

**TICONDEROGA REVITALIZATION  
ALLIANCE, INC.  
(A Component Unit of the Town of Ticonderoga, New York)**

**FINANCIAL STATEMENTS**

**DECEMBER 31, 2024**

## CONTENTS

	<u>PAGE</u>
<b><u>INDEPENDENT AUDITORS' REPORT</u></b> .....	1 – 3
<b><u>MANAGEMENT'S DISCUSSION AND ANALYSIS</u></b> .....	4 – 9
<b><u>BASIC FINANCIAL STATEMENTS</u></b>	
Statement of net position.....	10
Statement of activities .....	11
Balance sheet – governmental fund .....	12
Statement of revenues, expenditures and changes in fund balance – governmental fund.....	13
Notes to basic financial statements .....	14 – 21
Independent auditors' report on internal control over financial reporting and on compliance and other matters based on an audit of financial statements performed in accordance with <i>Government Auditing Standards</i> .....	22 – 23



## **INDEPENDENT AUDITORS' REPORT**

To the Board of Directors  
Ticonderoga Revitalization Alliance, Inc.  
Ticonderoga, New York

### **Report on the Audit of the Financial Statements**

#### ***Opinions***

We have audited the accompanying financial statements of the governmental activities and discretely presented component unit of Ticonderoga Revitalization Alliance, Inc. (the Organization) a not-for-profit organization and component unit of the Town of Ticonderoga, New York, as of and for the year ended December 31, 2024, and the related notes to the financial statements, which collectively comprise the Organization's financial statements as listed in the table of contents.

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities and discretely presented component unit of the Organization, as of December 31, 2024, and the respective changes in financial position for the year then ended in accordance with accounting principles generally accepted in the United States of America.

#### ***Basis for Opinions***

We conducted our audit in accordance with auditing standards generally accepted in the United States of America (GAAS) and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Organization and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

#### ***Responsibilities of Management for the Financial Statements***

The Organization's management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Organization's ability to continue as a going concern for twelve months beyond the financial statement date, including any currently known information that may raise substantial doubt shortly thereafter.

## ***Auditors' Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinions. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with GAAS and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Organization's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control–related matters that we identified during the audit.

### ***Required Supplementary Information***

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis on pages 4 through 9 be presented to supplement the basic financial statements. Such information is the responsibility of management and, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

### **Other Reporting Required by *Government Auditing Standards***

In accordance with *Government Auditing Standards*, we have also issued our report dated August 22, 2025, on our consideration of the Organization's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Organization's internal control over financial reporting and compliance.

*WEST & COMPANY CPAs PC*

Gloversville, New York  
August 22, 2025

**TICONDEROGA REVITALIZATION ALLIANCE, INC.**  
**(A Component Unit of the Town of Ticonderoga, New York)**

**MANAGEMENT'S DISCUSSION AND ANALYSIS**

**FOR THE YEAR ENDED DECEMBER 31, 2024**

---

Our discussion and analysis of the Ticonderoga Revitalization Alliance, Inc.'s performance provides an overview of the Organization's financial activities for the fiscal year ended December 31, 2024. Please read it in conjunction with the Organization's financial statements.

**HIGHLIGHTS**

**Financial Highlights:**

- Total assets decreased by \$177,630.
- Net position decreased by \$265,665.

**USING THIS ANNUAL REPORT**

This annual report consists of three parts: Management's Discussion and Analysis, Financial Statements and Notes to the Financial Statements, which explain in more detail some of the information in the financial statements.

**OVERVIEW OF THE FINANCIAL STATEMENTS**

This discussion and analysis is intended to serve as an introduction to the organization-wide financial statements, fund financial statements and notes to the financial statements. This report also contains other supplementary information in addition to the basic financial statements themselves.

**Organization-wide financial statements.** The organization-wide financial statements are designed to provide readers with a broad overview of the Organization's finances. They are reported on the full accrual basis of accounting.

The *Statement of Net Position* presents information on all of the Organization's assets and liabilities, with the difference between the two reported as net position. Over time, increases or decreases in net position may serve as a useful indicator of whether the financial position of the Organization is improving or deteriorating.

The *Statement of Activities* presents information showing how the Organization's net position changed during the most recent fiscal year. All changes in net position are reported as soon as the underlying event giving rise to the change occurs, regardless of the timing of related cash flows.

**Fund Financial Statements.** Governmental funds are used to account for essentially the same functions reported as governmental activities in the government-wide financial statements. However, unlike the government-wide financial statements, governmental fund financial statements focus on the near-term inflows and outflows of spendable resources, as well as on balances of spendable resources available at the end of the fiscal year. The fund statements are reported on the modified accrual basis of accounting.

The focus of the governmental fund is narrower than that of the government-wide financial statements, so it is useful to compare the information presented for the governmental fund with similar information presented for governmental activities in the government-wide financial statements. Both the governmental fund balance sheet and the governmental fund statement of revenues, expenditures, and changes in fund balance provide a reconciliation to facilitate this comparison between governmental funds and governmental activities.

**Notes to financial statements.** The Notes provide additional information that is essential to a full understanding of the data provided in the financial statements.

## FINANCIAL ANALYSIS

The following tables present the condensed summary of the Organization's net position for the fiscal years ended December 31, 2024 and 2023.

**Table 1**  
**Net Position**

	<u>2024</u>	<u>2023</u>
<b>Assets</b>		
Current and other assets	\$ 4,202,790	\$ 4,380,420
<b>Total assets</b>	4,202,790	4,380,420
<b>Liabilities</b>		
Current liabilities	92,758	4,723
<b>Total liabilities</b>	92,758	4,723
<b>Net Position</b>		
Restricted	376,897	512,487
Unrestricted	3,733,135	3,863,210
<b>Total Net Position</b>	<u>\$ 4,110,032</u>	<u>\$ 4,375,697</u>

Net position may serve over time as a useful indicator of a government organization's financial position. In the case of the Organization, assets exceed liabilities by \$4,110,032 and \$4,375,697 as of December 31, 2024 and 2023, respectively. The Organization's financial position is the product of several financial transactions including the net results of activities.

**Table 2**  
**Changes in Net Position – Governmental Activities**

	<u>2024</u>	<u>2023</u>
<b>Revenues</b>		
<b>Program Revenues</b>		
Operating grants/contributions	\$ 723,115	\$ 714,414
Charges for services	5,530	5,410
<b>General Revenue</b>		
Interest on cash deposits	6,361	147
Interest on notes receivable	7,376	51,113
Investment income	14,289	8,550
<b>Total Revenues</b>	<u>756,671</u>	<u>779,634</u>
<b>Expenses</b>		
General government	<u>1,022,336</u>	<u>313,411</u>
<b>Total Expenses</b>	<u>1,022,336</u>	<u>313,411</u>
<b>Total Change in Net Position</b>	(265,665)	466,223
<b>Net Position at Beginning of Year</b>	<u>4,375,697</u>	<u>3,909,474</u>
<b>Net Position at End of Year</b>	<u>\$ 4,110,032</u>	<u>\$ 4,375,697</u>

Operating grants/contributions of \$723,115 are up \$8,701 from the prior year. Operating expenses increased from \$313,411 in 2023 to \$1,022,336 in 2024, an increase of \$708,925.

**GOVERNMENTAL FUND**

At December 31, 2024, the governmental fund reported total fund balance of \$3,974,604, a decrease of \$265,665 from 2023.

## *Management's Discussion and Analysis (MD&A): 2025 Goals and Strategies*

During the reporting period, Ticonderoga Revitalization Alliance, Inc. (Ti-Alliance) experienced a significant organizational transition. Several staff members were terminated for cause, and under their tenure certain intellectual property was destroyed and remains unrecovered. In response, Ti-Alliance has transitioned to a fully volunteer-led Local Development Corporation (LDC), with its mission and compliance sharpened to reflect the statutory role of an LDC in a renewed partnership with its FGU, the Town of Ticonderoga. This approach ensures that efforts are not duplicative of other regional entities, but instead complementary, targeted, and impactful.

Despite these challenges, Ti-Alliance advanced ambitious 2025 goals across five focus areas:

### **2025 GOALS AND STRATEGIES**

#### **Workforce Development**

**Goal:** Support the creation and retention of a younger skilled workforce and encourage local youth to live and work in the community.

While workforce development remains a priority for long-term regional health, Ti-Alliance has recognized that many workforce strategies are now effectively led by the Ticonderoga Area Chamber of Commerce, the IDA, and existing school and alumni programs. To avoid duplicating efforts, Ti-Alliance has stepped back from direct scholarship administration and job fair programming, instead coordinating with these partners as they take the lead.

Our role is to ensure that workforce initiatives align with broader economic development goals and fill gaps where needed. Ti-Alliance continues to advocate for strong employer-student connections, promote vocational training and mentorships, and support career pathways for young residents. In particular, the organization has championed the emerging apprenticeship program connected to the land bank's public art initiative, which provides paid hands-on training opportunities for students while building a stronger local talent pipeline.

#### **Business and Entrepreneurship**

**Goal:** Create opportunities for game-changing businesses and foster support for locating in Ticonderoga.

Ti-Alliance transitioned leadership of the Ti-Works program to a private entrepreneur, ensuring this initiative grows in alignment with local business ownership rather than duplicating the role of private enterprise. The organization continues to focus on its mission as a local development corporation by supporting businesses through training, targeted outreach, and connections to Adirondack Economic Development Corporation (AEDC) for additional leveraged funding.

Ti-Alliance also partners with the regional land bank and North Country Rural Development Coalition (NCRDC) to support building renovations and downtown revitalization. The organization sustains its role as a connector, helping local businesses access resources, legal and financial guidance, and succession planning assistance.

#### **Childcare for Ticonderoga**

**Goal:** Attract and retain working families and expand opportunities for parents to enter or re-enter the workforce by creating childcare resources.

Ti-Alliance has played a central role in addressing one of the community's most urgent barriers to workforce participation: the lack of childcare. The organization secured the financial resources needed to establish the Ticonderoga Community Childcare Center and fully met its operational commitment to Silver Bay YMCA to ensure the center's stability. These efforts reflect Ti-Alliance's commitment to transformative community development, enabling families to access affordable, high-quality childcare. This work supports working parents, strengthens the local workforce, and provides opportunities for parents to re-enter employment with confidence.

## **Downtown Revitalization**

**Goal:** Revitalize Downtown Ticonderoga as a hub for residents and visitors.

Ti-Alliance completed stabilization of 108 Montcalm Street in August 2024, ensuring the property could be preserved and prepared for redevelopment. Ti-Alliance's partners have secured the necessary funding and are now advancing Phase 2, a mixed-use development including both commercial and residential space, slated to launch later in 2025.

The organization also continues to work with the Ticonderoga DRI Committee to advance priority projects, leveraging state funding and other sources to bring forward transformative community initiatives, including the Cobblers' Bench, Knights of Columbus, and Ti Natural Foods Co-Op expansion — as well as additional blighted properties in downtown Ticonderoga.

## **Operational Capacity**

**Goal:** Secure the long-term financial health of Ti-Alliance.

Ti-Alliance continues to expand its capacity through grant writing and collaboration, ensuring the organization remains a key driver of local development while operating sustainably. Recognizing the challenges of generating unrestricted revenue as a local development corporation, Ti-Alliance has transitioned to a fully volunteer-led model. Partner organizations contribute significant administrative and staffing support, effectively sustaining the work of a full team at no direct cost to the LDC.

By fostering partnerships with local and regional economic development entities, Ti-Alliance strengthens the Ticonderoga business environment and coordinates efforts without duplicating services, ensuring its resources remain focused on catalytic, mission-driven initiatives.

## **LOOKING AHEAD: GOALS**

Building on the accomplishments and lessons of 2024, Ti-Alliance has identified several new goals for 2025 into 2026. Consistent with its statutory mission as a Local Development Corporation, Ti-Alliance will place greater emphasis on supporting entrepreneurs, driving downtown redevelopment, and sustaining organizational capacity through strong partnerships.

### **Business and Entrepreneurship**

**Goal:** Expand opportunities for entrepreneurs and support the growth of local businesses.

- Increase funding dedicated to entrepreneurial development, ensuring resources are available for startups and existing businesses ready to grow.
- Build a formal referral and mentorship network with AEDC, NCRDC, and other partners to provide guidance on financing, legal structures, succession planning, and access to regional markets.
- Position Ticonderoga as a supportive environment for business innovation and long-term investment.

### **Downtown Project Delivery**

**Goal:** Accelerate transformational redevelopment projects in downtown Ticonderoga.

- Advance Phase 2 of 108 Montcalm Street toward construction, ensuring the property's long-term reuse as a mixed-use anchor.
- Engage private developers and leverage state funding to bring forward additional downtown projects, including the Cobblers' Bench, Agway, Knights of Columbus, and Ti Natural Foods Co-Op expansion.

- Promote downtown as a vibrant hub for commercial, residential, and cultural activity, aligning redevelopment with broader economic revitalization efforts.

### **Operational Capacity**

**Goal:** Sustain a strong volunteer-led and partnership-driven model.

- Formalize partnership agreements with regional entities that contribute administrative and staffing support, ensuring the continuity of operations at no direct cost to the LDC.
- Strengthen fundraising and grant-writing efforts to maintain financial sustainability and flexibility.

### **Continuing Advocacy and Support**

While Ti-Alliance focuses its direct efforts on business and downtown revitalization, it will continue to support regional partners leading workforce and childcare initiatives. This includes advocacy for vocational training and apprenticeships, and collaboration with Silver Bay and others to ensure childcare resources remain strong and responsive to community needs.

## **CONTACTING THE ORGANIZATION'S FINANCIAL MANAGEMENT**

This financial report is designed to provide our citizens, customers and creditors with a general overview of the Organization's finances and to demonstrate the Organization's accountability for the money it receives. If you have any questions about this report or need additional financial information, contact the Organization at (518) 585-6366, PO Box 348, Ticonderoga, New York 12883.

**TICONDEROGA REVITALIZATION ALLIANCE, INC.**  
**(A Component Unit of the Town of Ticonderoga, New York)**

**STATEMENT OF NET POSITION**

**DECEMBER 31, 2024**

	<b>Primary Government Ticonderoga Revitalization Alliance, Inc.</b>	<b>Component Unit Northern Lake George Paddle, LLC</b>
<b>- <u>ASSETS</u> -</b>		
<b>CURRENT ASSETS:</b>		
Cash and cash equivalents - unrestricted	\$ 152,038	\$ 12
Cash and cash equivalents - restricted	211,674	0
Investments - restricted	165,223	0
Notes receivable - current	23,091	0
<b>Total current assets</b>	<b>552,026</b>	<b>12</b>
<b>NONCURRENT ASSETS:</b>		
Capital assets, net	80,893	0
Interest receivable	135,428	0
Notes receivable	3,434,443	0
<b>Total noncurrent assets</b>	<b>3,650,764</b>	<b>0</b>
<b>TOTAL ASSETS</b>	<b>\$ 4,202,790</b>	<b>\$ 12</b>
<b>- <u>LIABILITIES AND NET POSITION/PARTNERSHIP EQUITY</u> -</b>		
<b>CURRENT LIABILITIES:</b>		
Accounts payable	\$ 92,758	\$ 0
<b>Total current liabilities</b>	<b>92,758</b>	<b>0</b>
<b>NET POSITION:</b>		
Restricted	376,897	0
Unrestricted	3,733,135	0
<b>Total net position</b>	<b>4,110,032</b>	<b>0</b>
<b>PARTNERSHIP EQUITY:</b>		
Partnership equity	0	12
<b>TOTAL LIABILITIES AND NET POSITION/PARTNERSHIP EQUITY</b>	<b>\$ 4,202,790</b>	<b>\$ 12</b>

See notes to basic financial statements.

**TICONDEROGA REVITALIZATION ALLIANCE, INC.**  
**(A Component Unit of the Town of Ticonderoga, New York)**

**STATEMENT OF ACTIVITIES**

**YEAR ENDED DECEMBER 31, 2024**

	Program Revenue			Net Revenues (Expenses) and Changes in Net Position/Partnership Equity	
	Expenses	Charges for Services	Operating Grants and Contributions	Primary Government	Component Unit
				Ticonderoga Revitalization Alliance, Inc.	Northern Lake George Paddle, LLC
<b>Primary Government:</b>					
Ticonderoga Revitalization Alliance, Inc.					
General Government	\$ 1,022,336	\$ 5,530	\$ 723,115	\$ (293,691)	\$ 0
<b>Component Unit:</b>					
Northern Lake George Paddle, LLC	\$ 38,121	\$ 1,148	\$ 50	0	(36,923)
<b>General Revenues:</b>					
Interest revenue on cash deposits				6,361	0
Interest revenue on notes receivable				7,376	0
Interest and dividends on investments				5,598	0
Unrealized gains on investments				8,691	0
(Loss) on sale of fixed assets				0	(7,484)
<b>Total General Revenues</b>				28,026	(7,484)
<b>Change in Net Position/Partnership Equity</b>				(265,665)	(44,407)
<b>Net Position/Partnership Equity at Beginning of Year</b>				4,375,697	44,419
<b>Net Position/Partnership Equity at End of Year</b>				\$ 4,110,032	\$ 12

See notes to basic financial statements.

**TICONDEROGA REVITALIZATION ALLIANCE, INC.**  
**(A Component Unit of the Town of Ticonderoga, New York)**

**BALANCE SHEET – GOVERNMENTAL FUND**

**DECEMBER 31, 2024**

---

**ASSETS**

Cash and cash equivalents - unrestricted	\$ 152,038
Cash and cash equivalents - restricted	211,674
Investments - restricted	165,223
Notes receivable	3,457,534
Capital assets, net	<u>80,893</u>

**TOTAL ASSETS**

**\$ 4,067,362**

**LIABILITIES**

Accounts payable	\$ 92,758
------------------	-----------

**FUND BALANCE**

Nonspendable	3,434,443
Restricted	376,897
Assigned	59,225
Unassigned	<u>104,039</u>

**Total Fund Balance**

**3,974,604**

**TOTAL LIABILITIES AND FUND BALANCE**

**\$ 4,067,362**

See notes to basic financial statements.

**TICONDEROGA REVITALIZATION ALLIANCE, INC.**  
**(A Component Unit of the Town of Ticonderoga, New York)**

**STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE –  
GOVERNMENTAL FUND**

**YEAR ENDED DECEMBER 31, 2024**

---

**REVENUES**

Contributions	\$ 477,986
Grants	245,129
Ti-Works fees	5,530
Interest and dividends	5,598
Interest revenue on cash deposits	6,361
Interest revenue on notes receivable	7,376
Unrealized gain on investment	8,691
<b>Total Revenues</b>	<u>756,671</u>

**EXPENDITURES**

Advertising	2,227
Awards	673,208
Bank fees	310
Fundraising	1,105
Insurance	30,318
Miscellaneous expense	20,395
Office expenses	12,661
Payroll expenses	207,358
Professional fees	29,680
Repairs and maintenance	1,800
Scholarships	11,500
Subscriptions	614
Ti-Works rent and supplies	26,804
Travel, meals and entertainment	(34)
Utilities, internet and telephone	4,390
<b>Total Expenditures</b>	<u>1,022,336</u>

<b>CHANGE IN FUND BALANCE</b>	(265,665)
<b>FUND BALANCE AT BEGINNING OF YEAR</b>	<u>4,240,269</u>
<b>FUND BALANCE AT END OF YEAR</b>	<u><u>\$ 3,974,604</u></u>

See notes to basic financial statements.

**TICONDEROGA REVITALIZATION ALLIANCE, INC.**  
**(A Component Unit of the Town of Ticonderoga, New York)**

**NOTES TO FINANCIAL STATEMENTS**

**DECEMBER 31, 2024**

---

**NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

The summary of significant accounting policies of Ticonderoga Revitalization Alliance, Inc. (the Organization) is presented to assist in understanding the Organization’s financial statements. The financial statements and notes are representations of the Organization’s management, which is responsible for their integrity and objectivity.

**Nature of Operations**

Ticonderoga Revitalization Alliance, Inc., is a not-for-profit, local development corporation whose mission is to restore economic prosperity in the Ticonderoga, New York region by serving as a catalyst for innovative ideas and resources, and for public-private partnerships and investment opportunities. The Organization is a component unit of the Town of Ticonderoga, New York (the Town). Due to this relationship and because the Organization’s sole member is the Town of Ticonderoga, New York, these financial statements have been prepared in conformity with accounting principles generally accepted in the United States of America as applied to governmental units.

**Component Unit**

Northern Lake George Paddle, LLC (the Company) was formed on March 13, 2014, by the filing of articles of organization with the New York State Department of State pursuant to the Limited Liability Company Law of New York. On April 18, 2014, the Organization entered into an agreement with three individuals to operate the Company, a paddle tennis operation in Ticonderoga, New York, that is taxed as a partnership. The operating agreement provides that voting control rests with the individuals in that each individual has two votes and the Organization has one vote on any operating matters. Profits and losses are allocated based upon the percentage of ownership. The percentage of ownership is based upon capital contributions made by each member, net of any profit or loss to date. Following implementation of GASB Statement No. 90, *Majority Equity Interest*, during 2019, the Company is considered a component unit of the Organization and is discretely presented.

**Measurement Focus and Basis of Accounting**

The financial statements of Ticonderoga Revitalization Alliance, Inc. are prepared in accordance with accounting principles generally accepted in the United States of America as prescribed by the Governmental Accounting Standards Board (GASB). GASB is the accepted standard setting body for establishing governmental accounting and financial reporting principles. The most significant accounting policies of the Organization are described on the following pages.

**Government-wide Financial Statements**

The government-wide financial statements (statement of net position and statement of activities) are reported using the economic resources measurement focus and the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of the related cash flows. The government-wide financial statements report information on all activities of the Ticonderoga Revitalization Alliance, Inc., which consist of governmental-type activities only, and Northern Lake George Paddle, LLC, as previously described in the “Component Unit” footnote disclosure.

In the government-wide statement of net position, all long-term assets and long-term liability obligations of the Organization are recognized.

**TICONDEROGA REVITALIZATION ALLIANCE, INC.**  
**(A Component Unit of the Town of Ticonderoga, New York)**

**NOTES TO FINANCIAL STATEMENTS**

**DECEMBER 31, 2024**

---

**NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES – (CONTINUED)**

**Government-wide Financial Statements – (Continued)**

In the government-wide statement of activities, all gross expenses of the one functional category of the Organization are recognized and supported by charges for services, operating grants, contributions, and general revenues. All gross expenses of Northern Lake George Paddle, LLC are recognized and supported by charges for services, contributions and general revenues.

**Fund Financial Statements**

The governmental fund financial statements (balance sheet and statement of revenues, expenditures and changes in fund balance) are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized when measurable and available. Ticonderoga Revitalization Alliance, Inc. considers all revenues reported in the governmental fund to be available if the revenues are collected within 60 days after the end of the fiscal year. Expenditures are recorded when the related fund liability is incurred, except for principal and interest on general long-term debt and claims and judgements, which are recognized as expenditures to the extent they have matured.

General capital asset acquisitions are reported as expenditures in the governmental fund financial statements. Proceeds of general long-term debt and acquisitions under capital leases are reported as other financial sources. The Organization's primary sources of revenues are contributions from local individuals, businesses and grants. Contribution and grant income are recognized as revenue when such amounts are received or accruable.

**Fund Balance Classifications**

Fund balance is divided into four classifications based primarily on the extent to which Ticonderoga Revitalization Alliance, Inc. is bound to observe constraints imposed upon the use of the resources in the governmental fund financial statements. The classifications are as follows:

Nonspendable fund balance – Amounts that are not in a spendable form such as inventory, prepaid expenses or long-term portions of loans receivable.

Restricted fund balance – Amounts subject to a constraint imposed by providers such as creditors, grantors, contributors, or higher levels of government or through constitutional provisions or enabling legislation.

Assigned fund balance – Amounts subject to a constraint that represents an intended use established by the government's highest level of decision-making authority or by their designated body or official, which is the Board of Directors.

Unassigned fund balance – Amounts available for any purpose, which are only found in the governmental fund or as a deficit balance in any other fund.

**TICONDEROGA REVITALIZATION ALLIANCE, INC.**  
**(A Component Unit of the Town of Ticonderoga, New York)**

**NOTES TO FINANCIAL STATEMENTS**

**DECEMBER 31, 2024**

---

**NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES – (CONTINUED)**

**Equity Classifications**

**Organization-wide Statements**

In the Organization-wide statements, there are two classes of net position:

**i) Restricted Net Position**

Reports net position when constraints placed on the assets or deferred outflows of resources are either externally imposed by creditors (such as through debt covenants), grantors, contributors, or laws or regulations of other governments, or imposed by law through constitutional provisions or enabling legislation.

**ii) Unrestricted Net Position**

Reports the balance of net position that does not meet the definition of the above classification and is deemed to be available for general use by the Organization.

**Restricted Net Position**

Restricted net position represents amounts subject to restrictions imposed by creditors, grantors, contributors, or higher levels of government. If both restricted and unrestricted funds are available for a specific purpose, the restricted funds are used before the unrestricted funds. The Organization has a total restricted net position of \$376,897 at December 31, 2024, all of which is offset by restricted cash and restricted investment balances. For further information, refer to the “Cash and Cash Equivalents – Restricted” and “Governmental Fund Balances” footnote disclosures.

**Cash Equivalents**

Ticonderoga Revitalization Alliance, Inc. considers all unrestricted highly liquid investments with an initial maturity of three months or less to be cash equivalents.

**Concentration of Credit Risk**

Financial instruments that potentially subject the Organization to credit risk include cash on deposit with financial institutions, which are insured for up to \$250,000 by the Federal Deposit Insurance Corporation (FDIC). Cash on deposit with federally insured credit unions are insured for up to \$250,000 by the National Credit Union Administration (NCUA). Cash may, at times, exceed FDIC and NCUA insured limits. Amounts in excess of FDIC and NCUA limits at December 31, 2024 and 2023 were \$-0- and \$198,660, respectively. The Organization has not experienced any losses in such accounts and does not believe it is exposed to any significant credit risk on cash or cash equivalents. The risk is managed by maintaining deposits in high quality financial institutions and federally insured credit unions.

These items are considered a concentration of credit risk requiring disclosure, regardless of the degree of risk. Total cash at risk at December 31, 2024 is \$-0-.

**TICONDEROGA REVITALIZATION ALLIANCE, INC.**  
**(A Component Unit of the Town of Ticonderoga, New York)**

**NOTES TO FINANCIAL STATEMENTS**

**DECEMBER 31, 2024**

---

**NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES – (CONTINUED)**

**Capital Assets - Net**

Capital assets are stated at cost. The policy of the Organization is to capitalize the costs of capital assets that are significant and have an expected useful life of more than one year.

Depreciation of capital assets is provided using the straight-line method for financial and tax reporting purposes at rates based on the estimated useful life of 5 years for computer equipment.

The cost of major renewals of betterments that extend the useful lives of capital assets are capitalized. The cost of maintenance and repairs are charged to expense when incurred.

There was no depreciation expense for the year ended December 31, 2024, as all capital assets were fully depreciated.

**Program Revenue and Indirect Expenses**

In the statement of activities, program revenue includes charges for services pertaining to Ti-Works fees collected by Ticonderoga Revitalization Alliance, Inc. and charges for services pertaining to membership and court fees collected by Northern Lake George Paddle, LLC. Program revenue also includes operating grants from the Town of Ticonderoga, New York and contributions from various local sources. No indirect expenses are allocated as there is only one functional category for the Organization.

**Use of Estimates**

Management uses estimates and assumptions in preparing these financial statements in conformity with accounting principles generally accepted in the United States of America. Those estimates and assumptions affect the reported amount of assets and liabilities, the disclosure of contingent assets and liabilities, and the reported revenues and expenses. Actual results could vary from those estimates.

**Income Taxes**

Ticonderoga Revitalization Alliance, Inc. is a not-for-profit, local development corporation organized under the Not-for-Profit Law of the State of New York. The Organization is exempt from income taxes as a not-for-profit corporation under tax section 501(c)(3) as determined by the Internal Revenue Service.

**Uncertain Tax Positions**

In accordance with generally accepted accounting principles, the Organization accounts for uncertainty in income taxes by recognizing tax positions in the financial statements when it is more-likely-than-not the positions will be sustained upon examination by tax authorities. As of December 31, 2024, the Organization believes that it has appropriate support for the income tax positions taken on its tax returns and, therefore, believes that it has no uncertain tax positions that would have a material impact on the financial statements. As of December 31, 2024, the tax years that remain subject to examination by taxing authorities begin with 2021.

**TICONDEROGA REVITALIZATION ALLIANCE, INC.**  
**(A Component Unit of the Town of Ticonderoga, New York)**

**NOTES TO FINANCIAL STATEMENTS**

**DECEMBER 31, 2024**

---

**NOTE 2 – CASH AND CASH EQUIVALENTS – RESTRICTED**

Cash and cash equivalents – restricted consisted of the following as of December 31, 2024:

Donations for Entrepreneurs Fund	\$ 64,269
Donations for Scholarship Fund	54,619
Donations for Childcare	92,470
Donations for Rural Business	<u>316</u>
Total Cash and Cash Equivalents – Restricted	<u>\$ 211,674</u>

**NOTE 3 – NOTES RECEIVABLE**

Notes receivable consisted of the following as of December 31, 2024:

On September 1, 2017, the Organization entered into an agreement with Trek Tour, LLC for a mortgage note in the amount of \$300,000, with 3% interest, commencing on October 1, 2017, and monthly payments of \$1,664 through September 1, 2037. The note is secured by real property. Payments on the note were suspended during March 2020 but resumed in November 2022. As a result of the payment deferrals the maturity of this note is now January 1, 2040.

\$ 250,781

On June 8, 2023, the Organization entered into an agreement with William Porter for a mortgage note in the amount of \$15,000, with 2.00% interest, commencing on June 8, 2023 until July 1, 2025 at which time the interest rate shall increase to 6.00% on any remaining unpaid principle. Monthly payments of \$263 shall be due monthly starting on August 1, 2023.

10,476

On January 16, 2020, the Organization entered into an agreement with Ticonderoga Golf Corporation for a note receivable with an initial advance of \$50,000. A total of \$1,797,445 was advanced during 2020, \$754,514 during 2021, \$344,818 during 2022, \$139,500 during 2023, and \$160,000 during 2024. Interest accrues at a rate of 1.5% with annual payments until paid in full. Every year on January 1, the borrower's cash balance will be certified. The annual payments will equal 60% of the borrower's increase in cash balance over \$10,000 as of the previous year's certification date. See note below.

3,196,277

Total notes receivable

3,457,534

Less: current portion

23,091

Notes receivable, net of current portion

\$ 3,434,443

**TICONDEROGA REVITALIZATION ALLIANCE, INC.**  
**(A Component Unit of the Town of Ticonderoga, New York)**

**NOTES TO FINANCIAL STATEMENTS**

**DECEMBER 31, 2024**

---

**NOTE 3 – NOTES RECEIVABLE – (CONTINUED)**

Repayment on the note receivable with Ticonderoga Golf Corporation was expected to begin on January 15, 2022, per the terms of the January 16, 2020 loan agreement. However, no payments have been received by the Organization. This is due to Ticonderoga Golf Corporation not meeting the requirements per the language of the note receivable for payments to commence. Interest receivable of \$135,428 has been accrued at a rate of 1.5% as of the dates principal funds were advanced.

Total interest revenue recognized in connection with the Trek Tour, LLC mortgage note receivable was \$7,066 for the year ended December 31, 2024. Total interest revenue recognized in connection with the Burleigh's Luncheonette mortgage notes receivable was \$61 for the year ended December 31, 2024. Total interest revenue recognized in connection with the William Porter mortgage notes receivable was \$248 for the year ended December 31, 2024. Total interest revenue accrued in connection with the Ticonderoga Golf Corporation note receivable was \$-0- for the year ended December 31, 2024.

**NOTE 4 – TI GOLF NOTE RECEIVABLE COLLECTABILITY**

Upon review of the Ticonderoga Golf Corporation's (the Corporation) note receivable contract, future collectability of this note is in question. Per the contract language, payment only needs to be made if the Corporation's cash balance increases over the prior year's cash balance. Due to an entity's ability to control cash balances through year end purchases or other planning methods, and no payments being due on this note otherwise, the likelihood of full collection of this note is deemed low. The Organization views this note as a long-term investment in the community of Ticonderoga. As a result, they are willing to carry this note for the long term. The Organization is also willing to renegotiate terms of the note, if deemed necessary. The proceeds used to fund this note were all donations from individuals that restricted their donations for use on the golf course.

**NOTE 5 – FAIR VALUE MEASUREMENTS**

As required by FASB ASC, *Fair Value Measurement*, the Organization is required to value investment and debt securities based on the valuation measurement techniques and hierarchy established by the FASB ASC.

There are three general valuation techniques that may be used to measure fair value, as described below:

- A) Market approach – Uses prices and other relevant information generated by market transactions involving identical or comparable assets or liabilities. Prices may be indicated by pricing guides, sales transactions, market trades or other sources.
- B) Cost approach – Based on the amount that currently would be required to replace the service capacity of an asset (replacement cost); and
- C) Income approach – Uses valuation techniques to convert future amounts to a single present amount based on current market expectations about the future amounts (includes present value techniques and option-pricing models). Net present value is an income approach where a stream of expected cash flows is discounted at an appropriate market interest rate.

**TICONDEROGA REVITALIZATION ALLIANCE, INC.**  
**(A Component Unit of the Town of Ticonderoga, New York)**

**NOTES TO FINANCIAL STATEMENTS**

**DECEMBER 31, 2024**

**NOTE 5 – FAIR VALUE MEASUREMENTS – (CONTINUED)**

Fair values of assets and liabilities measured on a recurring basis at December 31, 2024, are as follows:

**Fair Value Measurements Using**

	<b><u>Fair Value</u></b>	<b><u>Quoted Prices in Active Markets for Identical Assets/Liabilities (Level 1)</u></b>	<b><u>Significant Other Observable Inputs (Level 2)</u></b>	<b><u>Significant Unobservable Inputs (Level 3)</u></b>
<b><u>December 31, 2024</u></b>				
Notes receivable	\$ 3,457,534	\$ 0	\$ 3,457,534	\$ 0

**NOTE 6 – CAPITAL ASSETS, NET**

Capital assets at December 31, 2024, were fully depreciated and consisted of the following:

	<b><u>January 1, 2024</u></b>	<b><u>Additions</u></b>	<b><u>Reclassifications and Retirements</u></b>	<b><u>December 31, 2024</u></b>
Computer equipment	\$ 7,597	\$ 0	\$ 0	\$ 7,597
Construction in progress	69,140	11,753	0	80,893
Less: accumulated Depreciation	<u>(7,597)</u>	<u>0</u>	<u>0</u>	<u>(7,597)</u>
Capital assets, net	<u>\$ 69,140</u>	<u>\$ 11,753</u>	<u>\$ 0</u>	<u>\$ 80,893</u>

**NOTE 7 – GOVERNMENTAL FUND BALANCES**

Fund balance classifications in the governmental fund financial statements at December 31, 2024, are as follows:

Nonspendable funds total \$3,434,443, that represent the long-term portion of the notes receivable.  
See Note 3.

Restricted funds total \$376,897, that represent cash on deposit from donations and investments with various purpose restrictions. Restricted cash total \$211,674, see Note 2 for a breakdown. Restricted investments total \$165,223.

Assigned funds total \$59,225, that represent intended uses for the Scholarship Fund, established by the Organization's highest level of decision-making authority, which is the Board of Directors.

Unassigned funds total \$104,039, that represent amounts available for any purpose, which is only found in the governmental fund.

**TICONDEROGA REVITALIZATION ALLIANCE, INC.**  
**(A Component Unit of the Town of Ticonderoga, New York)**

**NOTES TO FINANCIAL STATEMENTS**

**DECEMBER 31, 2024**

---

**NOTE 7 – GOVERNMENTAL FUND BALANCES – (CONTINUED)**

In determining the order that expenditures will be applied to the various classifications of fund balance, it is the Organization's policy to first determine the total fund balance that is nonspendable and to then determine the amount of restricted fund balance. Any remaining fund balance is first committed and/or assigned to a specific purpose. In the governmental funds, the remaining fund balance is unassigned. Unassigned balances are available for general use.

**NOTE 8 – COMPONENT UNIT**

During the year ended December 31, 2019, the Organization adopted the provision of Governmental Accounting Standards Board Statement No. 90, *Major Equity Interests*. GASB Statement No. 90 establishes the standards of accounting and financial reporting for a government's majority equity interest in a legally separate organization and improves the relevance of financial statement information for accounting and financial reporting of component units. At December 31, 2024, the Organization had a 99.8086% share of the total loss of the discretely presented component unit, Northern Lake George Paddle, LLC. The total loss for the Company at December 31, 2024 was \$44,543, of which \$44,407 is the Organization's share. Of the \$38,121 in total expenses at December 31, 2024, \$5,282 represents depreciation expense.

**NOTE 9 – RELATED PARTY TRANSACTIONS**

The Organization's sole member is the Town of Ticonderoga, New York. The Town Supervisor functions as an ex-officio member of the Board of Directors and has the right to appoint a majority (67%) of board members. As such, it has been determined that Ticonderoga Revitalization Alliance, Inc. is a component unit of the Town of Ticonderoga, New York. However, pursuant to the bylaws of the Organization, the Town has no rights or interest in the property or assets of the Organization. During 2024, the Town of Ticonderoga, New York paid grants totaling \$-0- to the Organization.

During 2017, the Organization loaned money to a local business for the purchase of a building for their operations. Two of the Organization's board members had a 3.95% total interest in the limited liability company that sold the building to the local business. See Note 3.

**NOTE 10 – SUBSEQUENT EVENTS**

The Organization has evaluated subsequent events through the issuance date of the report. None were considered material to the issued financial statements.



**INDEPENDENT AUDITORS' REPORT ON INTERNAL CONTROL  
OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER  
MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED  
IN ACCORDANCE WITH GOVERNMENT AUDITING STANDARDS**

To the Board of Directors  
Ticonderoga Revitalization Alliance, Inc.  
Ticonderoga, New York

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of the Ticonderoga Revitalization Alliance, Inc., (a component unit of the Town of Ticonderoga, New York), as of and for the year ended December 31, 2024, and the related notes to the financial statements, which collectively comprise the Organization's basic financial statements, and have issued our report thereon dated August 22, 2025.

**Report on Internal Control Over Financial Reporting**

In planning and performing our audit of the financial statements, we considered Ticonderoga Revitalization Alliance, Inc.'s internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Ticonderoga Revitalization Alliance Inc.'s internal control. Accordingly, we do not express an opinion on the effectiveness of the Ticonderoga Revitalization Alliance, Inc.'s internal control.

*A deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. *A material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the Organization's financial statements will not be prevented or detected and corrected on a timely basis. *A significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charge with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses or significant deficiencies may exist that have not been identified.

## **Report on Compliance and Other Matters**

As part of obtaining reasonable assurance about whether Ticonderoga Revitalization Alliance, Inc.'s financial statements are free of material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements, noncompliance with which could have a direct and material effect on the financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit and, accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

### **Purpose of this Report**

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Organization's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

*WEST & COMPANY CPAs PC*

Gloversville, New York  
August 22, 2025