costs	\$862	\$1,167	\$1,334
Household Income Threshold	\$34,480	\$46,680	\$53,360

*Includes Zillow estimated insurance, PMI, and taxes.

Source: Esri BAO; Zillow Mortgage Calculator; MRB Group.

Housing Affordability for Renter-Occupied Housing

	Fulton County (2017)	Fulton County (2022)	NYS (2022)
Median Contract Rent	\$574	\$688	\$1,365
Household Income Threshold	\$22,960	\$27,520	\$54,600

Source: ACS 5-Year Estimates; MRB Group. ACS data, needed for this historical data point, is not available at the Mohawk Valley Region level.

Real Estate Market Analysis

The following analysis uses CoStar data on industrial, commercial, retail, and hospitality real estate trends in Fulton County.

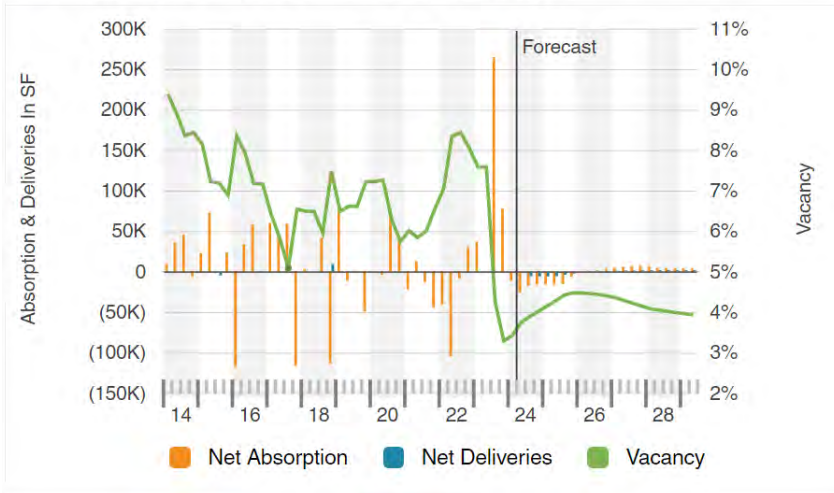
Industrial

INVENTORY SF	UNDER CONSTR SF	12 MO NET ABSORP SF	VACANCY RATE	MKT ASKING RENT/SF	MKT SALE PRICE/SF	MKT CAP RATE
8M +0%	0 -	333K +2,027.9%	3.4% -4.2%	\$5.21 +4.5%	\$62 -0.1%	9.1% +0.5%
Prior Period 8M	Prior Period 0	Prior Period (17.3K)	Prior Period 7.6%	Prior Period \$4.98	Prior Period \$62	Prior Period 8.6%

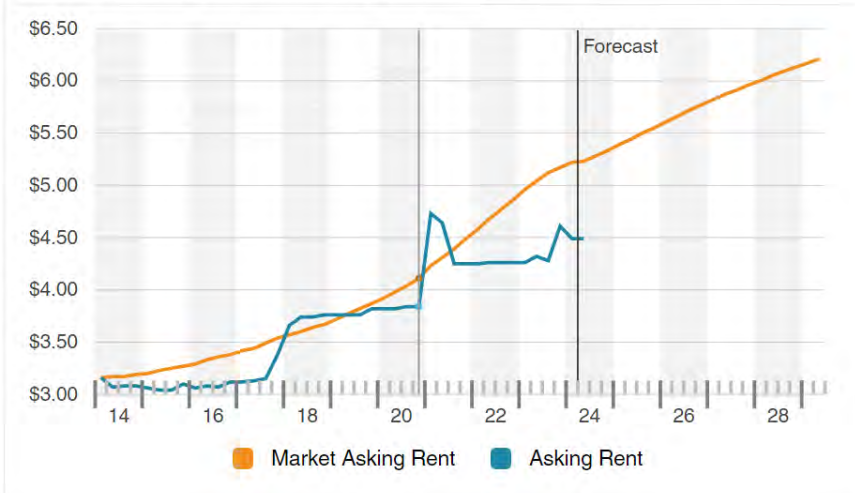
Approximately eight million square feet of industrial real estate in Fulton County is captured in the CoStar database. As of April 2024, the vacancy rate is 3.4%, the lowest it has been in the past ten years, driven by a spike in absorption in the third quarter of 2023. A delivery of 10,000 square feet was added in 2018, the only recorded delivery in the past decade. Market rents have steadily grown over the past decade. The current market asking rent is \$5.21 per square foot, which is lower than surrounding areas.

Although not included in the CoStar data, the Tryon Technology Park has a new 325,000SF recreational use facility as of 2023.

Net Absorption, Net Deliveries & Vacancy



Market Asking Rent & Asking Rent Per SF

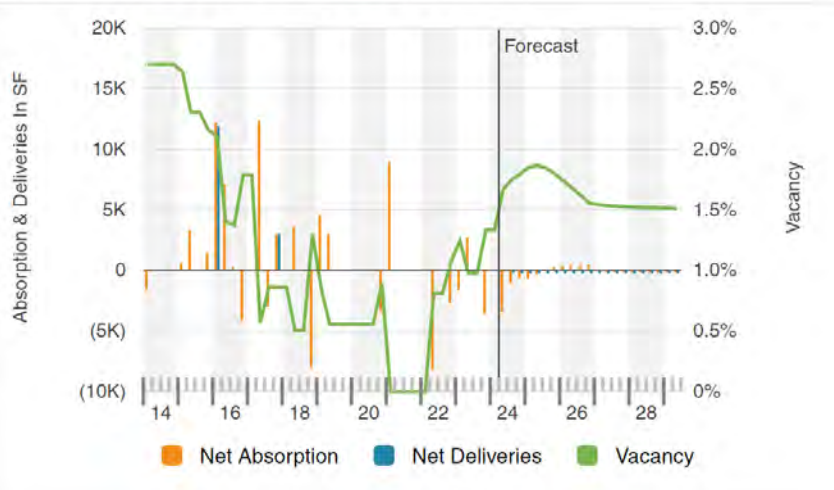


Office

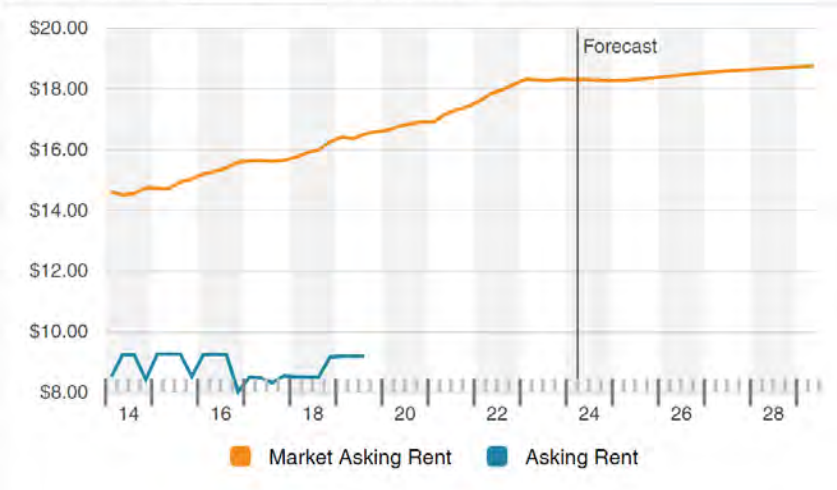
INVENTORY SF	UNDER CONSTR. SF	12 MO NET ABSORP SF	VACANCY RATE	MKT ASKING RENT/SF	MKT SALE PRICE/SF	MKT CAP RATE
1M +0%	0 -	(2.9K) +70.1%	1.5% +0.3%	\$18.33 +0%	\$114 -6.7%	11.7% +0.8%
Prior Period 1M	Prior Period 0	Prior Period (9.8K)	Prior Period 1.2%	Prior Period \$18.32	Prior Period \$122	Prior Period 10.9%

The CoStar database includes 1 million square feet of office space inventory. Vacancy rates in office space have been relatively stable over the last ten years but have never gone above 3%. The vacancy rate as of April 2024 is 1.5%, the highest it has been since early 2017. In the past ten years, deliveries included 11,996 square feet in 2016 and 3,000 square feet in 2017. Market asking rents for Fulton County office space have only modestly increased over the past decade, to the current \$18.33 per square foot (gross).

Net Absorption, Net Deliveries & Vacancy



Market Asking Rent & Asking Rent Per SF



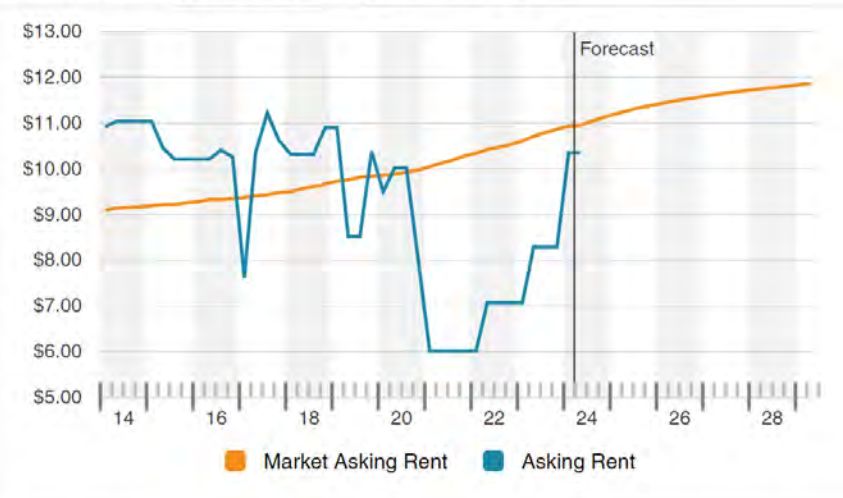
Retail

INVENTORY SF	UNDER CONSTR SF	12 MO NET ABSORP SF	VACANCY RATE	MARKET RENT/SF	MARKET SALE PRICE/SF	MARKET CAP RATE
4.2M +0%	0 -	(1.7K) -109.1%	1.4% +0%	\$10.90 +2.7%	\$129 +3.0%	7.5% +0%
Prior Period 4.2M	Prior Period 0	Prior Period 19.1K	Prior Period 1.4%	Prior Period \$10.62	Prior Period \$125	Prior Period 7.5%

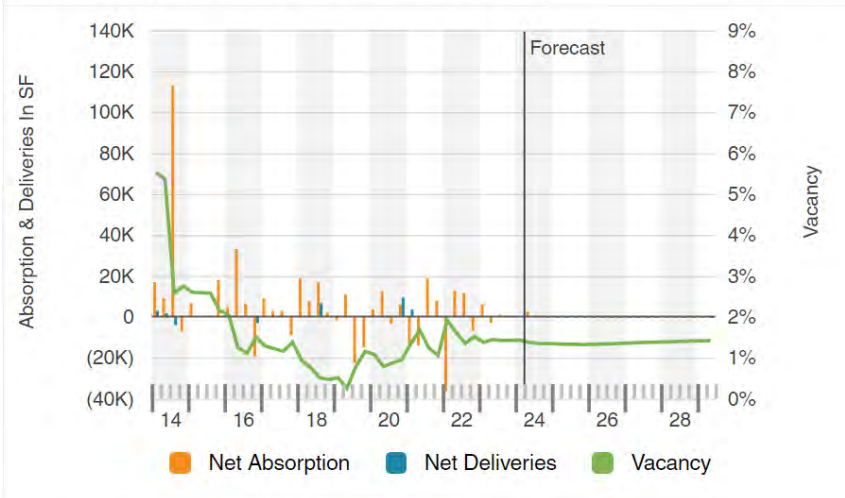
The CoStar database includes 4.2 million square feet of retail space inventory. Reported vacancy rates have long been extremely low, and as of April 2024, vacancy is 1.4%. In the last decade, there have been about 28,000 square feet in deliveries to the market, offset partly by demolition of about 12,000 square feet and also quickly absorbed, indicating some demand for space in the retail market. There has been only one significant period of negative absorption (vacating of space), driven by two properties in quarter one of 2022.¹⁵ Market asking rents have experienced very modest growth. Current market asking rent for retail real estate in the County is very low, at \$10.90 per square foot.

¹⁵ These were 23-89 Arterial Plz, Gloversville, NY (negative absorption of 15,000 sf) and 369 S Main St, Gloversville NY (negative absorption of 20,000 sf).

Market Asking Rent & Asking Rent Per SF



Net Absorption, Net Deliveries & Vacancy



Hospitality

CoStar’s hospitality data captures information from an area’s “flagged” hotels, those owned or branded by a national chain. The data captures only some of the independent hotels in the area, and does not capture data from all small, unbranded properties or any short-term rental listings. Additionally, the many campgrounds that populate areas near outdoor recreation in Fulton County are not captured in this data.

CoStar’s database includes 268 inventory rooms across six hospitality properties. Below are key performance indicators for this market.

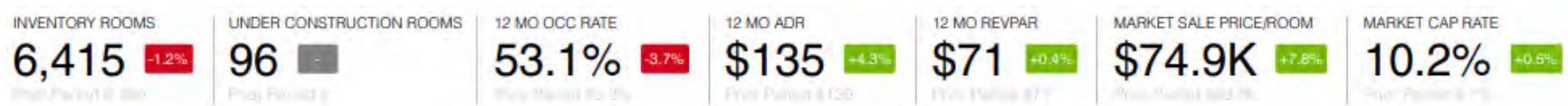
INVENTORY ROOMS	UNDER CONSTR ROOMS	12 MO OCC RATE	12 MO ADR	12 MO REVPAR	MARKET SALE PRICE/ROOM	MARKET CAP RATE
268 +0.4%	0 -	52.4% -4.9%	\$116 +2.1%	\$61 -2.9%	\$57.4K +4.9%	10.5% +0.7%
Prior Period 267	Prior Period 0	Prior Period 55.1%	Prior Period \$113	Prior Period \$62	Prior Period \$54.7K	Prior Period 9.8%

Over the past ten years, occupancy rates have averaged 50.1%, holding relatively steady except for the pandemic-induced drop to the 35% range. Occupancy had recovered to above 50% by January 2022, and as of April 2024, the 12-month occupancy rate was 52.4%. (The statewide 12-month occupancy rate was 72.7%.)

The 12-month Average Daily Rate (ADR) is currently estimated at \$116, which is 3.6% higher than the prior 12-month period. Ten years ago, ADR was \$94. The growth in Fulton County’s ADR over the past ten years (about 23%) has not kept pace with inflation (about 32% nationally, much of it occurring since 2021). The 12-month Revenue Per Available Room (RevPAR—multiplying average daily room rate by occupancy rate) is \$61.

The 2017 Fulton County Hotel/Motel Market, Financial, and Impact Analysis identified unmet demand for lodging in the summer and fall, particularly for large, high-quality hotels that can accommodate groups. The report identified the Great Sacandaga Lake area as being a desirable location for new accommodations, but highlighted the fact that at the time, none of the available sites had municipal water and sewer needed for hotel development—an infrastructure need that is now being addressed. However, Fulton County’s current RevPAR and occupancy rates may not support new hotel/motel development in the flagged property class until tourism is strengthened through the addition of new destinations and amenities.

For comparison, the hospitality market’s key performance indicators for the Mohawk Valley Region are given below. In the CoStar database, there are 6,415 rooms in the Region. The Region has comparable occupancy rates to the County, and a higher and increasing ADR, likely partly attributable to the inclusion of higher-quality properties in that larger area.



APPENDIX B: SWOT ANALYSIS

Strengths (Internal)	Weaknesses (Internal)
<ul style="list-style-type: none"> • Connected for Business <ul style="list-style-type: none"> ○ Nearby US and Canadian markets ○ Highway access (I-90, I-87, I-88) ○ 34 million people in 4-hour drive ○ Available and affordable labor ○ Located amid high-tech corridor anchored by GlobalFoundries, Wolfspeed, SUNY Poly/Marcy Nanocenter, and Albany Nanotech complex • Existing industrial park occupancy & strong employment base • Expedited permitting • Collaboration and passion for economic development and tourism • Strong and expanding municipal infrastructure systems with available capacity <ul style="list-style-type: none"> ○ Gloversville-Johnstown Joint Wastewater Treatment Plant ○ 5 municipal water systems ○ Modern landfill/low tipping fees ○ Outstanding airport • Customized training through FMCC, HFM BOCES, and P-TECH • Natural beauty and resources; world-class, year-round outdoor recreation (Adirondack Park, 44 lakes including Great Sacandaga Lake, FJ & G rail trail, Wheelerville Trails mountain biking destination, Northville-Lake Placid trailhead, state forest lands, numerous other recreation assets) • Great place to live and raise a family, and resident pride regarding: <ul style="list-style-type: none"> ○ Close-knit and small-town environment ○ History and heritage ○ Proactive county government ○ Low crime rate ○ Cost of living and housing costs lower than surrounding areas • Strong growth in transportation/warehousing sector; relatively strong manufacturing sector 	<ul style="list-style-type: none"> • Low level of post-secondary education • School taxes are high • Lower household income and somewhat higher poverty than NYS • Lack of housing options • Constraints on electric power availability • Declining and aging population • Low Millennial population • Limited social, entertainment, and cultural venues • Limited restaurants, bars, and local food • Corporate executives don't live in Fulton County • Visual appeal of downtowns needs to improve • Poor condition of state highways • Perception that NYS is not business-friendly • Residents' and outsiders' perception of Fulton County • Weak hospitality real estate market • Shovel-ready industrial parks at capacity; lack of other shovel-ready industrial sites • Low student awareness of local careers • Lack of public transportation

Opportunities (External)	Threats (External)
<ul style="list-style-type: none"> • Developer interest in low-cost land, housing, and commercial/industrial buildings • Labor potential of net outbound commuters • Projected economic expansion (11% 2023-2033) • Semiconductor industry supply chain and Fulton’s central location among fabs • Downtown Gloversville and Johnstown revitalization initiatives • Improving visual appearance of cities, town centers, and hamlets • Demand for downtown, executive, attainable, and senior housing, and opportunity to identify and pre-develop additional housing sites • Neighborhood revitalization • Development prospects made feasible by SMART Waters initiative and progress developing regional water and sewer • Large-scale, mixed-use, targeted development areas: Hales Mills, Vail Mills, and Tryon Development Areas (Tryon having site control) • Expanding water, wastewater, and gas/electric infrastructure • Under-tapped retail spending potential from current leakage, growing household incomes, non-resident workers, and seasonal households/visitors • Potential to develop the NYS Route 29, 30, 30a, and 67 corridors through proactive infrastructure investments • Growing interest in agritourism and local food • Further absorption of existing industrial park space; advancement of the Tryon Technology Park and Johnstown Commerce Park; identification and pre-development of additional sites • Seasonal residents retiring locally • Attraction of additional households (seasonal residents and vacation homes; remote workers; and relatively higher-earning households priced out of other Upstate communities) • Compelling marketing opportunities: great place to live and do business; natural beauty and history; development readiness • Growing tourist visitation and spending 	<ul style="list-style-type: none"> • Slow growth in household incomes • Perception of younger-generation markets passing the county by • Outmigration resulting from lack of housing options • Challenges of building a more technically trained workforce • Decline in local and regional labor pool (aging, population decline) • Stagnancy and deterioration in housing stock • Potential constraints on availability of electric power to serve major industrial users • Absorption of potential development sites by commercial solar (including affecting residential development viewsheds) • Short-term rental impacts on permanent housing availability

APPENDIX C: STAKEHOLDER INPUT

Survey

The survey for Fulton County's Development Strategy was open for two and a half weeks and collected 55 responses. Most respondents represented a community-based organization (24) or were a government or public official (26). Some respondents identified themselves as business owners (9); involved in workforce development (8), the tourism industry (7), or housing (5); or were an interested member of the public (9). Respondents could select multiple such identifiers.

SWOT

Respondents were asked to identify the primary strengths, weaknesses, opportunities, and threats for the County's economic development. Their responses largely reflected the County's prior SWOT included in the 2018 ten-year Development Strategy, with some new considerations that the Project Committee leveraged in the updated SWOT (Appendix B).

Vision

In response to the survey question about their vision for a vibrant economy in Fulton County, respondents highlighted the need to enhance existing strengths, build on and support residents with recreation and community events, and leverage Fulton County's location on the figurative "semiconductor highway."

Tourism, businesses growth, connectivity, workforce development, and infrastructure all appear with some frequency in responses, emphasizing their importance for the County's path forward.

Housing

With regard to housing, respondents indicated that the shortage of starter homes and disrepair within the existing housing stock are the most pressing concerns. A shortage of market-rate rental apartments and senior living options were the next most pressing concerns. Vacant homes and shortages of executive-level housing and two-family homes were the least pressing concerns.

Infrastructure and zoning projects were frequently listed by respondents when asked about projects that the County could undertake to shape the housing market to meet the needs of current and future residents. Senior housing, as well as housing for young professionals and families, arose as the key demographic sectors with the greatest need for housing. Additionally, respondents said that improving Fulton County's marketing of amenities, affordability, and opportunities for developers are critical for strengthening the County's housing market.

When asked what three specific projects Fulton County and its partners should undertake to shape the housing market to meet the needs of current and future residents, respondents listed the following. (A consolidated list was presented at the Stakeholder Workshops as a starting point for discussion.)

- **Marketing**
 - Identify sites for new housing, secure site control and market sites to housing developers
 - Market availability of housing in the County to people looking to move from larger urban centers
- **Develop Housing**
 - Incentivize development of new housing in the County
 - Promote the development of housing projects to address specific gaps like senior housing, mixed-use and downtown housing that appeals to younger generations
 - Promote the development of a 55+ retirement community in Fulton County
 - Promote mixed use developments in Vail Mills Development Area
 - Promote redevelopment of older buildings into housing

- Encourage municipalities to pursue the Plus 1 ADU Program run by the NYS Homes and Community Renewal
- Develop workforce housing that provides affordable housing options for essential workers like teachers, health care professionals, 1st responders and service industry workers
- Collaborate with NYS to develop affordable housing options in the County
- Develop market rate townhomes and condos
- Assist property owners to renovate upper floors of downtown buildings into housing
- Develop smaller starter homes
- **Land Use Planning**
 - Update local zoning regulations to eliminate impediments to housing development and to allow high density housing projects
 - Strengthen code enforcement throughout the County and use code enforcement to get property owners to properly maintain their properties
- **Infrastructure**
 - Extend water and sewer services to housing sites
- **Other**
 - Limit the number of Airbnb units in the County
 - Hold a Housing Summit
 - Secure grant funding to assist in renovation and rehabilitation of existing housing stock
 - Promote smart growth town centers with housing
 - Demolish dilapidated homes
 - Establish County-wide land bank to deal with vacant and zombie properties
 - Develop assisted living facility as a compliment to existing nursing homes
 - Conduct demographic surveys to identify housing needs in the County
 - Create more green spaces in downtowns
 - Stop selling foreclosed properties to out of the area buyers

- Offer PILOTs, grants and low interest loans to housing developers like Capitalize Albany
- Develop synergies between tourism and downtown revitalization
- Develop amenities to drive housing demand that are appealing to young people and empty nesters
- Promote the development of arts and entertainment to drive housing demand

Tourism

Tourism already features strongly in Fulton County's prior development strategy. As indicated by survey respondents, the County has strengths in abundant outdoor recreation opportunities, scenic views, proximity to urban centers, and a tourism- and marketing-focused County government. The respondents note, however, that the nearly exclusive focus on outdoor recreation, disconnect between tourism organizations and attractions, and a lack of accommodations and public access to the County's lakes inhibit the County's tourism industry. Additionally, there is a negative perception of the County as blighted, which must be addressed to continue attracting residents and visitors, particularly in urban cores.

Respondents indicated that tourism sector opportunities include expanding into heritage tourism, enhanced marketing and promotion of events, and attracting more visitors from neighboring urban centers. Climate change appeared as a threat for tourism, given its impact on winter conditions and related outdoor activities. Competition from similar nearby destinations, like Lake George and Saratoga County, also detracts from potential tourism development in Fulton County. Respondents would like to see improved coordination in and among the various tourism businesses, organizations, and events. They'd also like to see the development of more traveler accommodations and enhanced marketing and promotion of Fulton County as a tourism destination. Respondents assigned lowest prioritization to the following potential initiatives: 1) Attracting more one-time, high-impact events; 2) developing an outdoor special events venue; and 3) developing new outdoor biking amenities.

When asked what three specific projects Fulton County and its partners should undertake to strengthen the County's tourism industry and its economic impacts, respondents listed the following. (A consolidated list was presented at the Stakeholder Workshops as a starting point for discussion.)

- **Marketing**
 - Market and promote Fulton County's close proximity to world class recreational assets
 - Market and promote Fulton County's hiking and snowmobile trails and water-based activities
 - Market the Great Sacandaga Lake as a national destination
 - Disseminate e-blasts summarizing upcoming events in the County
 - Conduct Destination Marketing Campaigns to increase awareness of Fulton County's tourism assets
 - Promote the development of additional lodging in the County
- **Tourism Projects**
 - Assist and /or fund the build out of the Caroga Arts Collective and Sherman's Redevelopment
 - Promote and fund the continue redevelopment of the Glove Theater
 - Complete FJ&G Rail Trail to the Village of Broadalbin
 - Complete Parkhurst Field Project
 - Reopen, operate and promote the Broadalbin Beach
 - Develop multi-use destination access points onto Great Sacandaga Lake
 - Develop boardwalk along south end of Great Sacandaga Lake
 - Develop a Conference Center
 - Develop ATV/UTV trail system
- **Other**
 - Develop partnerships with outdoor outfitters, guide services and recreational businesses to offer guided tours, equipment rentals and adventure packages
 - Create a network of history-themed tourist attractions
 - Extend FJ&G Rail Trail south into Montgomery County to connect into the Empire State Trail

- Organize and conduct annual County wide festivals
- Develop a park/playground/event center for kids
- Collaborate with local businesses to create year round events that will attract tourists
- Expand the local black fly treatment program in Adirondack Towns
- Utilize the Airport for large events like concerts
- Develop a Tourism Strategy
- Expand partnership with National Baseball Hall of Fame
- Develop more public access to Fulton County's lakes
- Promote development of a Performing Arts Venue

Economic Development

According to respondents, workforce development, development of industrial sites and related utilities, and business attraction marketing/branding are the top three concerns for the next five years. Business retention, housing development, and downtown revitalization are intermediate concerns, and the lowest-ranking priorities were commercial and tourism development and transportation infrastructure. These concerns are reflective of ongoing County government focus areas and initiatives, suggesting that the County is already on a good path.

Business and talent attraction and retention were highlighted as key needs throughout the SWOT and vision questions in the survey. Respondents indicated that the top two industries to target for attraction and expansion are 1) information technology and 2) agribusiness/food and beverage production. Manufacturing and life sciences received moderate prioritization, while financial/professional services and transportation, distribution, logistics, and warehousing were the lowest-ranking industries for attraction and expansion.

Respondents ranked the workforce challenges faced by Fulton County employers. The biggest concern is limited skilled applicants, followed by "youth and future workforce development." Area population trends ranked third, then high turnover rates, with high wages being the smallest concern.

Popular projects residents would like to see Fulton County undertake to strengthen its economic future include water and sewer expansion projects, specifically to the Vail Mills Primary Development Area and south on Route 30. The Caroga Arts Collective is working to redevelop Sherman's Park, and respondents would like to see the County support that project. Another project would be to develop a new electrical substation along the 115kV transmission main on County Route 107 to expand power availability at Tryon Technology Park. More generally, respondents would like to see continued investments and projects that focus on downtown revitalization, tourism, and improving communication and collaboration among organizations, residents, and municipalities. In a section of the survey dedicated solely to business owners, respondents indicated that inflation/increasing costs and workforce availability are the two main hurdles they face in the County.

When asked what three specific projects Fulton County and its partners should undertake to strengthen the County's economic future, respondents listed the following. (A consolidated list was presented at the Stakeholder Workshops as a starting point for discussion.)

- **Marketing**
 - Market and promote Fulton County to high tech and high paying companies
 - Hire a professional marketing company to aggressively market the County's assets and strengths
 - Market Fulton County to logistic and supply chain companies looking to support the semiconductor industries located along the I-90 corridor
 - Invest in and market/promote the County's historic sites
 - Market the County's low cost of housing and commutability
- **Shovel Ready Sites**
 - Identify and develop additional shovel ready sites. Secure site control
 - Work with National Grid to increase the availability of power for industrial development and housing in the County
- **Downtown Revitalization**
 - Continue downtown revitalization in the 2 Cities and 4 Villages
 - Apply for state and federal funding to help revitalize downtowns
 - Promote the development of new housing in downtowns

- Secure grant funding for façade improvement program in downtowns
- Work to get more areas of downtowns designated as Brownfield Opportunity Areas to help secure state and federal brownfield funding
- **Workforce**
 - Promote and support workforce training initiatives
 - Expand skill trades training
- **Land Use Planning**
 - Coordinate zoning along municipal boundaries
 - Shared code enforcement
 - Encourage all municipalities in the County to either develop a new or update existing Comprehensive Plans and apply for funding to do so.
- **Other**
 - Expand public transit in the County
 - Promote mixed use development projects
 - Make Union Ave Extension in the City of Johnstown a truck route for trucks to use to bypass downtown Johnstown
 - Develop a Special Events Venue in the County
 - Support MWBE businesses by providing community support and forums with information and training on starting and running a successful business
 - Consolidate the Gloversville and Johnstown School Districts
 - Promote municipal and school dissolution
 - Attract entertainment venues to invest in Fulton County
 - Incentivize and promote the development of new small businesses that focus on food and entertainment

Interviews

Elected Officials

MRB Group interviewed sixteen local elected officials across Fulton County to learn about local conditions, challenges, and opportunities. This section summarizes key themes from these conversations with Town Supervisors, City Mayors, and Village Mayors.

Generally, the elected officials were satisfied with the current state of their municipalities and optimistic about the future. When asked about embracing new projects and growth, leaders of smaller communities tended to express a preference for preservation of agriculture and rural character and indicated that tight budgets and small tax bases cannot support expansive infrastructure investments that may be needed to entice additional housing development. Leaders of larger and denser municipalities, which are better served by existing infrastructure, were generally more open to growth opportunities and the potential for new development and businesses.

Elected officials perceive excess demand for housing of all typologies, from townhomes to multi-family homes to larger developments. Several spoke of the need for more child-care facilities as integral to attracting and retaining a consistent, talented workforce.

Property maintenance was another topic on which smaller communities have different experiences than larger communities in Fulton County. Larger and denser municipalities have strong concerns about property conditions, and local leaders are using all available resources and tools (local laws, codes enforcement, etc.) to minimize blight and increase the number of safe, attractive dwellings. Meanwhile, this issue was not as prominent for smaller, more rural communities.

Local leaders viewed outdoor recreation as an important and positive element of their communities from the standpoint of both resident quality of life and tourism and talent attraction. They recognize the economic development and marketing value represented by Fulton County's lakes, biking trails, parks, outdoor concert venues, ball fields, and more.

Housing Developers

MRB Group interviewed four developers to discuss the housing market and the potential for new development. Overall, the interviewees felt that the market was somewhat weak, but that there is a long-term opportunity in Fulton County. The current market would make market-rate units difficult, but middle-income and lower-income housing would be more feasible, particularly in locations where historic rehabilitation tax credits can be leveraged. One emphasized that multi-phase developments would be most feasible. Developers noted that the County and local governments can impact development by streamlining planning approvals and permitting and offering PILOTs, grants, and low-interest loans like Capitalize Albany.

Developers felt that synergies between tourism and downtown revitalization could ultimately spur a stronger housing market. They believe more amenities would help to drive housing demand—things that are appealing to young people as well as empty nesters. (One mused, “What if Gloversville was all about breweries.”) One developer noted that many people travel through Fulton County to vacation in the Adirondacks, but “don’t have a reason to stop” in Gloversville—if they had more reasons to stop, that would support Main Street vibrancy and in turn stimulate a stronger housing market in the downtowns. One interviewee sees huge potential for the Caroga Arts Collective and associated creative activity to “set a tone” that can be spread into the downtowns, particularly if paired with a focus on rehabilitation of historic buildings. One discussed that job growth and workforce development will be what moves the needle for housing developers.

Stakeholder Workshops

MRB Group facilitated three stakeholder workshops—one on housing, one on tourism, and one on economic development—on Friday, June 28th, 2024, at SUNY Fulton-Montgomery. Fulton County invited key stakeholders from County and local governments, community-based organizations, educational institutions, and organizations focused on economic development, business community growth, housing, and tourism. Between 23-29 people participated in each session, with substantial overlap in attendance. They shared their perspectives and helped define high-impact initiatives to shape Fulton County’s economic development investments and strategies.

MRB Group opened each session by sharing key findings from the Fulton County Profile (data on current County conditions and trends with respect to housing market, tourism sector, and general economy) and key takeaways from the earlier stakeholder survey. MRB Group then presented lists of possible initiatives collected in that survey, and then facilitated a prioritization exercise using the group’s input to begin shaping initiatives into implementable projects.

The key output of these workshops was the identification of the fifteen projects that were later refined and detailed in collaboration with the Project Committee and key partner organizations. Below are notes from the broader dialogues that occurred.

Housing Stakeholder Workshop

- Discussion that efforts to help communities secure Pro-Housing Communities designation will need to involve an education campaign regarding what the designation is and is not, dispel misconceptions regarding low-income housing, etc.
- Discussion that hamlet land use areas within the Adirondack Park could be expanded and height restrictions mitigated.
- Discussion of transit-oriented development, especially housing units affordable to young people, including small condos that offer a pathway to equity-building.
- Prioritization of tasking the FCIDA and FCCRG with pursuing development of mixed-use housing in the Hales Mills Primary Development Area and other targeted areas (“college town” concept). Discussion of other parcels that could be targeted for this.
- Discussion of converting FMCC dorms into attainable housing (participant said some were bought by private developer).
- Discussion of the “Plus One ADU Program” (NYS HCR). It would require a coordinator to help pursue this.
- Discussion of the possibility of undertaking a County-wide review of land use regulations (density, height, parking, housing typologies, etc.) with respect to encouraging housing development.
- Discussion of land banking mechanisms to encourage housing development. Participant noted that the City of Gloversville has a property dissolution committee (more affordable model, but not the same powers).
- Prioritization of the Pro-Housing Communities project and related educational effort. MRB Group volunteered to host a workshop.

- Discussion of the role of water/sewer expansion in making housing development more feasible.
- Prioritization of a project that would empower and staff an organization in Fulton County to coordinate housing initiatives—someone to help shepherd this plan's housing projects.
- Prioritization of the mixed-use housing development project discussed earlier.
- Discussion of how to provide affordable equity-building opportunities for young people and young families; could involve working with banks to provide low-interest mortgages (one local bank has a first-time homebuyer program) or setting up a rent-to-buy program.
- Discussion of the need for a 55+ full-amenity retirement community, potentially in mixed-use setting.
- Discussion of how to mitigate tax disincentives to making home improvements.
- MRB Group noted that efforts to reverse blight must happen block-by-block in a very focused fashion: Direct limited code enforcement resources to neighborhoods exhibiting reinvestment activity, in order to boost the cycle of neighborhood confidence and reinvestment.
- Discussion of landlord registries and City of Johnstown and City of Gloversville nascent efforts in this area; goal is to encourage local management of multi-family units. MRB Group noted that vacant property registries/fees can be effective

Tourism Stakeholder Workshop

- Discussion of the need for more accommodations around Northville, Caroga Lake, further north; visitors to those areas can only stay at a hotel if they stay in Johnstown. Discussion of pre-COVID feasibility study of adding accommodations along Route 30, but that sewer/water was identified as a challenge; the current infrastructure expansion initiatives are meant to address this, in part (participants noted that Mayfield has water service; and that the Town of Caroga's geology is challenging for infrastructure expansion). Meanwhile, short-term rentals are filling the gap. Discussion of whether a new siting hotel study is needed, e.g., where can 20-40 new units go on the lake.
- The study also concluded that there was not enough excess demand to support another hotel; the County's current work to create more destination areas/venues is meant to generate this additional demand (chicken and egg). Another challenge identified in that study was that

- Participant noted the survey finding that an “exclusive focus on the outdoors” could be risky; discussion of creating an indoor event venue (e.g. Ninja Lab, sports dome; ice plex; “Great Wolf Lodge”-style facility; trampoline park or paintball venue in the “Old Coleco” building in Mayfield, which a someone had been considering; etc.).
- Discussion around public beach access enhancement for purposes of attracting tourism. Discussion of the Town of Mayfield’s beach, which is open to visitors, but may be undermarketed and underutilized; and the significant financial and operational burden municipalities face in sustainably operating a public beach. Discussion that an earlier study found no suitable parcel for the Vision 2026 “half million dollar beach” concept, and the need to take care in identifying a site where shore line is not too variable (“seasonal much” issue for reservoir). Prioritization of project to enhance public beach access on the Great Sacandaga Lake.
- The Visitor Bureau is working toward having a single event calendar, which will enable more collaboration and appropriate stacking/stacking of events. The Fulton County Tourism Coordinator is working to try to get a single event calendar. Encourage events to be appropriately spaced/stacked.
- Prioritization and discussion of signage and wayfinding project.
- Discussion of façade improvement matching grant programs as part of treating downtowns as part of the tourism network. Idea of leveraging Benjamin Moore’s local presence (donations, build color scheme?) and leveraging the motif work that Northville is working on.

Economic Development Stakeholder Workshop

- Discussion of the Northville area as a public transportation desert.
- Discussion that FCCRG’s microenterprise grants have operated very successfully, but that the County still lacks sufficient restaurants and related amenities to draw people into the downtown areas; discussion of whether future microenterprise grants could be targeted to these amenities.
- Discussion of the importance of local comprehensive plan updates; without these, communities have difficulty communicating to developers, business owners, and grant-making agencies about what they would like. MRB Group noted that some counties have set up a fund to assist municipalities with comprehensive planning costs; and that doing the follow-up zoning alignment work is important to eliminating ambiguity.
- Discussion of the importance of broadband, being important not just for residential but for industrial users. Last-mile and middle-mile efforts need a multi-year champion to push through.

- Discussion that identifying and preparing the “next” industrial park is important, so that the County is not putting all of its eggs in one basket. MRB Group noted that even 50-acre sites with infrastructure would be very attractive in the current national environment of site shortages; site selectors are now looking to smaller/rural counties.
- Discussion of the undeveloped airport property as a possible economic development asset (site). Uses would need to be aligned with FAA requirements (land was purchased with FAA dollars). Participant noted that the relatively short runway can’t accept commercial planes. Participant noted the potential to “plug into” the drone systems testing corridor work in Rome and Syracuse (FAA-designated uncrewed aircraft systems test corridor).
- Discussion of the County’s water infrastructure weaknesses, with the City of Johnstown having limited excess water capacity; question of whether the County could work with the City to increase its supply capacity in order to service future area businesses. Village of Broadalbin’s water capacity is also an issue. These capacity issues are source issues, not plant or distribution issues. Peak use has varied. Meanwhile the City of Gloversville has substantial excess water capacity, but there are connection challenges (City of Gloversville’s has fluoride added, and City of Johnstown’s does not). MRB Group noted the NYS trend of water system regionalization, e.g., could ownership be shifted to the County at some point.
- Discussion of a broader concept of downtown revitalization and how perhaps the County’s smaller villages and hamlets could benefit from NY Forward grants, maybe applying in partnership with one another. Could a “downtown specialist” be hired or engaged to help smaller municipalities pursue these opportunities?
- Prioritization of the work to advance Tryon Technology Park, specifically the need for a new substation/transmission line or other energy solution. MRB Group noted the time sensitivity of entering the recently revised NYISO interconnection study process.
- Prioritization of the work to advance the “Fashion Tanning” and Harrison Street (Comrie Inc.) brownfield sites that are not only difficult hazards, but in strategic locations that can have a major economic development impact going forward. Discussion of related work already underway and next steps.
- Discussion of Mohawk Valley Economic Development District’s Networked Communities Transportation Infrastructure initiative, which would eventually connect west-east to south with public transit. Over the next three years, receiving capacity-building dollars to plan projects, potentially sub-granting some funds. Participant noted that CDTA has talked with County about expanding into this area, and that CDTA is now operating in Montgomery County.
- Discussion on workforce development; training organizations are doing a lot of important work; no fundable, actionable idea for this new Development Strategy was identified. Discussion that wraparound services, particularly child care, is the biggest lever for enabling the training and workforce pipeline,

alongside adequate housing and transportation. Could opt to study what's being done well, identify gaps, and identify what can be done to make a further difference in workforce development.

- Discussion that more marketing could be done starting now to help reverse declining population trends.

APPENDIX D: GRANT OVERVIEWS

American Trails Capacity and Legacy Programs

American Trails, a nationwide coalition of trails organizations, agencies, and individuals with the mission of improving, protecting, and raising awareness of America's trail infrastructure, offers several grant programs related to trails. The Trails Capacity Program targets funding toward supporting small local trail projects that engage the community and connect trail assets to a broader spectrum of users. The Legacy Trails Program enables project partners to complete trails projects on lands managed by the USDA Forest Service, which improve watershed health, restore aquatic organism passages, preserve access, and decommission unauthorized and previously closed trails.

- **Project Applicability:** Trails Master Plan
- **Agency:** American Trails (private)
- **Funding:** Between \$5,000 and \$10,000 for Capacity; between \$5,000 and \$20,000 for small projects and up to \$100,000 for large projects
- **Match:** No match required for Capacity (although is preferred); 20% match for Legacy (in-kind allowed)
- **Eligibility Conditions:** Capacity open to land managers, stewardship organizations, and other members of the trail research, education, and stewardship community; Legacy open to nonprofits and non-federal agencies
- **Application Availability:** Generally releases in fall and due a month after release
- **Website:** <https://www.americantrails.org/the-trail-fund>

Empire State Development – ESD Grant Funds

Empire State Development’s “ESD Grant Funds” are available for capital-based economic development projects intended to create or retain jobs; prevent, reduce or eliminate unemployment and underemployment; and/or increase business or economic activity in a community or Region. Projects generally fall into three categories: business investments, which are capital expenditures that facilitate an employer’s ability to create new jobs in New York State or to retain jobs that are otherwise in jeopardy; economic growth investments, which foster economic growth through cultural activity, higher education activity, agribusiness initiatives, other local or regional initiatives, improvements to facilities in distressed areas, commercial revitalization activities in central business districts or commercial strips, or other types of projects that may not have direct job creation goals but do foster economic development within the area; and strategic focus areas, which include those that affect childcare, support green buildings & sustainable development, or take place in a distressed area.

- **Project Applicability:** Advance Two Brownfield Sites
- **Agency:** Empire State Development
- **Funding:** Minimum award of \$100,000
- **Match:** Applicants required to support at least 80% of project costs in most cases; at least 10% cash equity
- **Eligibility Conditions:** Municipal applicants must be certified as a Pro-Housing Community prior to receiving an award. For-profits, not-for-profits, business incubators, and community development organizations are also eligible
- **Application Availability:** Releases with Consolidated Funding Application package in early May of each year, with applications due in late July; in some cases, requests can be made off-cycle
- **Website:** <https://esd.ny.gov/regional-council-capital-fund-program>

Empire State Development – FAST NY Shovel-Ready Grant Program

This grant program provides funding for pre-development activities and infrastructure investments to develop sites that will attract industries such as high-tech manufacturing, clean-tech renewable energy, life sciences, agribusiness, optics, transportation equipment, materials processing, industrial machinery manufacturing and other advanced manufacturing, and interstate distribution and logistics. Track A provides an eligible site with "FAST NY Shovel-Ready Certification" for site-marketing purposes; Track B funds pre-development activities such as site planning and reviews, including those required for Shovel-Ready Certification; and Track C funds capital investments in utilities infrastructure, site preparation, and development.

- **Project Applicability:** Advance Johnstown Commerce Park; Building Demolition & Substation Supporting Tryon Technology Park; Advance Airport Site
- **Agency:** Empire State Development
- **Funding:** Up to \$500,000 for Track B projects; variable for Track C projects
- **Match:** 50% applicant/non-ESD match for Track B projects; variable for Track C projects. \$250 application fee and commitment fee based on 1% of grant amount also required for Tracks B and C.
- **Eligibility Conditions:** Site must be at least 40 acres in size, with rare exceptions. Applicant must have ownership/control of site or written consent from ownership entity
- **Application Availability:** Rolling, dependent on available funding
- **Website:** esd.ny.gov/fast-ny

Empire State Development – I LOVE NY Tourism Matching Funds

Empire State Development offers Tourism Promotion Agencies (TPAs) funding to market their destination in order to increase the number of visitors and the level of spending across New York State. Projects applicable to this program can include marketing initiatives that target consumer and business travelers from 50+ miles and/or overnight visitation and research-based programs based on identifiable marketing needs. Projects should align with New York State marketing strategies and I LOVE NEW YORK branding, with emphasis on participation in established regional programs and cross-county promotions.

- **Project Applicability:** Tourism Infrastructure Development; Trails Master Plan
- **Agency:** Empire State Development
- **Funding:** Dependent on yearly allocation
- **Match:** 1:1 match required
- **Eligibility Conditions:** Open to Tourism Promotion Agencies (TPAs), which are organizations or agencies designated by resolution of the county legislature or other governing body as authorized to apply for and receive Tourism Matching Funds
- **Application Availability:** Generally releases in October; application due in December
- **Website:** <https://esd.ny.gov/tourism-matching-funds-program>

Empire State Development – Market New York Tourism Grant Program

Market New York is a grant program established to strengthen tourism and attract visitors to New York State by promoting destinations, attractions and special events. Funding is available for tourism marketing initiatives, capital/construction projects and the recruitment and/or execution of special events, including meetings, conferences, conventions, festivals, agritourism/craft beverage events, athletic competitions and consumer and industry trade shows.

- **Project Applicability:** Tourism Infrastructure Development; Trails Master Plan; Good Host Training Program
- **Agency:** Empire State Development
- **Funding:** Minimum ask for Regional Tourism Marketing \$50,000; minimum ask for Regional Tourism Capital \$150,000
- **Match:** 50% applicant match for Regional Tourism Marketing; 80% match for Regional Tourism Capital
- **Eligibility Conditions:** Available to most entities aside from individuals, SUNYs, and NYS agencies
- **Application Availability:** Releases with Consolidated Funding Application package in early May of each year; applications due in late July
- **Website:** esd.ny.gov/market-new-york-tourism-grant-program

Empire State Development – Strategic Planning and Feasibility Studies

This Empire State Development program promotes economic development in NY by providing working capital grants to support the creation of strategic development plans for the entirety or portion of a city, county, or municipality; or feasibility studies for site or facility assessment and planning. Projects should focus on economic development purposes, and preference is given to projects located in highly distressed communities.

- **Project Applicability:** Advance Airport Site; Advance Two Brownfield Sites.
- **Agency:** Empire State Development
- **Funding:** Maximum award is \$100,000
- **Match:** 50% applicant/non-ESD match
- **Eligibility Conditions:** Counties, municipalities, business improvement districts, local development corporations, and nonprofit economic development organizations can apply. Preference is given to projects located in highly distressed communities
- **Application Availability:** Releases with CFA package in early May; applications due in late July
- **Website:** esd.ny.gov/strategic-planning-and-feasibility-studies-program

National Grid Upstate Economic Development Grant Programs

National Grid's Economic Development Grant Program maintains a strong focus on site development, urban revitalization, strategic marketing, and facilitating customer growth through infrastructure assistance, energy efficiency and productivity improvement. Component programs can support the advancement of shovel-ready sites, brownfield redevelopment, industrial building redevelopment, and energy infrastructure investments.

- **Project Applicability:** Advance Johnstown Commerce Park; Building Demolition & Substation Supporting Tryon Technology Park; Advance Airport Site; Advance Two Brownfield Sites
- **Agency:** National Grid
- **Funding:** Shovel Ready Incentive Program awards of up to \$125,000 for engineering/planning and up to \$500,000 for installation of power infrastructure to eligible sites.
- **Match:** Grant funds can cover up to 25% of site development costs and 50% of planning/engineering costs.
- **Eligibility Conditions:** For the Shovel Ready Incentive Program, must be a designated BuildNow NY or Shovel-Ready Certified Site served by National Grid. Applicant must own or have option to purchase the site and have a marketing plan for the site.
- **Application Availability:** Rolling
- **Website:** <https://www.shovelready.com/UpstatePrograms.asp>

New York Statewide Investment in More Swimming (NY SWIMS)

In 2024, DASNY issued a Request for Applications (RFA) from municipalities providing swimming opportunities to underserved communities. These funds can support design, construction, or renovation of municipal swimming facilities (including natural swimming areas), including land acquisition and site infrastructure, and construction/renovation of amenities that allow for expansion of access to those facilities (e.g. restrooms, showers, shade structures, pavilions). Also in 2024, the NYS Department of State competed a discretionary contract for the NY SWIMS Lifeguard Grant Program for which Fulton County was among the eligible geographies, and for which beaches were eligible in addition to pools; funds can support lifeguard position advertising, retention and referral bonuses, wage supplements, and salary increases. The status of future rounds and funding was unclear at the time of this writing.

- **Project Applicability:** Enhance Public Beach Access
- **Agency:** NYS Department of State (NYS DOS) and Dormitory Authority of the State of New York (DASNY)
- **Funding:** The [2024 DASNY “Round One” capital grants](#) offered awards between \$50,000-\$10,000. The [2024 NY SWIMS Lifeguard Grant Program](#) offered a maximum funding amount of \$25,000 for up to one Fulton County municipality for expenses over the period 4/1/2024-9/30/2025.
- **Match:** 20% match for the capital grants.
- **Eligibility Conditions:** DASNY’s “Round One” capital grants in 2024 were limited to municipalities in “underserved communities” (by way of awarding more points to communities meeting certain poverty criteria and communities with a high swimming value on the “Statewide Comprehensive Outdoor Recreation Plan Relative Index of Needs”¹⁶), and it was anticipated that any future rounds would be open to municipalities and not-for-profit entities.
- **Application Availability:** Irregular; in 2024, DASNY capital projects application opened in June and closed in July, and NYS DOS SWIMS Lifeguard Grant funding requests were due in July.
- **Website:** No dedicated and comprehensive landing page.

¹⁶ Fulton County’s swim value is 5 on a scale of 1-10, indicating “a need for additional recreation sites” or improved sites. See parks.ny.gov/documents/inside-our-agency/20202025StatewideComprehensiveOutdoorRecreationPlan.pdf.

Northern Border Regional Commission Grants

The Northern Border Regional Commission (NBRC) is a federal-state partnership composed of various distressed counties in Maine, New Hampshire, New York, and Vermont. It offers several types of grants to support various initiatives, from environmental protection to economic development to infrastructure improvement. The **Catalyst Program** supports a broad range of economic development initiatives that modernize and expand water and wastewater systems; revitalize transportation infrastructure; establish workforce development programs and facilities; grow outdoor recreation infrastructure and economies; and construct new childcare and healthcare facilities.

- **Project Applicability:** Water/Sewer Infrastructure Expansion; Tourism Infrastructure Development; Improve Signage and Wayfinding
- **Agency:** Northern Border Regional Commission
- **Funding:** Maximum of \$1 million for infrastructure projects and \$500,000 for non-infrastructure projects
- **Match:** Varies based on economic distress (Fulton County's "distressed" categorization means 20% match required)
- **Eligibility Conditions:** State/local governments, secondary and career technical centers, political subdivisions of states, non-profit entities, and Indian Tribes; projects must be in NBRC counties meeting certain economic distress criteria (Fulton County does)
- **Application Availability:** Spring round and Fall round annually (Spring 2025 round timeline not yet published)
- **Website:** <http://www.nbrc.gov/content/Catalyst>

NYS Department of State – Brownfield Opportunity Area Program

New York’s Department of State (DOS) offers the Brownfield Opportunity Area (BOA) Program to provide communities with grant funding and technical assistance to develop area-wide, community-based plans to effectively redevelop brownfields and other vacant and abandoned sites, transforming them into catalytic properties that facilitate community investment and improvement. The process begins with planning, enabling communities to articulate a clear vision, goals, and strategies for redevelopment of brownfield sites and broader community revitalization, and then proceeds to state designation of a Brownfield Opportunity Area. With a community-supported plan in place and a state-approved designation of a Brownfield Opportunity Area, designated BOA communities are eligible to access additional state and federal funding and assistance to jumpstart the redevelopment process. Privately owned, state-designated brownfield sites are also eligible for a Brownfield Tax Credit.

- **Project Applicability:** Advance Two Brownfield Sites
- **Agency:** NYS Department of State
- **Funding:** Varies; variety of programs available post-designation
- **Match:** Varies; variety of programs available post-designation
- **Eligibility Conditions:** Municipalities, private organizations, and community-based organizations with an eligible brownfield area
- **Application Availability:** Year-round
- **Website:** <https://dos.ny.gov/brownfield-redevelopment>

NYS Department of Transportation – Industrial Access Program

This program is designed to complement economic development projects throughout the State where transportation access poses a problem or may offer a unique opportunity to the viability of a project. Eligible work includes design, acquisition of property, public access road/rail construction or reconstruction, curbing, sidewalks, traffic control and safety devices, drainage systems, landscaping and similar work that may facilitate industrial access.

- **Project Applicability:** Advance Johnstown Commerce Park; Advance Airport Site
- **Funding:** Individual projects cannot exceed \$1 million of program funds or 20% of any annual appropriation. Awards are made on a 60% grant, 40% interest free loan basis, up to a maximum of \$1 million
- **Match:** N/A
- **Eligibility Conditions:** Municipalities, industrial development agencies, or other governmental agencies involved in promotion economic development
- **Application Availability:** Rolling subject to availability of funds
- **Website:** <https://www.dot.ny.gov/divisions/operating/opdm/local-programs-bureau/iap>

NYS Environmental Facilities Corporation – Water Infrastructure Improvement Program and Intermunicipal Grant Program

The New York State Environmental Facilities Corporation offers both the Water Infrastructure Improvement Program (WIIA) and the Intermunicipal Grant Program (IMG) to help municipalities fund critical wastewater and drinking water infrastructure projects. Eligible projects include construction, replacement, or repair of infrastructure; upgrades to comply with environmental and public health laws and regulations related to water quality; system upgrades and innovative pilot technologies to combat environmental contaminants; and system upgrades to address combined and/or sanitary sewer overflow impacts.

- **Project Applicability:** Water/Sewer Infrastructure Expansion
- **Agency:** NYS Environmental Facilities Corporation
- **Funding:** Varies based on project type
- **Match:** Varies based on project type
- **Eligibility Conditions:** Local governments, public benefit corporations, or public authorities empowered to construct and operate a water quality infrastructure project
- **Application Availability:** Varies year to year; generally four months in between application release and due date
- **Website:** efc.ny.gov/system/files/documents/2024/02/grant-summary_2024.pdf

NYS Environmental Protection Fund Grants Program for Parks, Preservation, and Heritage

The New York State Office of Parks, Recreation, and Historic Preservation (OPRHP) offers this grant program for the acquisition, planning, development, and improvement of parks, historic properties, and heritage areas located within the physical boundaries of the State of New York.

- **Project Applicability:** Trails Master Plan; Enhance Public Beach Access
- **Agency:** NYS Office of Parks, Recreation, and Historic Preservation (OPRHP)
- **Funding:** Maximum award \$675,000
- **Match:** 50% applicant match; 25% in certain high-poverty areas
- **Eligibility Conditions:** Municipalities, public benefit corporations, and nonprofits can apply; applicant must either have ownership interest in the property or documentation of owner's permission to develop
- **Application Availability:** Releases with Consolidated Funding Application package in early May of each year; applications due in late July
- **Website:** parks.ny.gov/grants/

NYS Office of Homes and Community Renewal (HCR)

- **Project Applicability:** All housing projects.

NYS HCR offers several programs designed to increase housing stock and affordability. Various programs:

- Finance construction and preservation of affordable **multifamily rental housing** using tax-exempt and taxable bonds, State and Federal Low Income Housing Tax Credits, and loan programs that support our housing priorities.
- Provide financing and programs designed for first-time and low-income **homebuyers** and manage programs to help **homeowners** with critical repairs, accessibility, weatherization and energy efficiency upgrades.
- Promote **community revitalization** through grants to municipalities and nonprofits that increase affordable housing opportunities, develop small businesses, build community facilities, and repair or improve infrastructure.
- **Website:** hcr.ny.gov/

Parks & Trails New York / NYS Office of Parks, Recreation and Historic Preservation – Park and Trail Partnership Grants

This program, administered by Parks & Trails New York in partnership with the NY Office of Parks, Recreation and Historic Preservation (OPRHP), supports a wide array of partner efforts, from raising private funds for capital projects and performing maintenance and beautification tasks to providing innovative educational programming and hosting special events. Four types of grants are available: Stewardship and Public Access Grants, Capacity and Organizational Effectiveness Grants; Professional Development Grants; and Step-Up Grants.

- **Project Applicability:** Trails Master Plan; Enhance Public Beach Access
- **Agency:** Parks & Trails New York in partnership with the NY Office of Parks, Recreation and Historic Preservation (OPRHP)
- **Funding:** Up to \$300,000 for Stewardship and Public Access; up to \$200,000 for Capacity and Organizational Effectiveness; up to \$150,000 for Professional Development; up to \$20,000 for Step-Up
- **Match:** 10% applicant match for Stewardship and Public Access; 10% applicant match for Capacity and Organizational Effectiveness; 20% applicant match for Professional Development; \$500 applicant match for Step-Up
- **Eligibility Conditions:** Must be a 501(c)(3) charity with as part of its mission and activities the support of an OPRHP or DEC facility
- **Application Availability:** Releases in May; due in August
- **Website:** www.ptny.org/our-work/support/park-trail-partnership-program

Timothy S.Y. Lam Foundation Hospitality Association Grants

The Timothy S.Y. Lam Foundation offers two separate programs for its Hospitality Association Grants. Program 1 funds educational speakers and support materials or services as well as hosting accommodations for the educational event, seminar, or course; and Program 2 funds certification exams, workshop(s), instructor or proctor fees, study material, and other related expenses for hosting exams or workshops.

- **Project Applicability:** Good Host Training Program
- **Agency:** Timothy S.Y. Lam Foundation (private)
- **Funding:** Up to \$5,000 for first-time applicants; returning applicants may ask for higher amounts
- **Match:** None required
- **Eligibility Conditions:** Accredited institutions, industry associations or charitable organizations who provide a letter of recommendation from hospitality industry partner
- **Application Availability:** Releases annually; due in November
- **Website:** <https://www.timothysylam.org/hospitality-association-grant>

USDA – Rural Business Development Grants

The purpose of the Rural Business Development Grants Program is to promote economic development and job creation projects. There are two separate application categories: Enterprise and Opportunity. Enterprise funds can be used for training and technical assistance, acquisition or development of land, pollution control, revolving loan funds, distance learning programs, transportation improvement, or rural business incubators, along with other uses. Opportunity funds can be used to support business support centers, technology-based economic development, leadership training, and feasibility studies and strategic plans.

- **Project Applicability:** Advance Johnstown Commerce Park
- **Agency:** U.S. Department of Agriculture Rural Development
- **Funding:** Variable; Opportunity grants limited to up to 10% of annual program funding; Enterprise grants limited to small emerging businesses in rural areas. Generally range from \$10,000 to \$500,000
- **Match:** None required, but can be leveraged for additional points
- **Eligibility Conditions:** Public bodies, rural cooperatives, nonprofits, and IHEs can apply. Eligible businesses must have fewer than 50 employees and less than \$1 million in gross annual revenue. Limited to rural areas – can be determined using USDA Income and Property Eligibility site
- **Application Availability:** Generally released in December and due following February
- **Website:** www.rd.usda.gov/programs-services/business-programs/rural-business-development-grants

USDA Rural Development – Electric Programs

USDA Rural Development offers a variety of Electric Program options for rural communities to access reliable, affordable electricity through direct loans and loan guarantees as well as grants and other energy project financing.

- **Project Applicability:** Building Demolition & Substation Supporting Tryon Technology Park
- **Electric Infrastructure Loan & Loan Guarantee Program:** Makes insured loans and loan guarantees to nonprofit and cooperative associations, public bodies, and other utilities to finance construction of electric distribution facilities in rural areas
- **High Energy Cost Grants:** Assists energy providers and other eligible entities (municipalities, nonprofits, and for-profit businesses serving an eligible rural community) in lowering energy costs for families and individuals in communities with extremely high per-household energy costs (275 percent of the national average or higher.) Finances the acquisition, construction, or improvement of electric, natural gas, petroleum, or renewable energy generation, transmission, and distribution facilities.
- **Empowering Rural America:** Offers loans and and/or grants with a 75% match to rural electric cooperatives to make energy efficiency improvements to eligible generation and transmission systems; purchase, build, or deploy renewable energy, zero-emission systems, carbon capture storage systems; or purchase renewable energy.
- **Website:** www.rd.usda.gov/programs-services/electric-programs

USDA Rural Development – Housing Programs

- **Project Applicability:** Housing Coordinator Position; Round-About Housing Hub; Tryon Residential Incubator Site

USDA offers several programs designed to build or improve housing in rural areas. Programs include:

- **Multifamily Housing Direct Loans** for affordable multifamily rental housing for low-income, elderly, or disabled individuals and families in eligible rural areas.
- **Multifamily Housing Loan Guarantees**, which in collaboration with private-sector lenders provides financing to qualified borrowers to increase the supply of affordable rental housing for low- and moderate-income individuals and families in eligible rural areas and towns.
- **Rural Housing Site Loans** for organizations purchasing and developing sites for eligible households.
- **Mutual Self Help Grants** for organizations administering self-help new construction or rehabilitation projects.
- **Housing Preservation Grants** for organizations administering the repair and rehabilitation of eligible housing.
- **Single Family Housing Programs** include direct loans for low or very low income families to purchase or build with no money down and payment assistance, and guaranteed loans (through lenders) for moderate income households. USDA also provides home repair loans and grants for very low income homeowners in eligible rural areas.
- **Website:** <http://www.rd.usda.gov/about-rd/agencies/rural-housing-service>

U.S. Department of Energy – Building a Better Grid

The U.S. Department of Energy's Building a Better Grid initiative is designed to catalyze the nationwide development of new and upgraded high-capacity electric transmission lines and support investments to modernize the flexibility and resilience of the distribution system to create a more resilient electric grid. The initiative funds a variety of grant and loan programs related to transmission and distribution activities:

- **Project Applicability:** Building Demolition & Substation Supporting Tryon Technology Park
- **Transmission Facilitation Program:** Establishes a \$2.5 billion revolving fund to facilitate the construction of high capacity new, replacement, or upgraded transmission lines. DOE would buy up to 50 percent of planned capacity from the developer for a term of up to 40 years, marketing the capacity it has purchased to recover the costs it has incurred once the project's long-term financial viability is secured.
- **Preventing Outages and Enhancing the Resilience of the Electric Grid:** Establishes \$2.5 billion in matching grants for industry and \$2.5 billion in formula grants for states and American Indian tribes to support supplemental hardening activities to reduce risks of power lines causing wildfires, and the likelihood and consequence of impacts to the electric grid due to extreme weather, wildfires, and natural disasters.
- **Upgrading Our Electric Grid and Ensuring Reliability and Resiliency:** Provides \$5 billion in competitive financial assistance to states, local governments, and American Indian tribes to support electric sector owners and operators with projects that demonstrate innovative approaches to hardening and enhancing the resilience and reliability of transmission, storage, and distribution infrastructure.
- **Energy Improvement in Rural and Remote Areas:** Provides competitive grants to small cities, towns, and unincorporated areas to improve resilience, safety, reliability, and availability of energy; and that provide environmental protection from adverse impacts of energy generation.
- **Website:** www.energy.gov/gdo/building-better-grid-initiative

U.S. Economic Development Administration – Public Works and Economic Adjustment Assistance Program

The U.S. Economic Development Administration offers the PWEAA program to help distressed communities revitalize, expand, and upgrade their physical infrastructure. Examples of public infrastructure that can be developed under this program include technology-based facilities, multi-tenant manufacturing facilities, business and industrial parks, telecommunication and development facilities, water and sewer system improvements, business incubator facilities, port and harbor expansions, skill-training facilities, and brownfield redevelopment. Ineligible projects include primarily residential developments; community amenities such as swimming pools, zoos, or recreation centers; municipal buildings; and requests for funding to supplement or replace lost revenue from operating budgets.

- **Project Applicability:** Advance Johnstown Commerce Park
- **Agency:** U.S. Economic Development Administration
- **Funding:** Variable; average size \$1.4 million; low end \$600,000; high end \$5 million
- **Match:** 50% applicant match; can be as low as 20% depending on area unemployment and per capita income
- **Eligibility Conditions:** Geographic region of the project must meet EDA’s distress criteria – either an unemployment rate at least 1% greater than the national average, a per capita income 80% or less of the national average, or a “Special Need” as determined by the EDA
- **Application Availability:** Rolling, dependent on available funding
- **Website:** www.eda.gov/funding/programs/public-works

U.S. Environmental Protection Agency – Brownfields Program

The U.S. EPA's Brownfields Program provides municipalities with funding and technical assistance to assess, safely clean up and sustainably reuse brownfields—properties that contain or may contain a hazardous substance, pollutant or contaminant, complicating efforts to expand, redevelop or reuse them. The program distributes funds appropriated annually by Congress. Types of funding assistance offered include Assessment Grants for brownfield inventories, planning, environmental assessments and community outreach; Cleanup Grants to carry out cleanup activities at brownfield sites owned by the applicant; Multipurpose Grants for communities that have identified through community engagement efforts a discrete area with one or more brownfield sites; Revolving Loan Fund Grants for a grant recipient to capitalize a revolving loan fund and to provide loans and subgrants to carry out cleanup activities at brownfield sites; and Job Training Grants to provide environmental training for residents impacted by brownfield sites in their communities.

- **Project Applicability:** Building Demolition & Substation Supporting Tryon Technology Park
- **Agency:** U.S. Environmental Protection Agency
- **Funding:** Up to \$500,000/\$1,200,000/\$2,000,000 for Assessment (depending on community size); up to \$500,000/\$2,000,000/\$4,000,000 for Cleanup; up to \$1,000,000 for Multipurpose
- **Match:** 20% applicant match for Cleanup; \$40,000 applicant match for Multipurpose
- **Eligibility Conditions:** Generally municipalities; must own site that meets definition of brownfield
- **Application Availability:** At EPA's discretion; generally annual
- **Website:** <https://www.epa.gov/brownfields/types-funding>

U.S. Environmental Protection Agency – Recreation Economy for Rural Communities

Recognizing that outdoor recreation is a large and growing sector of the economy nationwide, the Recreation Economy for Rural Communities (RERC) program was formed in 2019 to provide planning assistance to small towns and rural communities to help them boost their outdoor recreation economy and revitalize their main streets. A planning team helps communities bring together local residents and other stakeholders to decide on strategies and an action plan to grow the local outdoor recreation economy. The planning assistance process takes place over 8 to 12 months, with a focal point being a facilitated community workshop.

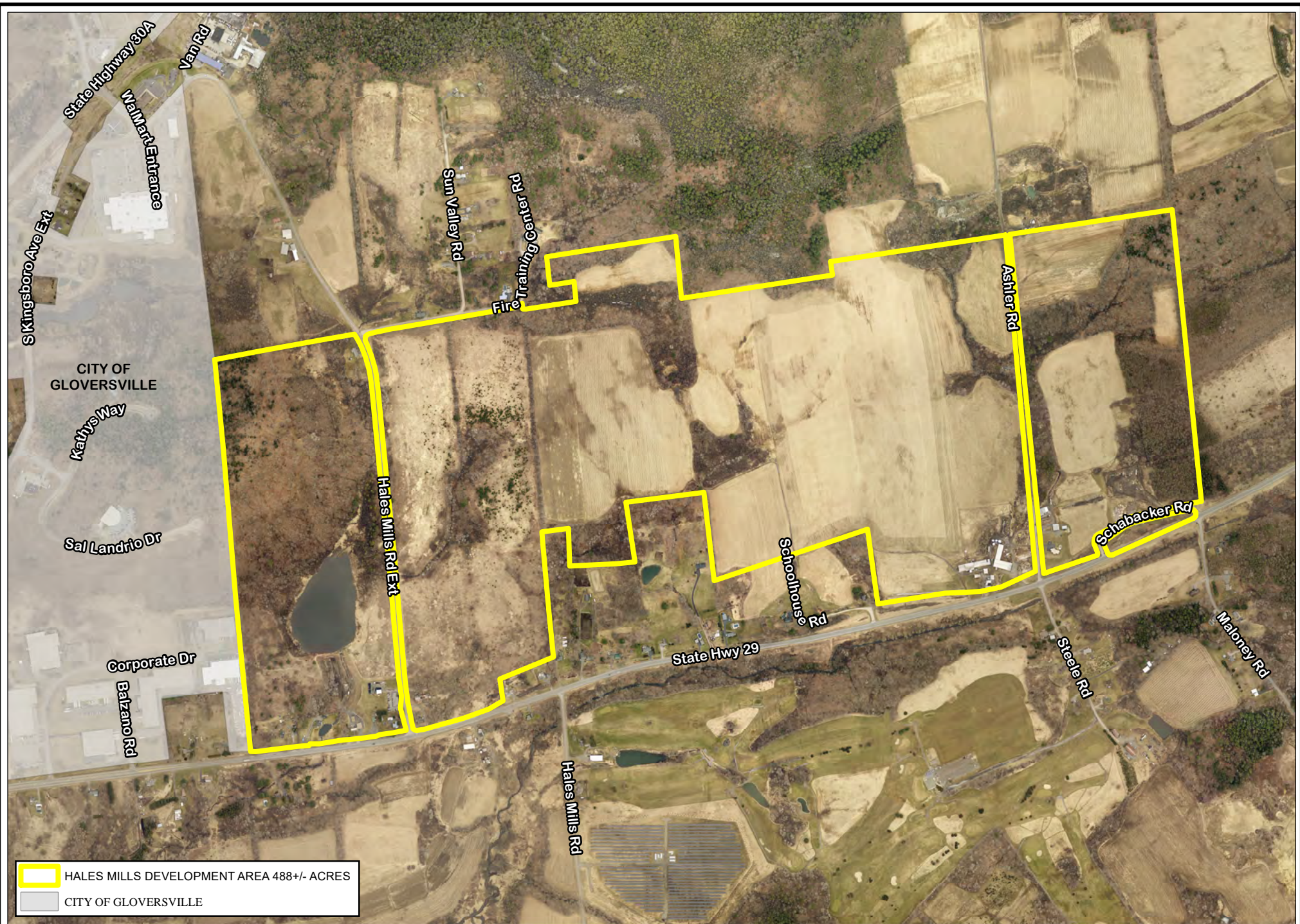
- **Project Applicability:** Trails Master Plan; Enhance Public Beach Access
- **Agency:** U.S. Environmental Protection Agency
- **Funding:** No direct funds; planning assistance
- **Match:** N/A
- **Eligibility Conditions:** Small towns and rural communities; economically disadvantaged communities, Northern Border Regional Commission communities, other
- **Application Availability:** Annual with applications due in fall (October 16, 2024) for projects taking place subsequent year.
- **Website:** www.epa.gov/smartgrowth/recreation-economy-rural-communities

U.S. Environmental Protection Agency – Water Infrastructure Finance and Innovation Act

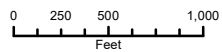
The U.S. Environmental Protection Agency (EPA) offers the Water Infrastructure Finance and Innovation Act (WIFIA), which provides long-term, low-cost supplemental loans to municipalities for regionally and nationally significant projects. A wide range of projects are eligible under this program, including repair, rehabilitation, or replacement of drinking water, wastewater, or stormwater infrastructure; energy efficiency enhancements for a public water system or publicly owned treatment works; desalination, aquifer storage and recovery, water recycling, or other projects to provide an alternative water supply and reduce aquifer depletion; drought prevention, reduction, or mitigation projects; or acquisition of real property or an interest in real property, in certain circumstances. The minimum project cost for this program is generally \$20 million or \$5 million for communities with a population under 25,000, with WIFIA offering at most 49% of project costs in credit assistance.

- **Project Applicability:** Water/Sewer Infrastructure Expansion
- **Funding:** Up to 49% of project costs in credit assistance
- **Eligibility Conditions:** Corporations, partnerships, joint ventures and trusts; state, local, and Tribal governments; and state infrastructure financing authorities; Public sponsorship is required for projects undertaken by an entity that is not a state or local government or agency or instrumentality of a state or local government
- **Application Availability:** Rolling
- **Website:** www.epa.gov/wifia

APPENDIX E: PRIMARY DEVELOPMENT AREA MAPS



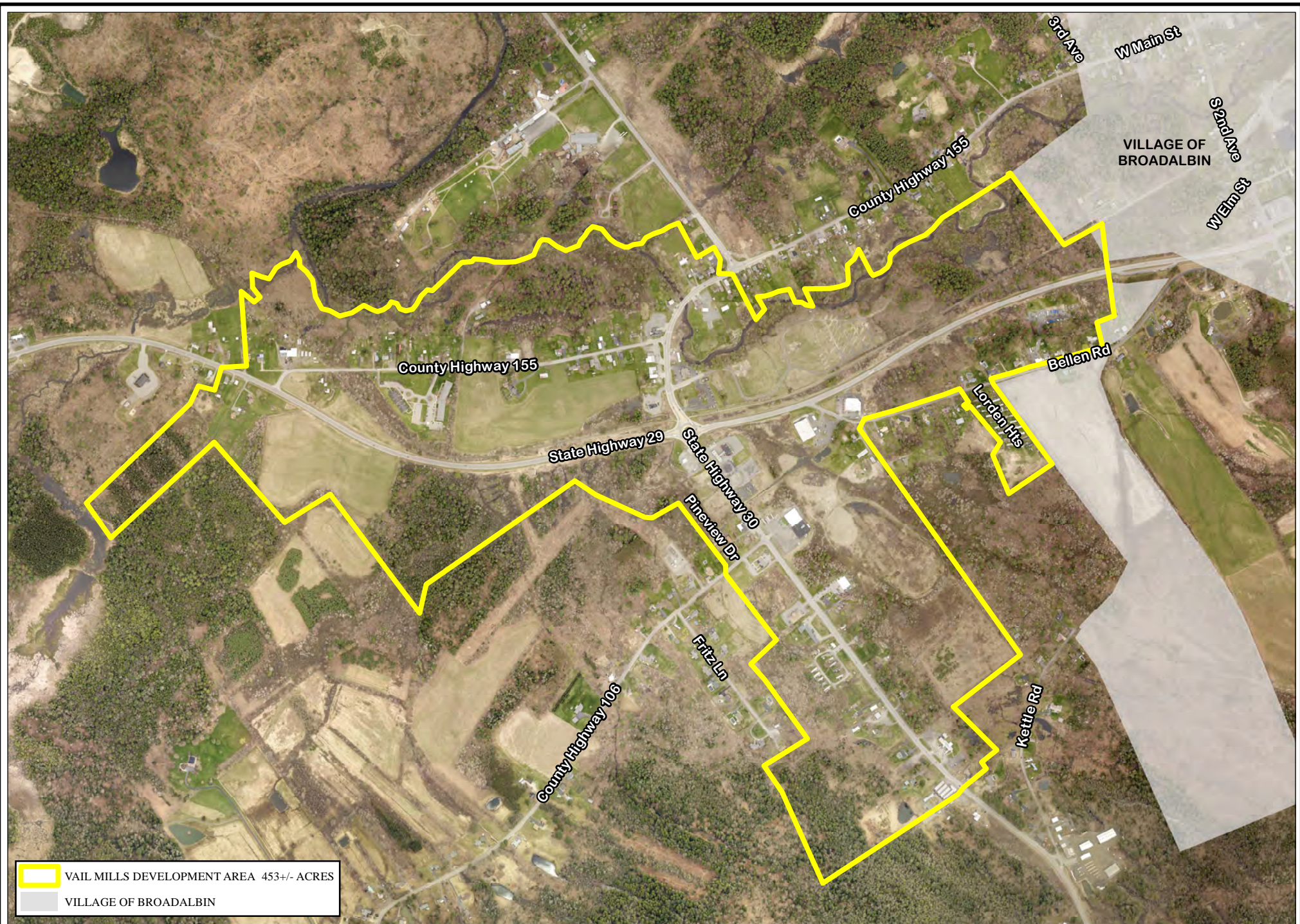
HALES MILLS DEVELOPMENT AREA 488+/- ACRES
 CITY OF GLOVERSVILLE



HALES MILLS DEVELOPMENT AREA TOWN OF JOHNSTOWN

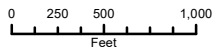


SCOTT D. HENZEL, DIRECTOR
 ENGINEERING, PLANNING AND SURVEYING OF THE TOWNSHIP
 OF JOHNSTOWN, PENNSYLVANIA
 PROJECT: HALES MILLS DEVELOPMENT AREA, TOWNSHIP OF JOHNSTOWN
 PREPARED FOR: TOWNSHIP OF JOHNSTOWN
 PROJECT NUMBER: HMA 100-2024



VAIL MILLS DEVELOPMENT AREA 453+/- ACRES

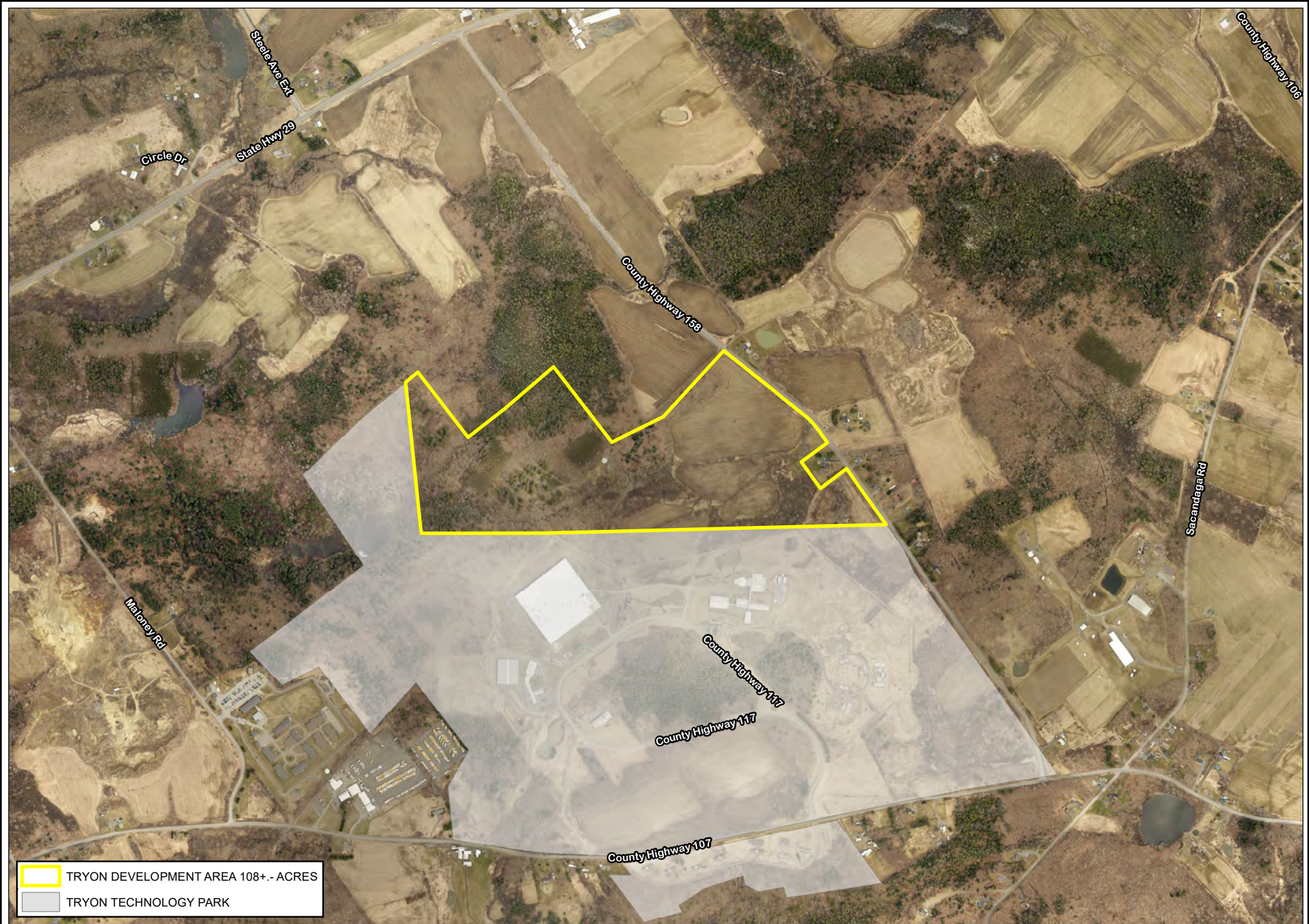
 VILLAGE OF BROADALBIN





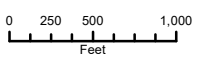
VAIL MILLS DEVELOPMENT AREA TOWN OF MAYFIELD



SCOTT D. HENZEL, DIRECTOR
 Location, Extension and Acquirement of all Elements
 on this map are approximate and not to be used as a
 guarantee of any kind. The Town of Mayfield is not responsible
 for any errors or omissions on this map.



 TRYON DEVELOPMENT AREA 108+- ACRES
 TRYON TECHNOLOGY PARK



TRYON DEVELOPMENT AREA TOWN OF PERTH