



**Board of Directors Meeting Minutes  
Tuesday, August 11, 2020**

**Attending: Pam Nolan, Pat Ida Nancy Archer, Lance Clark, Bobby Porter, Peter Reale,  
Chris Mallon, Sandy Morhouse, Donna Wotton  
Absent: Scott Hearburg**

1. Financial Update – Cash in GFNB general account is \$167,334, additional funds are \$25,305 in Entrepreneurs Fund account (GFNB), \$3169 in the RBDG Grant account (GFNB), and \$21,006 in the Scholarship Fund account (TFCU). Total \$217,195.
  - Advanced \$1,686,000 to Ti Golf Club. TGC is having an excellent year and it is possible that we would begin to see some repayment within a couple of years if they can continue to realize revenue and get the clubhouse built & open.
  - Received a PPP loan of \$6,100 will turn into forgiven loan when we finalize the paperwork verifying use of the funds for payroll.
  - Motion to accept the CFO's report by Bobby Porter, Peter Reale 2<sup>nd</sup>, passed.
2. Board Business – Donna
  - Postponement of public meeting – board feels that it would be good to have a public meeting and update people on our activities over the past year.

**UPDATE: Public Annual Meeting** is now scheduled for September 16, 2020 at 4 pm via Zoom.

- Status and future of Trek and Hacker Deal – James is ready to move forward for the Hacker Building deal. Dan Manning will need to move forward with the foreclosure and then sale documents to Ti-Alliance. Donna and Sandy will have a meeting with James to discuss moving forward.

**UPDATE: Sandy and Donna** met with James on 8/13/20 at Ti-Works.

- i. James is enthusiastic about moving forward and Sandy will dust off the paperwork with the County and ask them to move forward.
  - ii. Trek Studios is moving forward to acquire with the Next Generation sets from CBS. Optimal timing would be to have Next Generation operating in its permanent home in the Hacker Building by next summer.
  - iii. Next steps on Hacker – Fix the water main leak and then the roof and steel boat launch in the back of the building. Water main can't be done until the town fixes the shutoff valve for it. James also would like town to consider tax abatement for a period of time in exchange for his investment in this building (something that we need to do for all the buildings under renovation in downtown). Donna will include these requests in report to town board on 8/13.
3. Committee Reports:
  - Governance Committee (Lance) – Thanks to Sandy, Pat, and Chris for their work in helping to executing a two-year employment contract between Ti-Alliance and Donna Wotton as Executive Director and are now in compliance for our audit.

- Development Committee
  - i. Grant & Funding
    - Received: Renewal of 2019 RBDG School Tuition Grant. Implementation of this grant will be interesting as we work through COVID conditions in the school year. Final report on the 2019 grant will show that we are leaving a little money on the table because the school did not have the cost of transportation for 3 months but we are looking in to how programming was delivered to these students during that time and potentially have some expenses that would be matchable to up the amount we can get for the school budget.
    - Denied: New RBDG Grant for \$100,000 for Entrepreneurs Fund, \$50,000 for Co-Op, \$200,000 for TGC Golf Club
    - Indefinite Hold: All state economic development funding (Downtown Revitalization Initiative and Consolidated Funding Application)
    - New prospects for private and public foundations
      - a. Pearsall Family Foundation
      - b. Northern Border Regional Commission
      - c. National Grid Main Street Grants (for individual downtown project construction)
      - d. Individual donors from the community
    - Need to do individual outreach to higher income residents in our network to help support Ti-Alliance operational costs next year. Need board help on this.

**ACTION:** Donna to do research both public and private funding that might still be available for Ti-Alliance, CoOp as a food source, jobs available via Ti Golf, and our Entrepreneurs Fund.

- ii. Complete: CFA Building Feasibility & Market Study – See Camoin310 Marketing Study Highlights at end of this document. Full report posted to our website at <https://www.ticonderoga-alliance.org/post/ticonderoga-2020-downtown-feasibility-study>

#### 4. Program Updates

- Trade Education (Donna)
  - i. Scholarship Administration – Scholarships have been paid directly to the schools for David Bechard and Brett Moore. We are working with Makenzie Morrison and NCCC to clarify her needs and lack of financial aid from NCCC.
  - ii. We are working with the counselors and instructors to see how they are organized for the fall and how we can revive the Contractors In the Classroom (CITC) program and help support fall college visits.
- Derelict Buildings (Lance) – HAPEC and LISC are reprogramming 2/3 of the \$47,500 funds in this next phase of the program into an emergency fund to provide mortgage assistance for COVID impacted homeowners. This would be managed by HAPEC.

We have an outstanding invoice to the town for \$1,983 for work on the Derelict Buildings program. The check has been cut and Joe G. is waiting for approval of the final reports submitted to HAPEC/LISC before signing and sending the check.

**UPDATE:** Lance reports that final approval has been provided in writing to Joe G and check should be forthcoming.

- Ti-Works is open for business (Donna). We have a Memo of Understanding with Mary Mazzotte for rent and a share of rental revenues.
  - i. **Special thanks** to Scott Hearburg and Chris Mallon for donating an entire day to transporting our donated cubicles (from Crossroads Billing Services in Newburg, NY). Thanks to Janet Lawrence, John Barth, Spencer Summa, and Jeff Sandman for being our work crew that reassembled our workspaces. Thanks to Mark Harrison and Hudson Headwaters Health Network for donating all of our office chairs. Thanks to the Ticonderoga Natural Foods Coop for donating our conference table. Thanks to Susan Darrin for putting beautiful artwork on our walls. Her paintings are all for sale and proceeds will be going to Ti-Alliance. It takes a village!

- ii. **Ribbon Cutting** – Please plan to attend our official Ribbon Cutting Ceremony with the Chamber of Commerce on Thursday, August 27<sup>th</sup> at 4:30 pm.

**UPDATE:** Our first few weeks of operation at Ti-Works have been well attended and we are continuing to build momentum. We had our first “full house” on Thursday, August 20<sup>th</sup> with all desks in use. We have had 8 different users to date, all of whom indicated that they had a great experience and will be repeat customers. Pat’s office is tracking revenue from Ti-Works and will provide reconciliation on a monthly basis with Mazzotte (Pat is her accountant as well). We announced this week that we are making space available at no charge for any college student needing remote access to their classes. We will cover the cost of their rent with sponsorship from the public. We already have one sponsor commitment if we need it. Space will also be available to any Ticonderoga teacher delivering classes remotely. Some of them don’t have Internet at home and are trying to deliver classwork from their cars in the school parking lot. If we find that we have a lot of educational needs, Mary is willing to expand Ti-Works to the space immediately next to us, or to the space at the corner of the building where the dentist’s office used to be. We are off to a great start at Ti-Works with this important community asset.

- Tourism Enhancement – We have offered to utilize some of Nina’s intern time to help the Chamber create content for a new tourism web page under development with a professional web development company. They are currently planning to port the information that is on the Chamber page to that site, but it is significantly lacking in content that would entice someone to visit, particularly in the activities area. She has developed sample work of what we could provide for visitors interested in Biking. The information is extensive and includes descriptions and photos of areas to ride, connection to the Empire State Trail, links to maps and various Adirondack and Champlain Area bike sites, difficulty ratings on various routes, and a section called “Three Perfect Days of Biking in the Ticonderoga Area”. The copy is enticing, and navigation is easy with links to everything.

**UPDATE:** Nina and Donna met with Matt Courtright and Erin Mullen last week and presented the material that she prepared. They liked it very much and would like us to continue this work with other recreation options. Nina will be working on it over the next two months.

- Downtown Development – Now that we have completed the feasibility study on our market space, have downtown buildings waiting for tenants, have game-changing businesses identified, and have some people returning to our area for life changes, we are ready to kickstart our business development program to connect all these elements. Our first challenge is to create a cohesive package of materials that we can use to promote business opportunities and help the owners of new buildings coming online in downtown find tenants for their spaces (Racanelli, Harbour, Bernstein). Donna and Chris Mallon will reconvene the Entrepreneurs Committee and begin work on materials that we can use this fall to promote.

## 5. New Business/Old Business

- Ti-Alliance Part Time Support – Nina Singer, our summer intern, will be with us through at least mid-October. She has been greatly expanding communications on Facebook, Instagram and newsletters, and we are tracking the increase in our followers in all of those areas for some metrics. If you don’t already follow us on Facebook and Instagram, we encourage you to do so for all our weekly news. In addition, Nina is working on the content for the recreational parts of the Chamber’s new visitor website and will hopefully finish that material before leaving our employ. The communications work has been extremely valuable to Ti-Alliance and our connection with the community and donors and Donna will be looking to raise some funding for TA so that we can find Nina’s replacement and continue to employ someone in this capacity.
- Strategic Planning for 2020 & 2021

- i. Need new avenues of revenue - have \$\$ now but could be in trouble for next year
  - state grants drying up for at least 1 year – CFA and DRI processes are cancelled for 2020
  - revenue from Trek on hold at least through the end of the year
  - new private revenue sources
    - a. New private donors
    - b. Potential private Entrepreneurs Fund donors
    - c. Potential private donors as business partners for entrepreneurs who also have some business skills that they can mentor
- ii. How can we structure projects to meet our goals. Projects that either don't take a lot of funding, or are fundable from other resources that start to move the economic needle in ways that produce more businesses and more residents and have impact.
- iii. Bring more people from our target market into our network to get good ideas from them on the entrepreneur and housing programs. Get their help on committees.
- iv. How can we better engage the Town of Ti management to help achieve their goals?

Next Scheduled Meeting: October 13, 2020, 3 PM EST, Location TBD
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## **Appendix A**

### **CAMOIN310 MARKETING STUDY HIGHLIGHTS**

- **ECONOMIC DEVELOPMENT = MOVEMENT OF \$\$**
  - Increase the spending of existing population
  - Increase population that pays taxes and spends money
  - Attract visitors that spend money
- **POPULATION ENHANCEMENT & OPPORTUNITY**
  - For our aging population
    - Continue to attract 2<sup>nd</sup> homeowners and visitors
    - Build amenities and well-targeted downtown businesses to support local and regional residents
  - **INCREASING WORKING POPULATION**
    - 57% of manufacturing employees and 60+% of teachers live outside the area. Attract higher income working population back to Ti with middle income housing and downtown appeal.
    - Attract millennials, remote workers, and other younger population with work/entrepreneurial opportunities, appropriate housing, and recreation/lifestyle opportunities.
- **ATTRACTING VISITORS**
  - Create Ticonderoga town identity and build downtown businesses that support that distinct identity.
  - Market well to regional residents and to visitors throughout the northeast urban areas.
  - Leverage Fort Ti and Trek visitors to spend additional time and downtown \$\$ with well targeted downtown accommodations and businesses.
- **RETAIL TARGETING** - needs to support regional residents and tourists – not enough people in Ti to support businesses – must think in terms of raising the regional use of downtown Ti as a hub.
  - Local senior population expected to continue to grow over next 5 years
  - Active retirees to the area – baby boomers are the only rising area of population right now. Active and with spending power.
  - Attraction of younger working residents is tied to housing and downtown retail, dining, and recreation options.
  - Visitors (both tourist and local) will be attracted to downtown Ti as an authentic local “experience” vs. coming for practical shopping. Visitors
    - Day trippers within 1 hour drive – 12.4 million people visit the Adirondacks annually.
    - 75,000 visit the Fort annually.
    - 5,000 visit Trek annually.
    - COVID impact of increased visitors in drive-able distance – major metro areas being targeted by ROOST
    - Outdoor recreation enthusiasts – programming (outfitting & guided outings) and restaurants will draw this group
  - Must have unique offerings in:
    - Food establishments in the lower price range and with takeout options. Different from current offerings of diner fare.

- Clothing, jewelry & gift stores
- Grocery store (or expansion of CoOp)
- Health & personal care
- Sporting goods and hobbies – better quality goods than are available at Walmart
- Brick and mortar stores must also have fully capable online shopping and curbside delivery
- Consumers value American-made and local products and value price over brand so targeting the right price points is important.
- Positive online presence is key for town and small retail establishments. Develop the online identity and presence of downtown Ticonderoga – Google search
- Curbside pickup and online shopping will continue to be factors post-COVID as consumers will have become accustomed to these services.
- Build necessary density in downtown to create a distinct identity. Focus on Montcalm Street location vs 4 corners and other “off Main” buildings.

- GETTING RETAIL READY

- Develop organizational capacity to chase leads and build relationships with regional businesses and brokers. (TA & TACC) – Single point person that starts a process.
  - Ti-Alliance - outreach to entrepreneurs & business development
  - Ti-Alliance - building development
  - TACC outreach to chains & franchises?
  - TACC business support & services
- Create a retail environment with articulated high standards for encouraging business development, pedestrian activity, clean and safe street, signage & parking (TMSP)
- Improve the tenant mix through retail attraction and retention. Requires ongoing property owner engagement, discussions with developers, and ready properties, plus current tenant support. (PRIDE, TA, TACC)
- Town engagement & support in zoning, financing, street usage, parking

- TOURISM – wealth of assets between Fort, Trek, Lakes & Adirondacks – not being promoted to the fullest extent

- Limited supply of hotel rooms limits the amount of time and money that visitors spend.
- Expansion plans for Fort will enhance the draw, but need to develop downtown to support these visitors and connect to downtown.
- Leverage the investment campaign at the Fort to entice investors to downtown.
- Employee training as ambassadors is key. Training in welcome & service skills, cohesive messaging. (TACC)

- NON-RETAIL

- Opportunities to focus on emerging innovation and entrepreneurship
  - Piggyback on technology NAMTrans efforts in Plattsburgh, semiconductor expansion in Malta
  - Complimentary businesses to paper industry, medical services, education
- Home-based businesses & remote workers
- Connecting retirees with young entrepreneurs for financing and mentorship partnership
- Create a Ticonderoga Business campaign
  - Promote lifestyle, low housing costs, proximity to recreation & strong broadband
  - Organized outreach to businesses in the region that could expand to a new location

- Key Elements:
  - Price of doing business (rents & expenses)
  - Good broadband (Can we get Bridgepoint to partner?)
  - Support network and entrepreneurial ecosystem (TACC)
  - Build a concentration of start-ups
  - Build a concentration of gathering places – coffee shops, co-working, etc.)

#### ASSESSING THE POTENTIAL OF NEW BUSINESSES IN DOWNTOWN

- Is there an existing category of this type of business already located on Montcalm Street? Is there an opportunity for “cluster”?
- Does the store offer goods/services to both visitors and residents?
- Is the business owner experienced and do they have a business plan prepared?
- Does the business have year-round potential?
- Does the business celebrate factors specific to Ticonderoga? If yes, which ones?
- Does the business have another location/site and already have a loyal consumer following?
- Is the location contributing to the retail density and closing a gap in storefront vacancies?
- Is there a defining feature that will make the entity a destination or unique offering in the market?
- Will any jobs be created beyond the owner?

## In.Site: ARCHITECTURE BUILDINGS REPORT AND RECOMMENDATIONS



RATHBUN

### BUILDING – RECOMMENDATION – RESTAURANT WITH INTERNATIONAL CUISINE

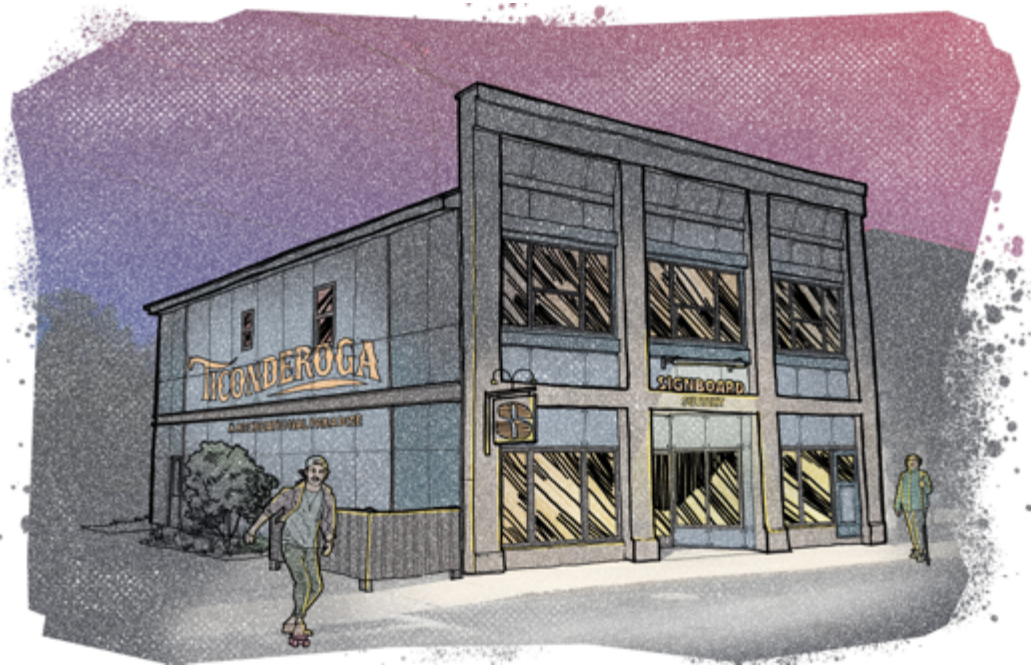
Opportunity – gap in the market for fusion or other internationally based cuisine including Thai, Indian, Mexican or South American, Japanese, French, Mediterranean, etc. Could also do international deli. Focus should be on inexpensive, fast, casual.

Special Features: Billboard wall on parking lot side, kitchen space toward back, counter seating in the windows overlooking the street, potential outdoor dining on sidewalk and parking space.

Building also lends itself to various small retail shops for clothing, local goods, jewelry, health & beauty.

Price Tag: < \$50,000 - 150,000





#### SEARS BUILDING – RECOMMENDATION – RECREATION

**Opportunity:** The Sears Building could be used for any number of businesses from a family recreation center to sporting goods/activities, to gym, to restaurant, or retail goods.

**Special Features:** Billboard wall faces the entry to the concentrated part of Montcalm Street as well as the entrance to the LaChute Trail. There is property in the back that could support an exciting option for outdoor dining or recreation activities providing a south “bookend” for eventual development of the back side of Montcalm.

**Price Tag:** TBD but minimal. Mostly related to exterior cosmetic and interior fixturing for ultimate purpose.





#### AGWAY BUILDING – RECOMMENDATION – COUNTRY STORE OR BREWPUB/RESTAURANT AND UPSCALE APARTMENTS

The Agway Building is the largest and most challenging project. It has structural issues throughout. But it represents the greatest potential for a flagship project with big impact. Recommendation is for first floor country store or brewpub (or both) with extension out the back and potential riverside dining. Second floor 4 good apartments.

Special Features: Beautiful historic building anchoring the gateway to the main commercial area of downtown. Already on the National Historic Registry and eligible for preservation money. Original grist mill and many old relics could be used for décor and lots of distressed wood could be used for interior décor.

Price Tag: \$2,000,000+ Attractive for preservation dollars and tax credits.