



Board of Directors Meeting Minutes Tuesday, January 16, 2018

Venue: Ticonderoga Federal Credit Unit Meeting Room
1178 NYS Route 9N, Ticonderoga, NY 12883

Time: 3:00 PM

1. Financial Report-Pat Ida

Total liabilities and equity as of December 31, 2017 is \$498,050.54 with a net income of \$330,551.64. This is a change of \$324,101.64 from the same time in 2016. The current cash balance is \$92,204.41.

Engagement letter for WDR to conduct the 2017 audit. A motion was made, seconded and passed unanimously to engage WDR to conduct the 2017 TRA audit. This is the same firm that has satisfactorily done the audit for the few years. The audit must be posted by March 31, 2018.

2. Board of Directors and Committee Appointments for 2018

- Reappointment of Peter Reale, Pat Ida, and Scott Hearburg
Moved, seconded and unanimously agreed to request the Town to reappoint Peter Reale, Pat Ida, and Scott Hearburg to the TRA board for another three year term.
- Board accepted resignation of Vincent Smith who resigned without prejudice due to personal demands preventing him from performing board responsibilities.
- Discussion of strategy for attracting new board members
Postponed until board has further TRA Vision discussions. Lance Clark to offer some candidate ideas at February meeting.
- Resolution on the nomination of Lance Clark and Nancy Archer
Moved, seconded, and unanimously agreed to request the Town to appoint Lance Clark and Nancy Archer to the TRA board for a three year term.
- The letter that was delivered to the Town Supervisor on January 17, 2017 is attached as Annex I.
- Committee Appointments for 2018. Attached as Annex II.

3. Annual Board Self-Evaluation

The board discussed the results of the annual self-evaluation survey. It was noted that some of the areas that needed improvement in 2015 and 2016 scored higher in 2017 thanks to the leadership of Nancy Archer and Lance Clark. Areas that continue to need improvement were identified as follows and we will attempt to raise those scores in 2018.

- The Board sets clear and measurable performance goals for the Authority that contributes to accomplishing its mission. (Average score 2.8 out of 4.0 on a scale of 0= Disagree, 4 = Agree)

- The Board had identified the areas of most risk to the Authority and works with management to implement risk mitigation strategies before problems occur. (Average score 3.2 out of 4.0)
- The Board exercises appropriate oversight of the CEO and other executive staff, including setting performance expectations and reviewing performance annually. (Average score 3.6 out of 4.0)
- One set of scores was consistently low. Donna invited all of the board members to feel free to confidentially discuss any concerns with her to help bring those scores up.

4. Committee Reports: Development Committee Fall Fundraising Campaign

Total contributions received in 2017 were \$329,400.00, including the \$300,000 from Deb Ryan and \$25,000 from the Rowan Foundation. There were a total of 27 contributors. It was observed that a significant number of donors are from Hague. There is a need for board members to reach out further in Ticonderoga. A personal note to friends and family added to the top of a newsletter yields significant return.

Action: Donna requested all board members to become more actively involved in fundraising by reaching out to personal contacts with a personal note added to the top of a newsletters which yield significant return.

Action: Donna will research a fundraising workshop for the participation of board members. Board members all agreed that they would be willing to go to a workshop, particularly if it was online and could be attended at their convenience.

5. Program Update

NCCC: Donna reported that efforts to move the Trade School project forward have slowed. New York State law says that the only people that can decide what curriculum is taught at a SUNY university is the faculty. That means that until the faculty approves the curriculum for a School of Applied Technology, the school planning cannot move forward. In the case of NCCC, that also involves a change to the mission of the school to include trade education. These are two “heavy lifts” in the education field where things move very slowly to begin with.

In our last meeting with Steve Tyrell and Steve Reed, we agreed to create a “master presentation” in PowerPoint that we can use to communicate consistent messaging across many constituencies so that the info about the school is accurate across all audiences. There is a feeling that there is inaccurate information that could be holding us up. Getting the information from NCCC is proving to be difficult due to bandwidth and priorities of Tyrell and Reed.

Agreed: We are still very much committed to bringing Trade Education to Ticonderoga as a force for Economic Development. All possible options should be explored. We will not abandon the NCCC focus, but will also explore other trade school partners that can help expand our trade education options in the area (Ft. Ticonderoga, BOCES, online colleges looking for brick and mortar, established partner with strong environmental science program, paper industry partners including IP, and trade unions/organizations).

ACTION: Donna will reconvene the TRA Trade School Working Group to create a plan to move forward and continue to work on the presentation for use in talking with other potential sponsors and partners.

Derelict Buildings: Zombie and Abandoned Properties Project

Lance provided a briefing on the derelict properties project:

- TRA will receive an additional \$5,000 for its considerable work on this project. This was strongly supported by Joe.
- The project assisted the Code Enforcement Office to prepare an End of Year Report. Through the project a baseline of all abandoned properties was established effective June

2017. Of the 91 properties 2/3 were remediated. 80% (32 out of 40) mortgage related properties i.e. properties with a mortgage; and 57% of owned outright properties (29/51).

- 74% of properties with overgrown grass issues. Using Queensbury as a model a contract will be put into place to cut overgrown grass and then tack the cost together with a fine to the owner's tax bill. 70% of medium degree of seriousness resolved. While only 20% (2 out of 10) of the most serious properties were remediated. Most of these are fire related and many have asbestos, which drives the cost of remediation up considerably.
- The project will continue to work with the NYS Department of Finance in remediation of mortgage related properties.
- We will investigate funding for asbestos surveys and abatement as a follow on to the project.

ACTION: Lance Clark will continue to drive TRA involvement in this program

6. TRA Vision Discussion

In the coming months, the board will be working to articulate the long-term and short-term vision that serves the mission of TRA. From this vision we will explore projects that further the vision. The attached Vision for the Future was discussed.

The point was made that a well-crafted vision statement and comprehensive plan takes time and work on the part of the board and we should not wait for completion of that statement before moving forward on projects that we are clear serve the mission. Rather we should let our mission guide our choices while we work toward a fully crafted vision statement. The board agreed.

The board is also agreed that TRA should be the leader in economic development amongst Ticonderoga's non-profits. We are the only organization with the "toolbox" to tackle large scale projects.

Two potential pillars emerged from discussions as areas that might hold potential for TRA work:

- Develop Ticonderoga area into a **Hub for Skills-based Education** in order to bring students into the town as residents and generate the growth of downtown businesses. In essence, build a college town.
- Continue to pursue the **Development of the Ticonderoga Downtown** area to become a bustling downtown. Asked how they might envision Ticonderoga ten years from now. Elements included:
 - Bustling downtown sidewalks, possibly a section of Montcalm Street for pedestrians only.
 - Well-run storefronts of retail and restaurants that will attract active foot traffic and serve the interests of the population and tourists (like Libby's, the Coop, Ti Optical, Sugar and Spice).
 - A potential downtown parking problem.
 - A bike and running trail, and bike lanes on the main downtown roads.
 - Possible development of the backside of Montcalm Street buildings along the LaChute River.
 - The Town of Ticonderoga has a "destination *brand*" associated with it.

Elements of our efforts that might contribute to this vision include the following:

- Maintain a close relationship with JASAMA. Our relationship to date has been extremely positive for TRA and the community in the development of TREK and North Country Paddle. Trek has significantly improved downtown traffic for an extended season and Paddle has become a welcome contribution to year round recreational activity including the surrounding communities.

- Build relationships with additional development funding individuals and organizations.
- Help to create a comprehensive downtown development plan.
- Explore individual development opportunities for significant downtown properties including the Cobbler's Bench (as a potential hotel), the Hacker Building, and the former Rathbuns building, providing a collective enclave of activity currently anchored by the Trek Studios.
- Explore ways that Ticonderoga can attract year-round employers in non-tourism and non-retail industries.
- Build stronger relationships with TACC, PRIDE, and other North Country economic development players to leverage that network in pursuit of TRAs Vision for the Ticonderoga region and maximize the impact of all contributors.

The Ti Comprehensive Plan continues to be relevant and TRA will use this as the basis for future economic development with an emphasis on goals 4 and 5 in the plan.

Branding TI Area: The elements to brand the Ti area are already existing e.g. the Fort and Star Trek: Ticonderoga-Where the Past meets the Future; Ticonderoga-The only town you can travel from the 18th to the 23rd century in a matter of minutes. At some point we should encourage the town to attend to branding.

Next Meeting: February 12, 2018



Annex I: Letter requesting Town to re/appoint TRA board members

Joseph Giordano, Supervisor
Town of Ticonderoga
Ticonderoga, NY 12883

December 13, 2017

RE: Ticonderoga Revitalization Alliance
Nominations to the Board of Directors

Dear Joe,

In accordance with the TRA By-laws, we are kindly requesting that the following persons be appointed to serve on the TRA Board of Directors beginning January 2018 for a three year term:

1. Scott Hearburg, reappointment
2. Pat Ida, reappointment
3. Peter Reale, reappointment
4. Nancy Archer, new appointment
5. Lance Clark, new appointment

We respectfully request that you appoint all five of these exceptional candidates and forward the appointments to the Town Board for confirmation at the next Town Board meeting.

Thank you in advance for your consideration of these nominees.

Sincerely,

Sandy Morhouse
Board of Directors, Vice Chair

cc: Tonya Thompson, Town Clerk; TRA Board of Directors

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

Ticonderoga Revitalization Alliance, PO Box 247, Ticonderoga, NY 12883
www.ticonderoga-alliance.org P: 518.503.5357 nancy@ticonderoga-alliance.org

Annex II: 2018-2019 Committees

Audit Committee:

Peter Reale, Chair

Scott Hearburg

Pam Nolan

“There shall be an Audit Committee consisting entirely of Independent Directors, who shall be elected by a plurality of the votes cast by the Directors of the Corporation at each annual meeting of the Board and shall serve until the next annual meeting. To the extent practicable, members of the Audit Committee should be familiar with corporate financial and accounting practices. The Audit Committee shall recommend to the Board the hiring of a certified independent accounting firm in compliance with the PAAA to conduct the annual independent audit, establish the compensation to be paid to the accounting firm and provide direct oversight of the performance of the annual independent audit.” TRA By-Laws: Article IV. Committees, section I. Standing Committees, (b).

Finance Committee.

Pat Ida, Chair

Pam Nolan

Scott Hearburg

“There shall be a Finance Committee consisting entirely of Independent Directors, who shall be elected by a plurality of the votes cast by the Directors of the Corporation at each annual meeting of the Directors and shall serve until the next annual meeting. The members of the Finance Committee shall possess the necessary skills to understand the duties and functions of the committee. The Finance Committee shall have the responsibility to review proposals for the issuance of debt by the Corporation and its subsidiaries, if any, and make recommendations.” TRA By-Laws: Article IV. Committees, section I. Standing Committees, (b).

Governance Committee

Lance Clark, Chair

Sandy Morhouse

“There shall be a Governance Committee consisting entirely of Independent Directors, who shall be elected by a plurality of the votes cast by the Directors of the Corporation at each annual meeting of the Directors and shall serve until the next annual meeting. The Governance Committee shall keep the Board informed of current best governance practices, review corporate governance trends, update the Corporation’s corporate governance principles, and advise the Members and Directors on the skills and experience required of potential Directors.” TRA By-Laws: Article IV. Committees, section I. Standing Committees, (b).

Executive Committee:

Sandy Morhouse, Chair

Peter Reale (Audit Chair)

Pat Ida (Finance Chair)

Lance Clark (Governance Chair)

Donna Wotton (Development Chair)

“There shall be an Executive Committee consisting of the Board Officers and Committee Chairs. In the event the CEO is acting as Chairperson, the Executive Committee will be chaired by the Vice-Chair. If there is a situation where the Board Officers and Committee Chairs constitutes less than 5 Directors, the balance of the Executive Committee shall be elected by a plurality of the votes cast by the Directors of the Corporation at each annual meeting of the Board and shall serve until the next annual meeting. The Executive Committee shall provide engaged guidance and support to the Alliance CEO and staff. The Executive Committee is empowered to act between board meetings if necessary, and sometimes with specifically delegated authority to act in particular areas on behalf of the full board.” TRA By-Laws: Article IV. Committees, section I. Standing Committees, (b).

Development Committee

Donna Wotton, Chair

Pat Ida

Nancy Archer

The Development Committee was formed by the Board of Directors in 2016. The Committee leads the board’s participation in resource development and fundraising. The committee develops policies, plans, procedures, and schedules for board involvement in fundraising. It helps educate directors about the resources needed to realize agreed upon program plans, and develops and implements plans to achieve resource mobilization targets. It familiarizes directors with fund-raising skills and techniques so that they are comfortable raising money. It plays a strong role in identifying, cultivating, and approaching major donors.

Annex III: Vision Doc

Ticonderoga Revitalization Alliance

Vision for the Future

Building a viable vision and path forward for a vibrant Ticonderoga.

Situational Description

What killed a vibrant Ti?

- Reduction in the workforce of the paper industry due to industrialization and mechanization of jobs
- Walmart – low-priced box store moved center of retail activity to 4 corners
- The Bypass (Route 22) routed out-of-town traffic around downtown

Symptoms and effects:

- Gradual and highly systemic increase in poverty level of town, creating a “culture” of poverty with a high level of alcohol and drug abuse
- Large dichotomy between people with and without means.
- Increased average age of residents above 50 years of age, and above 60 in Hague.
- Challenges for any consumer business to sustain itself year-round, or build to a size offering significant employment numbers.
- Challenges of larger commercial entities to attract and retain skilled employees

In order for TRA to make a sustainable change, we need to:

Understand and focus on high impact, key economic development projects

- Projects that foster wide community support (both emotional and financial)
- Projects that make a visible and sustainable economic impact
- Projects that serve the current population demographics (such as services and lifestyle support for retirees and seniors)
- Projects that work to lower the average age of residents (such as the Trade School)

Change our population demographics:

- Decrease the average age of residents by adding a younger demographic
 - Students
 - Younger people to support year-round downtown restaurants, retail, entertainment, and service businesses
 - Viable trained/educated employee pool
- Year round residents purchasing real estate, paying taxes, and raising families
- Expand employed middle class population

Model towns include: North Creek, Glens Falls, and Malone, NY and Vergennes and Bristol, VT.

Prospective Vision for TRA

Utilize our resources as an LDC to do the things that the town and other organizations can't do. These activities would include larger commercial projects requiring significant funding to be secured and championed by TRA. The projects would impact town demographics and build sustainable infrastructure for long-term civic health.

Work to diversify *sustainable year round* business beyond tourism and retail (though not to the exclusion of them)

- Light industry
- Technology
- Education (as an employer)
- Medical
- Support services with 5+ employees (small business)

Projects to get us there....

- Trade School/College – adding 150-400 individuals under the age of 30, adding faculty, facility, and administrative jobs
- Develop a program to attract new, larger non-tourism employers to local commercial space. Create incentives from town, county, state for employers in excess of XX# (25?) employees. Develop venture capital fund from private investors.
- Development of key retail/consumer businesses in downtown with sustainable year-round operations. Increase quality of Montcalm Street businesses and storefronts. Work to attract small chain retailers or retail cooperatives for larger spaces and high quality small retailers focused on active adults and families. (This might be considered the domain of Montcalm Street Partnership and Chamber, but hopefully we would be able to partner with them on larger projects beyond their capability)
- Potential development of the “riverwalk” behind Montcalm Street with promenade, restaurants, and retail

LDC-type activities to date:

- Paddle courts – we have an economic interest - if they ever become profitable. Little, if any, revenue stream expected.
- Funding purchase of Jasama Building for James Cawley via Deb Ryan donation & Jasama loan. Provides minimal, but consistent revenue stream for operational expenses.
- Potential for building reclamation projects via the Derelict Building program with the Town of Ti. Not currently planned, but should be explored as a function of the LDC.

Goal for Remainder of 2017

- Convene local leaders for creative vision meeting. Use existing Ti Comprehensive Plan to guide selection of projects. How do we do this in a way that is different from what we have tried in the past?
 - Who sits at the table:
 - Supervisor
 - Other political party
 - Jay Wilson – largest employer
 - Steve Tyrell/Steve Reed – education
 - John McDonald - education
 - Beth Hill – tourist industry
 - Medical facilities –
 - North Country Econ Dev. (Carol Calabrese?)
 - Maria Tedford – PRIDE & grant writing
 - Matt Courtright – Ti Area Chamber
- Locate strategic consultant/company to work on vision.
 - Donna to fish in the Econ Dev Linked-In groups
 - Donna to check with Betty Little and Dan Stec about Glens Falls Planning (& Stu Baker), Vergennes Planning, North Creek (Rapples)
 - Sandy to talk with Dan Hoy (former Chairman of GF National on Ft. board and Jasama) about any recommendations for consultants
- Push NCCC to advance the Trade School project and commitment to Ticonderoga before end of 2017.
 - Work to understand true issues preventing the approval by the faculty.
 - Build coalition of supporters from State, County, Town, SUNY, Board of Trustees, and faculty
 - Finalize funding from Lee Rowan (fully committed, need to further the paperwork from her advisor)
 - Create a plan to secure Lowes building
 - Promote project to North Country employers
 - Raise additional \$2.5M funding
- Continue to support Derelict Building project with town and look for opportunities to acquire and transition appropriate properties to generate tax rolls and TRA revenues (through Aug 2018).
- Expand the board with new members that believe in the vision and can help drive initiatives and make necessary connections.

Goals for 2018

- If we can get the approval of the faculty, build out timeline and finances for NCCC School of Applied Technology and begin to execute with NCCC on plan. Assist in raising remainder of funding to start-up costs.
- Raise money to fund full time director and part time admin position for 2019.
- Identify specific projects for 2019 and raise necessary funding for them through CFA and other sources.
- Raise money to engage a strategic company/consultant in for TRA to do research, feasibility studies, and identify what projects the public would support. (Topic for board discussion)
- Complete Phase 1 of Derelict Buildings project and push town to advance the project to the next level of remediation.

- Enlist town, county, state planners in creating some incentives for business location in Ticonderoga and begin promoting Ticonderoga as viable business location for target businesses.