



## Board of Directors Meeting February 12, 2019

Present: Pat Ida, Chris Mallon, Bob Porter, Peter Reale, Scott Hearburg, Pam Nolan, and Nancy Archer, Lance Clark,  
Absent: Sandy Morhouse, Joe Giordano  
Staff present: Donna Wotton

### I. Financial Report - Pat Ida

As of December 31, 2018, Ti-Alliance total liabilities and equity were \$509,667.74, including \$144,330.45 in cash, and \$365,337.29 in other assets. As of February 11, 2019 total liabilities and equities were \$504,987.32, including \$140,598.69 in cash and \$364,388.63 in other assets including paddle tennis and final payment made to Harris Beech for filing of our 501(c)3 documents. Monthly payments on the Star Trek mortgage are received regularly and on-time. December 2018 salary paid to Donna Wotton in January 2019 was accrued in 2018 for ease of accounting.

### II. Board Business – Donna

- A. Annual Ti-Alliance BOD Evaluations: results are based on six returned evaluations. Two areas shown by the evaluation to be in need of improvement include:
  - a. Setting clear and measurable goals and objectives for the year; and
  - b. Identification of risks to the organization.Both areas will be worked on during 2019.
- B. Annual Report Review: The 2018 Annual Report was circulated prior to the meeting for review and approval by the board. The 2018 Annual Report is attached as Appendix A. Formal approval is required.
- C. Audit and Filings Schedule: The audit is in process and will be received and filed by the deadline of March 31, 2019. All other filings will also be completed on a timely basis.
- D. Entrepreneur's Fund: Attached as Appendix B is a description of the Ticonderoga Area Fund for Entrepreneurship and Revitalization. This Fund has not yet been set up. It was formulated in 2017 based on discussions between Sandy Morhouse, George Singer, Jim Major, Lance Clark and Nancy Archer. The attached paper is a description of the operationalization of the concept. In order to seek funds to establish the fund it would be necessary to show at what point the fund would become self-sustaining.

**Action:** Pat, Pam, Sandy, Nancy and Donna to review and operationalize the fund.

### III. Committee Reports

- A. Development Committee – 2019 Fundraising Initiatives
  - a. The 2019 Fundraising Strategy, attached as Appendix C, was reviewed. The goal for

*Ticonderoga Revitalization Alliance is a not-for-profit, local development corporation whose mission is to restore economic prosperity in the Ticonderoga region by serving as a catalyst for innovative ideas and resources, and for public-private partnerships and investment opportunities.*

2019 is to raise \$200,000. While this is quite high we were successful in our 2018 fundraising drive and we have a more robust plan than in the past as well as achievements to share. We will seek to increase the number of Sustaining Donors and increase the amount given by regular donors. There will be increased cultivation of personal relationships with donors, including individual meetings and telephone conversation with prospective new donors to understand donor interests, and more frequent communications with current donors.

A specific Grant Strategy has been developed and is attached as Appendix D.

**Action: Donna** to maintain the email contacts in Robly list serve in order to maintain regular communications via email with donors.

- b. The 2018 year-end goals vs. funds raised, which was circulated on February 9, was also reviewed and the following 2019 Individual Donor Cultivation Assignments were made.

**Action: Donna** will reach out to individual board members regarding their donor cultivation list and create individual plans for key prospective donors.

- c. Grant Strategy:
  - i. A \$2,000 proposal was submitted to the Adirondack Foundation to improve access to trade education through promotional materials and a Trade Education Day in Ticonderoga.
  - ii. Donna and Chris Mallon are working on a proposal to IP for additional funds for the program to promote trade education.
  - iii. We hope to develop additional grant applications to the 2019 NY State CFA and 2019 Rural Business Development Grant that would help to fund the Entrepreneurs Fund and other projects underway.
- d. 4. Recurring Revenue. We will seek to lay the groundwork in 2019 to generate one additional source of recurring revenue in 2020. It remains to be seen what that activity will be but all board members should actively seek to help identify such potential sources.

#### IV. Program Updates

- A. Trade Education (Donna): While the School of Applied Technology will not become a reality in Ticonderoga, it was agreed that improving access to trade education for Ticonderoga area students and young adults remains a need and Ti-Alliance would seek to address this need by improving recruitment of students for existing trade education programs, disseminating information on existing programs and access to scholarship funds for local students. Donna has been in touch with the Ti High School, BOCES, and various trade education schools within the area. Outreach to Ticonderoga and area high schools by existing trade programs is limited (with the exception of BOCES). Colleges and BOCES are interested in improved recruitment strategies and see a potential role for Ti-Alliance in this.

Potential Action:

- a) Donna is currently working with Ti High, BOCES and Colleges to access current data and potentially survey students about their interest in trade education and if they are interested, assess what barriers might discourage them from attending a trade school. In addition, we would survey counselors to see what might inhibit them from recommending trade career paths or education to students.

- b) Based on survey feedback, create a concise printed quick reference guide that outlines all available programs and financial aid throughout our region.
- c) Help to ensure that trade careers are well represented at Ticonderoga Career Day events (middle and high school students) and possibly create a dedicated Trade Career Day with contractors leading hands-on projects.
- d) Create a summer internship program whereby local students are paired with local trade businesses (costs to businesses defrayed through grant funds). Marion Abel is assisting Donna in program development.

**Action:** Donna is meeting with John McDonald next week for guidance and to ensure the full participation of the schools.

- e) Teacher Incubation Program: This idea was raised to address the concern about getting and keeping teachers in the Ticonderoga area.

- B. Derelict Buildings (Lance): Due to the loss of the lone staff member in the Code Enforcement Office, remediation of derelict buildings was not as significant in 2018 as in 2017. We now have a full-time replacement in the Code Office and she is picking things up quickly. They are currently working on the end-of-year report for the project that will show fewer properties remediated and an increase in the number of serious problem properties. Funding for rehab and resale is uncertain at this juncture.

A second round of State funding through LISC is being explored. The criteria for participation in this next round is a minimum of 100 abandoned properties, which could eliminate Ticonderoga. Various strategies are being explored to increase the inventory to the minimum 100 properties including potentially expanding geographically to include Moriah/Port Henry.

- C. Business Incubation & Downtown Development (Donna):

- a) Country Club Update: Ti Country Club is still negotiating with the insurance company but is proceeding with architectural drawings. Plans are to remain within the assumed amount to be received from the insurance money, which now are in line with the budget. The plan is to break ground as soon as there is an insurance settlement.

The Country Club is unable to generate any cash flow until the building is rebuilt. Play has dropped as a result of construction on the course in the past two years. It should be fully operational by mid-summer. The Country Club is aware of the role the Ti-Alliance could potentially play.

- b) Tourism & Recreation (Donna): Continue to explore with the Regional Chamber, TACC, and others for ways to attract young entrepreneurs to our area to develop new year-round tourism endeavors. Development of our Entrepreneurs Fund would be part of this strategy. In particular, we will focus on businesses that make the recreational options in our area more accessible to people from outside the area.

**Action:** Donna will continue to network with a potential entrepreneurs and resources in the region including personal contacts, regional and local chambers, Point Positive in Saranac Lake (angel investment group

<https://www.pointpositiveadk.com/>), and school alumni association to generate interest in creating year-round tourism businesses in our community.

- c) Downtown Development: While we are not currently ready for downtown development grants, we need to begin working in that direction. A 2019 Grant Strategy document (Appendix D) includes beginning the process with a CFA application for a downtown development feasibility study. The potential schedule for Downtown Development might be as follows:
  - i. 2019 feasibility study and general recommendations
  - ii. 2020 Full development of downtown plan
  - iii. 2021 CFA Downtown Development (\$10M) Grant application
- D. Housing (Bobby): Bobby has spoken to Joe regarding expansion of the Village to encourage housing development. This would require considerable preparation in order to be presented to the Town board. This can be looked at in the future. Donna has approached Donna Levenstien at LG Realty about reviewing an inventory of middle and upper housing availability, and working with Bobby to assess demand.

## V. New Business/Old Business

- A. Cobbler's Bench Feasibility: The Cobbler's Bench feasibility study is complete. InSite Architects has recommended a multiuse facility that includes a small hotel, restaurant, and apartments.

**Action:** Donna will follow-up with Cobbler's Bench investment group and maintain channels of communication for development of that property.

- B. Facebook Page: Donna is unable to access our Facebook page because the passwords are no longer available and we don't have the ability to reset them. She will create a new Facebook page for Ti-Alliance this week, begin posting material on it regularly, and send an email out to our Robly list to point everyone to the new page.
- C. Website Renovation: Donna is working with Chris Quinn, a long-season Hague resident who has recently retired and sold her web development agency, on a redesign and update of the Ti-Alliance website. The project will put a more professional face forward for the organization, provide more information on our mission and goals, create easier navigation, and most importantly, be easy enough to use that Donna or other members can post our reports, change the feature articles, and make site updates on a regular basis without taxing outside web resources.
- D. The Adirondack Meat Company was auctioned off on February 8 at the Essex County Courthouse. Glens Falls National Bank is the new owner and will look for a new tenant in the same business. They purchased the property and all of its contents for \$360,000. The property was built for \$1.4M, with a \$900,000 loan guarantee from the Dept. of Agriculture. The bank was owed \$1.05M and Essex County IDA had a lien on it for \$304,000. It was previously listed at \$750,000. Pete and Denise Ward are still being sued by the Lake Champlain Lake George Planning Board for \$147,000 in unpaid loans from 2014, as well as other creditors. Taxes had not been paid since 2016. The bank now owns it free & clear.

**Next Scheduled Meeting: April 9, 2019, 3 PM EST  
Ti Community Center - Downstairs**

