



Board of Directors Meeting Tuesday, February 11, 2020

Attending: Pat Ida, Chris Mallon, Nancy Archer, Lance Clark, Pam Nolan, Scott Hearburg, Sandy Morhouse (by phone)

Absent: Peter Reale, Bobby Porter, Joe Giordano

1. Financial Report-Pat Ida
 - December 31, 2019 and February 11, 2020 reports were presented. December 31 report is now in the auditor's hands. Ended the year with \$236,000 in our bank accounts. James Cawley is current with all of his payments and that mortgage has a balance of \$274,000. \$100,000+ in unrestricted donations this past year.
 - NOTE: All donations for the Golf Course are for that purpose. Donna will acknowledge them all as Ti-Alliance donations. All donations to the Golf Club are immediately disbursed to TGC and added to the Loan Ledger.
 - Brokerage Account for donations and higher yield investments – Pat to work on opening a brokerage account so that people can make donations of stock, and that we can take some of our funds and place them in a higher yield account (Entrepreneurs Fund).
 - Motion to accept Pat's report (Nancy Archer), seconded (Pam Nolan), motion passed.
2. Board Business – Donna
 - 2020 Meeting Schedule – Request from Pat Ida to reschedule the April 11 board meeting until April 21 to allow him to finish up his Tax Season and provide our reports.
 - Annual Meeting Plan – Board agreed to Donna's suggestion that we make this year's Annual Meeting publically promoted and provide a year in review for attendees. Lots going on and it would be an excellent way to engage more participants and donors. Donna will plan it. Will ask Joe G. to speak in support of all that we are doing and about how things are moving along in Ti.
 - Part time help beginning April 1 – have \$10,000 in our budget for summer interns and part-time help. Plus grant pending with Adirondack Foundation for \$10,000 for help as well. I'm starting to look for that person.
 - Provided some writing assistance for Evan Mack (Instrument Drive for Ticonderoga Schools) for his application to Adirondack Foundation for \$\$ to provide a remote training program for instrument repair that would teach apprentices in Ti Schools how to maintain and repair instruments.
3. Committee Reports:
 - Finance Committee
 - i. Transfer of funding from general fund to Scholarship and Entrepreneurs Funds
 - Finance committee communicated off line and agreed to move money as proposed by Donna. Motion made by Pat Ida to transfer \$8,000 from our general fund to the Scholarship Fund and \$10,000 from our general fund to the Entrepreneurs Fund. Seconded by Lance Clark. Motion passed.
 - ii. Question raised about beginning to create a "Reserve" fund for the Alliance. Pat indicated that we probably do not have the capacity and excess funding from our operating expenses and under funded programs that we are in a position to create a reserve at this time. Reserve fund makes more sense when we have a better idea of what our stabilized annual operating requirements might be, not when we are in an expansion mode. Otherwise we limit the

growth of our current programs that we are trying to fund. Threshold would be about \$500,000 in capacity before we would be in a position to create a reserve fund.

iii.

4. Governance Committee

- i. Scholarship Fund Committee Ratification – Passed. Committee is comprised of Donna, Nancy Archer, Karl Johnston, Trish Johnston, Marion Abell, Bobbi Leiter, Sarah Ellsworth, Eric Heckman, John Donohue.
- ii. Entrepreneurs Fund – Fund Governing Committee: Will be chaired by Chris Mallon, Scott Hearburg, Bobby Porter (nominated – Donna to contact), suggest Lynne Reale or Mariann Rapple, Anthony Anselmo (sits on TACC board and is a younger entrepreneur). Chris will reach out to potential committee members, and Donna will help start a meeting schedule. The role of the committee would be to develop the guidelines and documentation for the fund, become the governing group, do the outreach to build the fund with Donna’s help (to \$50,000 to make it eligible for match funding), develop partnerships for an ecosystem for lending & granting (with IDA, AEDC, banks, and other orgs), and ultimately become the application evaluation committee that will evaluate and recommend funding to the board.

ACTION: Donna to find out details from people that have applied to the IDA Microenterprise Grant and not qualified. Work with Carol Calabrese to partner with IDA for funding on projects that IDA is not able to fund for technical reasons. Example: Cunninghams are shovel-ready with a business plan but were not able to apply for Microenterprise Grant because they will not be able to COMPLETE their project by November 30, 2020.

ACTION: Chris Mallon is meeting with Washington County IDA to see how we can collaborate with them.

- iii. CFA Feasibility Committee – for oversight of the Feasibility Grant activity including evaluating and selecting the consulting group that will complete the study, guiding that group through their visits and help connect them with local resources, and keeping them on schedule to complete their work in time for us to decide what CFA grants might need to be written in this cycle for 2021. Buildings in the study are Rathbun, Sears, and Agway buildings. Donna will chair the group, Lance will participate as well.

5. Development Committee

- i. TGC Efforts – Our fundraising role is solely as an administrative entity. Responsibility for fund raising is with TGC. Donna has been spending a significant amount of time supporting their promotional and grant search/writing efforts. Dividing the responsibilities: If a grant must be written by the ultimate entity (TGC) then they TGC will write it. If a grant needs to be written from a non-profit, we can write it for them and include an administrative fee in the grant or to TGC. Try to be sure that we “Reply All” on correspondence with the group so that everyone is connected on this project.
- ii. Consideration is being given to moving the Paddle Courts to the Golf Club which would be to the advantage of the Golf Club and the Courts. Cost of about \$60K to move them. Would need donations or a grant to finance the move. TGC has explored potential locations on their property. Warming hut would be critical to operations in the winter time and would need food source through the clubhouse.

ACTION: Donna to explore grant possibilities to move the Paddle Courts.

iii. 2020 Grants

- Donna spent considerable time this month researching all of the Empire State Development money buckets and all of their priorities and restrictions. In the process

she was able to identify a number of previously untapped resources, opportunities for 2020 CFA applications, and several opportunities for new local businesses that are not tied to the CFA cycles.

ACTION: Donna to continue research of the federal grant resources and identify potential other funding that we might access for Ti-Alliance projects and other downtown development.

- CFA 2020 – Downtown Development Planning Grant: Donna has encouraged the Supervisor to agree to let us apply for a town grant to CFA in 2020 for 2021 money for a Downtown Development Planning Grant. We do not want to do the entire Comprehensive Plan because it's too big and we haven't done enough work on downtown to know what we need in the Comp Plan. In addition, much of the infrastructure work on water and wastewater has just been done. But we need to get ahead of the changes that are organically happening in downtown.

There are several old plans that could provide the basis for a consulting group to lead a community-wide discussion about Downtown Development. It would explore visual elements, zoning, and “placemaking” in a way that would continue to garner community support. Ti-Alliance will interview consulting firms for our Feasibility Study that will have the capability of doing a Downtown Development Plan so that we can refer competent companies for that activity.

Doing the Downtown Development Plan is an essential part of the DRI as well as very important as individual businesses and Ti-Alliance apply for additional grants in the next few years. Each grant asks the applicant to show how they are supporting regional initiatives and local development plans, and when you can do that, you become significantly more fundable.

- RBDG 2020 – The administration of our school tuition grant has been challenging. We lack support from our RBDG representative as they are anticipating a personnel change in the next few months that will put someone more knowledgeable in the program position that is supposed to support us. However, we will reapply for our grant this year as well as some funding for our Scholarship Fund.
- DRI – Board feels that we should stay in line for the DRI by submitting for 2020. Donna will circle back with the Supervisor to see if he would support it again and with all of the other participants to see who can contribute.
- CFA – Feasibility Study for Downtown Buildings (Underway) – Just waiting for the grant agency to return our signed off documents and then we will issue the RFP to four consulting companies. Expect to take applications through early March and begin work by the end of March. Goal to be mostly complete by the end of June so that we have 2020 CFA projects fully identified (CFA grant applications due the last week in July).
- Adirondack Foundation \$10,000 – Grant submitted January 15, pending awards in mid-March. We were invited by AF to submit a grant for support help for Donna. They are pretty excited about the work that we are doing and have recently changed their grant criteria to be able to support non-profit operating costs, as well as previously supported projects.

6. Program Updates

- Trade Education (Donna)

- i. Scholarship Fund – Committee is nearly done with the documentation for the Career Training Scholarship Fund – renamed to be more inclusive to the types of programs we will fund including construction trades, health services trades, technology and energy trades – all of which are expanding in our community. We have developed the
 - Program Overview document that is “outward facing” to the general public and will be used to promote to students.
 - Program Guidelines document that is an internal document that provides guidelines and procedures for the Scholarship Committee.
 - Formal Student Scholarship Application
 - School Counselor Evaluation Form
 - Teacher/Employer Recommendation Form
 - Student Financial Planning Rubric
 - Applicant Evaluation Rubric (under development) document that will guide the committee through the interview and evaluation process with each applicant.

An individuals Trust Fund will commit \$15,000 for this year and another for 2021 to fund two scholarships for 2 years. Ti-Alliance has committed \$8,000 for 2020. Donna has been in contact with other donors but have only received a couple of other small grants to the fund. The goal would be to get to 4-5 scholarships each year, which would require approximately \$25,000-\$35,000 per year.

Board approved final committee selection as: Donna Wotton, Nancy Archer, Marion Abell, Karl Johnston, Trish Johnston, Sarah Ellsworth, Eric Heckman, John Donohue, Mike Uchal, and Bobbie Leiter.

- ii. “Contractors in the Classroom” – kicked off Tuesday, Feb 11 with Donna and Cris Shakeshaft working with two classes of students to introduce the elements of structure design and explore some options for the structure. Students loved it and teacher was overwhelmingly pleased. Cris will go back into the classroom on Tuesday, Feb 25 to teach the construction class hands-on scribing skills (joint fitting), and help the Sculpture & Industrial Design students sketch plans for decorative panels for the pavilion. A field trip is being planned to Cris’s Putnam barn workshop and to a blacksmith’s shop in Hudson Falls. Kids are super excited about that.
- iii. Support for school career days – Donna will be working with Sarah and Eric (counselors) to provide some in-classroom presentations about career opportunities (through the English classes so that we get all students).

- Derelict Buildings (Lance)

- i. Derelict Building Fund with HAPEC (Housing Assistance Program of Essex County) – We may get a small amount of money still from the previous round of funding that was left over. We will likely split \$3700 with HAPEC In the final months of the previous round two lots were cleared (Portage and Lord Howe properties). We will be interested to see how much money we recover from the county for that work to see how viable this model is for the future. We are into the next round of funding (February 2020) which will provide some additional legal teeth – if we can get Matt Fuller to follow-up on this and make the time or hire someone else to do it. We have sufficient money budgeted for them, but he is not engaging. There may not be enough time to administer all the funding in the next 16 months, which would necessitate giving some of the money back. HAPEC’s business model is about working with individuals to remedy properties. But working with a town to build or

remediate housing and sell it isn't really what they do. The money in the revolving fund can only be used for minor repairs, not full rehabilitation.

ACTION: Lance and Nancy will connect Essex County IDA with HAPEC team to talk about the resources that they think could be combined with theirs to start renovating or building mid-level housing in Ticonderoga. *From our Housing and Lodging meeting....CBG Funding has some limits on it that peaks out based on income levels and probably wouldn't fund what we would want to do. Explore the Adirondack Housing Initiative for low and moderate income (LMI) housing which is a more regional group and may be able to work with HAPEC and/or Town/Ti-Alliance on a different model to put these properties back on the market for mid-level housing.*

- Business Incubation & Downtown Development (Donna)
 - i. Cobblers Bench Update – Project is moving forward. A finance book will be going out soon. Looks like a \$4M project. State is enthusiastic about funding this project, largely because of the relationship between it and the Fort. Fort will be paid through the tax credits.
 - ii. Hacker Building Update: County is re-foreclosing this spring which requires us to get the escrow money in place. Trek is still working with the contractors to determine the cost of renovating the roof – a much bigger job than anticipated. Albany roofing company has been engaged and have been up for a very thorough inspection but we are awaiting their report. Prudent for us to wait to get these estimates. Sandy will share this status with Mike Diskin and Dan Manning and ask them to be patient.

ACTION: Scott has a contact through Sarge Condit – roofing company out of Vermont – that will be in town next week to look at a large project for Sarge and another for Scott. Scott will ask them to look at Hacker as well. Donna mentioned this to James after our meeting and he would be very open to having another evaluation. Scott will connect with James to see if he can arrange.

- iii. Tourist Incubation & Recreation – We continue efforts to lay the groundwork for recruitment for restaurant, recreation outfitters, and transportation entrepreneurs. Working with Paul Smith's College, SUNY Schools, and Ti Alumni Association (this spring) to promote these opportunities.
 - iv. Tech and Manufacturing Incubation – Continuing to lay the groundwork for business incubation with the NCREDC Innovation Work Group with Dan Kelleher, FuseHub & Others. Donna needs to find time to update materials and put together the program to get this launched.
- **Entrepreneur's Fund – Special board meeting scheduled for Monday, March 2, at 1 pm EST to review the questions posed in our email to the board.**
- Housing and Lodging – We co-hosted (with TACC and PRIDE) and led the first Housing and Lodging Roundtable meeting on January 22. There were about 20 people in the room and a few more on the conference call. It was a great opportunity to connect property owners/developers with employers, resources, and potential partners. It was lively conversation with an excellent cross-section of interests. During the intro of the meeting we were able to spend a few minutes clarifying what the three organizations do, what their primary focus is, and how/where they overlap on Economic Development. We will use this information at our public annual meeting as well.

7. New Business/Old Business

- The Town of Ti did not provide any funding to Ti-Alliance in 2019. We are doing the serious economic development work of the town and providing very effective leadership in that area. All board members are encouraged to connect with the Supervisor and Town Board Members for support in 2020.

- Ti-Alliance Workspace – The name will be Ti-Works: A Co-Working Space. It will be “branded” as a Ti-Alliance endeavor (and our office). There will be three private cubicle workspaces, plus two more open spaces that will be used by Ti-Alliance and Mary Mazzotte. Common spaces will be the kitchenette and printer areas, plus a conference room for 10 people. Furniture and fixturing might be free from a friend of Mark Harrison. Ready April 1. Ti-Alliance will pay rent for the space (\$400/month) and promote it to others. Mary will pay all the utilities, Internet, etc. We will have our webmaster explore and create a “commerce” app that will allow people to log in, pay, and get the door code (changes daily). Mary and Donna are working on the pricing structure.

ACTION: Donna will initiate the signage and promotion of the space. Ti-Alliance will be prominently displayed on the front of the building.

Next Scheduled Meeting: April 21, 2020, 3 PM EST, Location for Annual Meeting TBD
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