

CANANDAIGUA

LOCAL DEVELOPMENT CORPORATION

Regular Meeting

JANUARY 16, 2020; 10:15a

113 MAIN STREET, CANANDAIGUA, NY 14424

RECORD OF PROCEEDINGS

The regular January, 2020 meeting of the Canandaigua Local Development Corporation Board of Directors was held on the 16th day of January, 2020 at 10:15 a.m. at 113 South Main Street, Canandaigua, NY 14424.

Call to Order

President Steinbrenner called the meeting to order at 10:15 a.m.

Directors present included:

Doug Finch
Ethan Fogg
John D. Goodwin
Andrew Griffith
Cathy Menikotz (via conference call)
Carl A. Steinbrenner
James P. Terwilliger
Robert Taylor

Approval of Minutes

Meeting minutes for Board meetings in October, November, and December were provided for Board review. Due to the extensive nature of review required, President Steinbrenner deferred consideration of these minutes to the regular February Board meeting.

Election of Vice-President

Due to the resignation of Mr. Reynolds, the position of Vice-President has been vacated. Mr. Griffith made a motion to nominate Supervisor Menikotz to the position. The motion was seconded by Mr. Goodwin. The issue carried unanimously.

Adjourn

With no further business before the Board, President Steinbrenner adjourned the meeting at 11:20 a.m.

Respectfully Submitted:

John D. Goodwin, Secretary

CANANDAIGUA

LOCAL DEVELOPMENT CORPORATION

Regular Meeting

February 20, 2020; 10:00a

113 MAIN STREET, CANANDAIGUA, NY 14424

RECORD OF PROCEEDINGS

The regular January, 2020 meeting of the Canandaigua Local Development Corporation Board of Directors was held on the 20th day of February, 2020 at 10:00 a.m. at 113 South Main Street, Canandaigua, NY 14424.

Call to Order

The meeting was called to order at 10:00 a.m. The following Directors were present:

Doug Finch
Ethan Fogg
John D. Goodwin
Andrew Griffith
Cathy Menikotz
Carl A. Steinbrenner
James P. Terwilliger
Robert Taylor

Approval of Minutes

On motion by Mr. Steinbrenner, seconded by Mr. Terwilliger, the minutes of meetings held October 1, 2019, October 17, 2019, November 21, 2019, and December 12, 2019 were approved by a vote of 4-0. Ms. Menikotz abstained due to these meetings preceding her appointment.

Approval of 2020 Budget

Mr. Taylor presented the proposed 2020 budget. Following discussion, the Budget was moved by Mr. Taylor and seconded by Ms. Menikotz. The motion carried 5-0 (final approved budget attached).

Approval of LDC Policies

Mr. Horn presented the following policies for consideration by the Board (final approved policies attached hereto):

- Defense and Indemnification
- Salary and Compensation
- Travel
- Whistleblower Protection
- Investment
- Capital Assets
- Procurement Lobbying

On motion by Mr. Terwilliger, seconded by Ms. Menikotz, the Board approved the above referenced policies via a vote of 5 – 0.

Mr. Finch noted that the procurement policy presented in 2019 was designed to be reviewed and re-approved each year. As such, it is labeled as the 2019 Procurement Policy. Ms. Menikotz moved that the policy be reconsidered, with the title amended to reflect it as a standing policy. Mr. Griffith seconded the motion, which carried by a vote of 5 – 0 (final policy attached).

Authorization to Issue Request for Proposals—Management Services

Mr. Finch noted that the MRB Group engagement is set to terminate on March 31, 2020. He suggested that the Board consider issuing a Request for Proposals for long term management services for the Corporation. On motion by Mr. Terwilliger, seconded by Mr. Griffith, the Board, by a 5 – 0 vote, authorized Mr. Goodwin to develop and release a Request for Proposals for said purpose.

Authorization to Engage Audit Firm

Mr. Taylor noted that a request for proposals was issued for an audit firm to address 2019, 2020, and 2021 audits. He would like to engage the lowest cost, most responsive firm prior to the next meeting, so that the audit may be completed as close to the March 31 deadline as possible. On motion from Mr. Terwilliger, seconded by Mr. Griffith, the Board unanimously authorized Mr. Taylor to engage with the lowest cost, most qualified, most responsive firm.

Adjourn

With no further business to come before the Board, Mr. Taylor moved to adjourn. Mr. Griffith seconded the motion. The meeting was adjourned unanimously.

Respectfully Submitted:

John D. Goodwin
Secretary

CANANDAIGUA

LOCAL DEVELOPMENT CORPORATION

Special Meeting

April 2, 2020; 9:30a

DIGITAL/REMOTE MEETING

Public Dial-In info published as required by Executive Order

RECORD OF PROCEEDINGS

I. Call to Order

The meeting was called to order at 9:30 a.m. by Vice-President Menikotz. All members were in attendance except for Carl Steinbrenner, who was excused.

II. Approval of Minutes

On motion by Ms. Menikotz, seconded by Mr. Terwilliger, the minutes for January 16, 2020 and February 20, 2020 were approved unanimously.

III. Reports/Presentations

a. Financial Report

Mr. Taylor provided financial statements for the month of February and March to the Board. After payment of insurance, the balance on hand stands at \$199,367.14. At the Board's direction, the Treasurer purchased a 6-month certificate of deposit of \$100,000.

On motion by Ms. Menikotz, seconded by Mr. Griffith, the Board unanimously accepted the Treasurer's report.

Additionally, Mr. Taylor provided the results of the 2020 audit. Independent auditors, Freed Maxick of Batavia completed the audit and found that all transactions were adequately recorded. They noted one control deficiency in that the Treasurer handles all financial duties. They recommend adding a second signature to corporation accounts, and regular review of

transactions by the Board. On consensus, the Board opted to table approval of the audit to the regular April meeting.

Finally, Mr. Taylor recommended that the Board appoint Freed Maxick to a three-year term as independent auditors. He noted that an RFP was issued, which received several responses. Freed Maxick was the lowest cost, most qualified respondent.

On motion by Mr. Terwilliger, seconded by Ms. Menikotz, the Board appointed Freed Maxick as independent auditors to the LDC for operating years 2019, 2020, and 2021.

IV. Pending Board Matters

There were no other matters pending before the Board.

V. New Board Matters

a. Review/Approval of Draft Vision Statement

On motion by Mr. Taylor, seconded by Mr. Griffith, the Board unanimously approved the following Vision Statement for the Corporation:

“Canandaigua: a community that offers quality living, meaningful work, and a vibrant culture to all.”

b. Review/Approval of Draft Mission Statement

On motion by Ms. Menikotz, seconded by Mr. Terwilliger, the Board unanimously approved the following Mission Statement for the Corporation:

“To unlock economic opportunities in Canandaigua, and steward investment, in order to foster an inclusive, vibrant, and sustainable community.”

c. Discussion Regarding Establishing Governance Committee

On motion by Mr. Griffith, seconded by Mr. Terwilliger, the Board unanimously appointed itself, in its entirety, as the Governance Committee.

d. Discussion Regarding Establishing Finance Committee

On motion by Ms. Menikotz, seconded by Mr. Terwilliger, the Board unanimously appointed itself, in its entirety, as the Finance Committee.

e. Review/Execute Fiduciary Responsibilities

Mr. Horn reviewed the details of the Fiduciary Duty Acknowledgement, and advised the Board to sign and date it, and return as soon as possible.

VI. Other Business

a. Discuss Opportunities to Support Local Businesses Impacted by COVID-19

Mr. Horn provided an overview of a centralized website developed by MRB Group for the LDC to provide information on technical and financial resources to the business community. The site will enable the public to schedule appointments with LDC staff, and will be updated regularly with information on available resources.

Additionally, Mr. Horn noted that a survey was ready for release, which will gather insight on business needs from the community. The Board charged Mr. Horn with getting the site launched as quickly as possible.

b. Overview of 2020 -2021 Action Plan

Mr. Horn provided the Board with an overview of the proposed action plan for informational purposes only. The Board agreed to review at a future meeting.

c. Other Board Matters

On motion from Mr. Terwilliger, seconded by Ms. Menikotz, the Board unanimously appointed MRB Group to a one year contract for economic development and management services.

VII. Adjourn

On motion from Ms. Menikotz, seconded by Mr. Taylor, the meeting was adjourned at 10:45a.

Respectfully Submitted,

John D, Goodwin
Secretary

CANANDAIGUA

LOCAL DEVELOPMENT CORPORATION

Regular Meeting

April 16, 2020; 10:00a

DIGITAL/REMOTE MEETING

Public Dial-In info published as required by Executive Order

RECORD OF PROCEEDINGS

I. Call to Order

The meeting was called to order at 10:00 a.m. by Vice-President Menikotz. All members were in attendance except for Carl Steinbrenner, who was excused.

II. Approval of Minutes

On motion by Ms. Menikotz, seconded by Mr. Terwilliger, the minutes for April 2, 2020 were approved unanimously.

III. Reports/Presentations

a. Overview of Ontario County Economic Development (OCED) COVID-19 Response **Michael Manikowski, Director, OCED**

Mr. Manikowski and Suzanne Vary of OCED presented on the County's ongoing, multifaced economic development response to the COVID-19 pandemic. Mr. Manikowski relayed that OCED is gathering and curating Federal and State resources on the Ontario County and OCED website, and on Instagram and Twitter. Ms. Vary presented detail on various SBA programs that are available to small businesses at this time, inclusive of the Economic Injury Disaster Loan program (EIDL), the Express Bridge Loan Pilot Program, the Paycheck Protection Program, and Debt Relief Programs. Mr. Manikowski and Ms. Vary noted that, locally, the U.S. Small Business Administration (SBA) is working with the Brockport Small Business Development Center and SCORE to distribute information and provide technical assistance to small businesses.

Mr. Manikowski reported that OCED is providing debt relief to their loan recipients, allowing them to defer loan payments for a period of 6 months, and only pay interest during that time. All that is required for companies to opt into this debt relief program is a letter detailing how they've been impacted by the COVID-19 crisis. Mr. Manikowski reported that roughly 60% of OCED's portfolio has opted into this program, to date.

Mr. Manikowski also updated the board on OCED's ongoing strategic planning work, in which the office revisits their plan every five years including this year. The County has engaged Peter Fairweather to consult on this year's process. One goal of this work will be to develop a guide for local businesses to help them tap into resources and comply with health and safety regulations and protocols related to the COVID-19 pandemic, with a particular focus on the hospitality and retail sectors.

Mr. Manikowski, Ms. Vary and the Board agreed that an open line of communication and coordination between OCED and the LDC will benefit both organizations in their response to this crisis.

b. Financial Report

Mr. Taylor provided the Board with financial statements covering the period through March 3, noting that these were the same statements provided at the April 2 meeting. The balance on hand stands at \$199,367.14.

Additionally, Mr. Taylor provided an update on the Treasurer Processes document which has been updated to add the Audit Internal Controls recommendation that two account holder signatures be required on any check greater than or equal to \$500. Mr. Taylor confirmed that Ms. Menikotz will be added as a second signature to corporation accounts.

On motion by Ms. Menikotz, seconded by Mr. Griffith, the Board unanimously accepted the Treasurer's report, the 2019 audit, and the updated Treasurer Processes document.

IV. Pending Board Matters

a. Review/Execute Fiduciary Responsibilities

Mr. Horn reviewed the details of the Fiduciary Duty Acknowledgement, and advised the Board to sign it and return as soon as possible. Board members agreed to submit this at their earliest opportunity.

V. New Board Matters

a. 90-Day COVID-19 Action Plan

Brooke Mayer presented a schedule detailing the LDC's 90-Day action plan to assist businesses throughout and beyond the COVID-19 response period. Ms. Mayer provided an update on activities completed to date, including the launch of the Canandaigua Means Business website and business support survey, and provided an overview of early findings from the survey and from follow up with individual businesses. The Board discussed outreach strategies to expand the survey response.

Matt Horn acknowledged that the Governor is participating in a multistate task force that will develop a coordinated approach to an economic reopening. Mr. Horn noted that MRB Group is part of a team working on the Governor's economic reopening strategy and will share findings as appropriate.

VI. Other Business

a. 2020 -2021 Action Plan Follow-up

Ms. Mayer acknowledged that, while the 90-Day COVID-19 action plan is currently the Board's key priority, work on the 2020-2021 Action Plan continues. Most notably, MRB has commenced the Canandaigua Market Study, which will provide a foundation for the LDC's strategic direction, moving forward.

b. NYS Downtown Revitalization Initiative

John Goodwin asked the Board whether they would provide support for a City application to the 2020 Downtown Revitalization Initiative. Under the proposed approach, MRB would complete the work within their existing LDC contract.

On motion by Mr. Terwilliger, seconded by Ms. Menikotz, the Board unanimously approved MRB to proceed with this scope of work.

VII. Adjourn

On motion from Ms. Menikotz, seconded by Mr. Taylor, the meeting was adjourned at 11:15a.

Respectfully Submitted,

John D, Goodwin
Secretary

CANANDAIGUA

LOCAL DEVELOPMENT CORPORATION

Regular Meeting

May 21, 2020; 10:00a

DIGITAL/REMOTE MEETING

Public Dial-In info published as required by Executive Order

RECORD OF PROCEEDINGS

I. Call to Order

The meeting was called to order at 10:00 a.m. by President Steinbrenner. All members were in attendance.

II. Approval of Minutes

Prior to approval of the minutes, board members requested amendments to two items within the draft minutes – indicated in bold as follows:

In Item III, b:

“Additionally, Mr. Taylor provided an update on the Treasurer Processes document which has been updated to add the Audit Internal Controls recommendation that two **account holder** signatures be required on any check greater than or equal to \$500.

In Item VI, b:

“John Goodwin asked the Board whether they would provide **financial** support for a City application to the 2020 Downtown Revitalization Initiative. Under the proposed approach, MRB would complete the work within their existing LDC contract.

On motion by Ms. Menikotz, seconded by Mr. Taylor, the minutes for April 16, 2020 were approved unanimously, as amended, with Mr. Steinbrenner abstaining based on his absence from the 4/16 meeting.

III. Reports/Presentations

a. Financial Report

Mr. Taylor provided the Board with financial statements covering the period through April 30, 2020. Mr. Taylor noted that the only new expense during this period was accounting fees (\$1,508.25), which were paid accordingly. The current year balance on hand stands at \$97,866.31, and total assets stand at \$197,866.31.

Mr. Taylor made a recommendation to transition the financial statement format of the Corporation from a cash basis of accounting (where revenues are recorded when received and expenses are recorded when paid), to accrual basis accounting (which notes receivables and payables).

On motion by Mr. Steinbrenner, seconded by Ms. Menikotz, the Board unanimously approved the recommendation to transition the financial statement format to accrual-basis accounting.

Mr. Taylor noted the need to confirm the Corporation's tax-exempt status, either as a 501(c)3 or as a government entity under Internal Revenue Code section 115. A vote on this item was tabled in order to obtain additional information.

IV. Pending Board Matters

a. 2020-2021 Action Plan Update

Ms. Mayer provided an update regarding the adjusted timeline of the 2020-2021 Strategic Action Plan, in light of the COVID-19 pandemic. Mr. Steinbrenner asked whether the Action Plan had been formally adopted by the Board. Ms. Mayer confirmed that the plan remains in draft form and is presently a living, working document open for review and comment from the Board.

b. Waterfront Active Transportation Plan (UPWP project) Update

Ms. Mayer provided a brief update regarding the status of the Waterfront Active Transportation Plan - a grant-funded project awarded to the City of Canandaigua and administered by the Genesee Transportation Council (GTC). Ms. Mayer confirmed that the proposed scope of work had been approved by the GTC Planning committee on May 14, 2020, and that the Corporation Board, as an instrumental part of the future steering committee,

should be prepared to engage in the consultant selection process in June / July of this year.

V. New Board Matters

a. COVID-19 Survey Summary and Response Recommendations

In follow-up to the directive laid out at the April 2 Board of Directors meeting, at which the Board directed MRB Group to proceed with launching a business needs survey and to explore opportunities to support local businesses impacted by COVID-19, Mr. Horn and Ms. Mayer presented on the survey results as well as a series of potential responses that the Corporation could adopt. They detailed the four key needs that the business needs survey revealed: 1) Marketing + promotion, 2) Community coordination throughout economic reopening, 3) Business development guidance, and 4) Financial assistance. The presentation focused on 4 of 9 potential response programs:

1. Launch a Highly Visible "#Commit2CDGA" Campaign to help businesses communicate their commitment to health and safety as customers return to their establishment upon reopening (*proposed as work under contract with 29 Design Studio*).
2. Launch a Collaborative "Reimagine Tourism" Campaign in coordination with Ontario County's Finger Lakes Visitors Connection, to ramp up awareness of continued business activity and provide for / coordinate social distancing-compliant events and programming (*proposed as work under contract with 29 Design Studio*).
3. Develop and Launch an interactive COVID Kickstart Toolkit to help small business owners navigate a pivot to the "new normal" by leveraging ecommerce and key marketing and operational strategies (*proposed as work under contract with 29 Design Studio*).
4. Pursue a Community Partnership with the Small Business Solutions Center and the Ureeka Platform, on which businesses can a) exchange best practices and guidance in real time on topics ranging from access to capital and financing, HR, Health + Safety, liability, etc. and b) engage with industry-specific, 1:1 mentorship and strategic business planning services.

After considerable discussion, the Board charged MRB Group with briefing the BID and Chamber of Commerce Executive Committees to obtain their input, buy-in and support on the potential programming and strategic direction. Of particular note is that Mr. Steinbrenner voiced concern that if the LDC should proceed with any of the proposed Covid-19 responses, there would be a duplication of services with those that the Chamber of Commerce / other organizations are already providing.

VI. Other Business

No other business was discussed.

VII. Adjourn

On motion from Ms. Menikotz, seconded by Mr. Terwilliger, the meeting was adjourned at 11:45 a.

Respectfully Submitted,

John D, Goodwin
Secretary

CANANDAIGUA

LOCAL DEVELOPMENT CORPORATION

Regular Meeting

June 18, 2020; 10:00a

DIGITAL/REMOTE MEETING

Public Dial-In info published as required by Executive Order

RECORD OF PROCEEDINGS

I. Call to Order

The meeting was called to order at 10:00 a.m. by President Steinbrenner. All members were in attendance and joined by Matt Horn and Brooke Mayer from the MRB Group team.

II. Approval of Minutes

Prior to approval of the May 21, 2020 meeting minutes, Mr. Steinbrenner requested that under item (V)(a), it be noted that he raised concerns that if the LDC should proceed with any of the proposed Covid-19 responses, there would be a duplication of services that the Chamber of Commerce / other organizations are already providing. This amendment is indicated in bold as follows:

After considerable discussion, the Board charged MRB Group with briefing the BID and Chamber of Commerce Executive Committees to obtain their input, buy-in and support on the potential programming and strategic direction. Of particular note is that Mr. Steinbrenner voiced concern that if the LDC should proceed with many of the proposed Covid-19 responses, there would be a duplication of services with those that the Chamber of Commerce / other organizations are already providing.

On motion by Mr. Taylor, seconded by Mr. Terwilliger, the minutes for May 21, 2020 were approved unanimously, as amended.

III. Financial Report

a. 2020 Balance Sheet and Income Statement YTD

Mr. Taylor provided the Board with the current 2020 Balance Sheet and YTD Income Statement for the period through May 31. Mr. Taylor noted that an additional line item was added to the income statement to document outside contract services. The current year balance on hand stands at \$97,866.31, and total assets stand at \$198,264.12.

b. IRS Code Section 115(1) or Section 501(c)(3) filings (Action Item)

Mr. Taylor presented on the pros and cons of each approach:

501(c)(3):

- Would be listed on IRS website as tax exempt organization, providing clarity for grants, etc.
- Requires an annual fee.

115(1):

- No fee or annual filing is required to maintain status.
- Would require a private letter ruling, which would require a fee.
- May require an amendment to the LDC's Bylaws to state explicitly that if the LDC dissolves, any remaining funds would need to be returned to the controlling entities (the City and Town).

Mr. Horn noted that most LDC's file under the 115(1) status. Mr. Taylor recommended that the LDC plan to obtain the 115(1) status, however, suggested that we confirm this direction with tax professionals. This item will be resolved at the July Board meeting.

IV. Committee Reports

Mr. Steinbrenner noted that committees were formally assigned at the April Board Meeting.

a. Governance Committee

i. Rules of Procedure

Mr. Finch noted the need for the LDC to approve Rules of Procedure, and provided the Board with a copy of the Town's Rules of Procedure as a model. At Mr. Steinbrenner's request, Mr. Finch agreed to draft Rules of Procedure for the LDC for the Board's review and comment. This item will be covered at the July Board meeting.

b. Finance Committee

i. 2022+ LDC Funding and Revenue Plan

Mr. Fogg provided a reminder that the LDC is half way through its three-year committed funding window, and proposed that the Board develop a work plan for funding and revenue beyond the three years. Mr. Finch and Mr. Goodwin noted that there were potential funding partners engaged in the LDC effort very early on. In order to reengage them the LDC will need to show action-oriented results. Mr. Horn suggested that as soon as the Board solidifies a strategic action plan and a series of priority projects, the LDC seek to reengage those partners to inform them of the LDC's direction. Mr. Horn also noted that Civic Facilities bonding for non-profit and civic organizations could be a key part of the revenue strategy.

Mr. Steinbrenner noted that this item will be incorporated as a standing item on the agenda, with the goal of having a plan in place by 2022.

VI. Operations Report

a. June 30 Reports due to NYS Authorities Budget Office (ABO)

Mr. Steinbrenner noted that reporting is due to the ABO by June 30. Mr. Steinbrenner and Mr. Horn confirmed that they would be meeting via teleconference on June 19 to complete this process.

b. 2020-21 LDC Strategic Imperatives Project Plans and Reports

i. Approved Projects:

GTC Canandaigua Waterfront Connector Active Transportation

Grant: Mr. Goodwin noted that the RFP was approved by the Genesee Transportation Council and will be released on June 19. The City anticipates having a consultant in place by August, and to complete the study by August 2021. The LDC Board will be a key part of the steering committee for the study.

Canandaigua Downtown Revitalization Initiative: Mr. Goodwin reminded the Board that while the DRI was included within the NYS budget, the application has yet to be released and the timeline for the release remains unknown. As such, there is no present action on this item.

ii. **Other February 2020 Board-Identified Strategic Initiatives**

Mr. Steinbrenner noted that these initiatives are not yet formally adopted by the Board.

Phoenix Street: Mr. Taylor noted that this is a tremendous opportunity for a Downtown destination – conceived of as a plaza where people can gather outdoors for food, drink and entertainment. Mr. Taylor reported that the City's Task Force on Phoenix Street has convened twice in the last two weeks to discuss project needs. The Task Force will proceed with a pilot installation on Phoenix Street, entailing the vehicular closure of Phoenix Street on July 10-11 (kick-off event), with recurring closures every weekend throughout July. Mr. Goodwin noted that he will be presenting the pilot project plan to City Council on July 2.

To facilitate the pilot plan, Mr. Taylor noted that funding would be required for lighting and for planters/bollards to block the street to vehicular traffic. Mr. Taylor requested an initial \$1,000 contribution from the LDC to support the pilot project.

On motion from Ms. Menikotz, seconded by Mr. Terwilliger, the Board voted to approve the allocation of \$1,000 toward the Phoenix Street Pilot project.

Downtown Ground Floor Retail and Upper Floor Residences: Mr. Goodwin noted that while a NY Main Street Grant to perform a feasibility study to rehabilitate 4-7 Main Street Buildings was awarded in December 2019, NYS has yet to finalize the grant contract. Mr. Goodwin noted that a contractor was selected, but not yet notified or awarded on account of the contract status.

Market-Ready Building and Site Development:

Denise Chaapel, Manager of the Canandaigua Business Improvement District, who joined the meeting as a member of the public, noted that the Market Study that this activity would generate is a critical tool for business recruitment. Mr. Horn noted that a draft Market Study can likely be provided to the Board in July.

Pinnacle North Expansion, Phase 2: Mr. Goodwin noted that development of this project is currently stalled on account of the change in project ownership. LeChase will remove the material staging, stock piles and construction fence and will cover the site

with two feet of clean fill to stabilize the site per NYSDEC requirements.

Chapin Street Development: Mr. Goodwin noted that the existing L-shaped building addition was constructed on the “Public Square,” – a designation dating back to 1940. In accordance with a deed restriction, any building use on the Public Square site must remain a public use. Ontario County is requiring that the current development proposal resolve this issue. At this time, two possible options are on the table: 1) Develop the main buildings, leaving the L-shaped addition as a “historic relic,” or 2) Demo the L-shaped addition, resulting in a huge loss of real estate. In either case, the developer is actively seeking a 30 year PILOT from Ontario County IDA to achieve the necessary ROI.

iii. **Potential Mission Drift from Enabling and Facilitating Economic Development**

Mr. Fogg spoke on behalf of the Chamber of Commerce, noting that in the Chamber's perspective, the spirit behind the LDC is that it should operate as a “macro operator” and a convener that can bring together various constituencies, working on behalf of the collective community.

Mr. Fogg and Mr. Steinbrenner each noted the Chamber's concerns that the LDC's COVID-19 response plans were micro in nature, and potentially conflicting with existing efforts on behalf of other regional partners.

Mr. Horn noted that MRB Group's recommendation at this time is to shelve the Covid-19 response proposal; Given the lag between having made the recommendation and the Board providing direction to act on it - it's now out of date. Mr. Horn advocated for the Board to refocus on the 2020-2021 Strategic Action Plan and the LDC's long-term purpose. Mr. Finch expressed agreement.

The board agreed that a Special Meeting to focus wholly on strategic planning is warranted. The Special Meeting will take place on July 2, 2020 at 10:30am, for which Mr. Steinbrenner will distribute an agenda.

The remainder of the Agenda was truncated, on account of time.

VI. Other Business

No other business was discussed.

VII. Adjourn

On motion from Mr. Steinbrenner, seconded by Mr. Terwilliger, the meeting was adjourned at 12:00 pm.

Respectfully Submitted,

John D, Goodwin
Secretary

CANANDAIGUA

LOCAL DEVELOPMENT CORPORATION

Special Meeting

July 2, 2020; 10:30a

DIGITAL/REMOTE MEETING

Public Dial-In info published as required by Executive Order

RECORD OF PROCEEDINGS

I. Call to Order

The meeting was called to order at 10:30 a.m. by President Steinbrenner. All members were in attendance and joined by Matt Horn and Brooke Mayer from the MRB Group team, and Karen Dworaczyk, Executive Board Chair, Canandaigua Chamber of Commerce.

II. Review and Discussion of Strategic Imperatives

a. Approved 2020 Strategic Projects

Mr. Steinbrenner reviewed the list of LDC-sponsored projects formally adopted by resolution:

- GTC Waterfront Active Transportation Grant
- Downtown Revitalization Initiative Application
- Phoenix Street Pedestrian Zone Development

b. Chamber of Commerce Requested Strategic Imperatives

This item was moved to the top of the agenda, on account of Karen Dworaczyk's availability.

Mr. Steinbrenner yielded his time to Ms. Dworaczyk, who gave a presentation on the Chamber's vision for the LDC's strategic direction. Chief among the ideas that Ms. Dworaczyk presented were the need for the LDC to support:

- Aggregation of data and resources for the City and the Town to create a single marketplace view
- Business development
- Promotion of tourism, hospitality

- Connectivity to the waterfront (via GTC Waterfront Active Transportation Grant)
- Downtown revitalization
- Outdoor dining
- Development of an Innovation Hub / Coworking Space
- Leveraging of existing organizations and systems

The Board took no specific action on the presentation.

c. Business Improvement District Suggested Strategic Imperatives

Mr. Steinbrenner yielded his time to Mr. Taylor, who gave a brief overview of a Virtual Downtown Canandaigua platform, a strategic initiative that the Canandaigua Business Improvement District requests LDC assistance with and partnership on. Broadly, this platform would serve to provide interactive, virtual promotion of Downtown Canandaigua's local businesses – potentially including virtual tours of Downtown, interviews with business owners, promotion of events, ecommerce channels and beyond.

Mr. Taylor noted that additional study would be needed to determine the logistics, roles and costs for such a platform. Mr. Horn noted that due diligence and development of a framework proposal is within scope of MRB Group's current contract.

On motion by Mr. Taylor, seconded by Ms. Menikotz, the Board unanimously approved MRB Group to develop a framework proposal for a Virtual Downtown Canandaigua platform.

d. Other February Board-Identified Strategic Initiatives

The board discussed the Draft 2020-2021 Strategic Action Plan (Draft Action Plan) prepared by MRB Group based on input from the February Board Retreat. Mr. Goodwin noted the Draft Action plan is reflective of the priorities set out at the retreat by the Board, and advocated for the plan to serve as the roadmap for the LDC's work. The Board and MRB Group acknowledged, as discussed at previous meetings, that the Draft Action Plan is a living document to which additional detail and projects can be added to. Mr. Terwilliger noted that a great deal of work and consideration had gone into the creation of the Draft Action Plan, and should be formally adopted. Mr. Steinbrenner voiced a dissenting view, noting his opinion that the Draft Action Plan is a preliminary document which includes projects that the LDC does not have influence over – namely, the Chapin Street and Pinnacle North developments.

On motion by Mr. Terwilliger, seconded by Ms. Menikotz, the Board approved the Draft 2020-2021 Strategic Action Plan prepared by MRB

Group, as informed by the February Board retreat. Mr. Griffith, Ms. Menikotz, Mr. Terwilliger and Mr. Taylor voted in favor and Mr. Steinbrenner voted against the motion.

e. Other Suggested 2020 Strategic Projects

This item was not covered on account of time limitations.

III. Other Business

Mr. Terwilliger put forth a series of suggestion for the Board's next regular meeting, slated to take place on July 16:

- a. Provide MRB Group with an opportunity to review the Draft 2020-2021 Strategic Action Plan and progress, to-date.
- b. Meet in person, with the provision of video capability for anyone unable to join in person.

The Board did not voice any objections to these suggestions.

IV. Adjourn

On motion from Ms. Menikotz, seconded by Mr. Terwilliger, the meeting was adjourned at 12:00pm.

Respectfully Submitted,

John D, Goodwin
Secretary

CANANDAIGUA

LOCAL DEVELOPMENT CORPORATION

Regular Meeting

July 16, 2020; 10:00a

IN-PERSON and DIGITAL/REMOTE MEETING

Public Dial-In info published as required by Executive Order

RECORD OF PROCEEDINGS

I. Call to Order

The meeting was called to order at 10:00 a.m. by Vice President Menikotz. All members were present, except Mr. Steinbrenner, who was excused. The Board was joined by Matt Horn and Brooke Mayer from the MRB Group team.

II. Approval of Minutes

Prior to approval of the June 18, 2020 meeting minutes, Ms. Menikotz relayed a proposed amendment that Mr. Steinbrenner requested via email:

- Add a clarification to item VI(a) as detailed in bold italics, below:

*Mr. Steinbrenner noted that reporting is due to the ABO by June 30. Mr. Steinbrenner and Mr. Horn confirmed that they would be meeting **via teleconference** on June 19 to complete this process.*

Prior to approval of the July 2 Special Meeting minutes, Ms. Menikotz relayed a proposed amendment that Mr. Steinbrenner requested via email:

- Revise item II.d. as indicated in bold italics:

*Mr. Steinbrenner voiced a dissenting view, noting his opinion that the Draft Action Plan is a preliminary document which includes projects that ~~the LDC does not have influence over~~ – **the LDC would likely not be able to impact or influence** - namely, the Chapin Street and Pinnacle North developments.*

Approval of the minutes was tabled until the August meeting.

III. Reports / Presentations

a. Financial Report

Mr. Taylor provided the Board with the current 2020 Balance Sheet and YTD Income Statement for the period through June 30, confirming that there were no changes from the May Financial Report. The current year balance on hand stands at \$97,866.31 and total assets stand at \$198,264.12.

On motion by Mr. Griffith, seconded by Ms. Menikotz, the June Financial Report was approved unanimously.

b. Funding and Revenue Strategy

Mr. Horn detailed a funding and revenue strategy plan of action for the next two months, in which MRB Group will present a series of revenue models to the Board, and will then advance recommendations for the Board's approval. Mr. Horn noted that a) public-private partnerships would likely be a key component of the proposed revenue model, and b) the revenue model would continue to be supplemented by grant opportunities, as they arise. No questions were raised.

IV. Pending Board Matters

a. Board Facilitation Approach

Mr. Terwilliger put forth a proposal that MRB Group, as the entity acting in the Executive Director capacity, facilitate Board of Directors meetings going forward.

Board members expressed support for this approach, however, multiple members noted the need to distinguish the function of agenda-setting - deemed a responsibility reserved for Board members - from meeting facilitation. Mr. Finch noted that the draft Rules of Procedure are based on a broad assumption that the Executive Director, or the entity appointed to serve in an Executive Director function, serves at the pleasure of the Board of Directors and under this arrangement would compile the agenda at the direction of the Board. Upon additional consideration, Board members agreed that the parameters of the meeting facilitation and agenda-setting functions should be clarified and codified in the Rules of Procedure (the following agenda item).

b. Rules of Procedure

Mr. Finch provided an overview of the draft LDC Rules of Procedure, noting that the document as currently written is based on the assumption that the LDC's Executive Director, or an entity that serves an Executive Director

capacity, functions as a clearinghouse much like the City and Town Managers function on behalf of the City and Town. Mr. Finch noted that while the document states that the President shall preside over meetings as chair, it's important to note that all five voting board member votes are weighted equally and any voting member can make a motion at any time.

Mr. Finch also noted that, in accordance with the LDC Bylaws, the draft Rules of Procedure call for an organizational meeting to be held annually in January.

Ahead of relaying a series of comments submitted by Mr. Steinbrenner via email, Mr. Finch provided a point of clarification related to numeric referencing to the LDC Bylaws Article IV Sections K and L:

Mr. Finch noted that while the LDC approved by resolution removal of Article IV Section K of the Bylaws at the LDC's October 1, 2019 meeting, Article VII Section B of the Bylaws states that the BOD does not have the authority to make amendments to the Bylaws without the written consent of the three Member organizations, which was not obtained. As such, the draft Rules of Procedure are based on the Bylaws originally approved by the Town of Canandaigua Town Board in April 2019, which maintains the original Section K. Mr. Steinbrenner's comments make numerical reference to the draft Bylaws as proposed amended by the October 1, 2019 resolution which omits Section K, thus resulting in a discrepancy in the numeric references to Sections K and L made in the below comments.

Mr. Finch put forth Mr. Steinbrenner's comments:

- Mr. Steinbrenner wrote: *I think the second sentence of the preamble needs some tweaking. Should it say "applies to all meetings of the Board" rather than committees? Also "As supplemented by Roberts Rules of Order" instead of "In the absence of the adoption of its own rules of order"?*
 - Mr. Finch responded that because the Board has the authority to create subcommittees, he suggested maintaining the word "committees" in place of "all meetings of the Board."
 - Ms. Menikotz noted that the phrase "as supplemented by" is unclear, and suggested alternative language stating that "in the absence of a specific rule detailed within the Bylaws, Robert's Rules of Order shall apply."
- Mr. Steinbrenner wrote: *Rule 1 should probably say "The election of officers of the LDC" instead of the organizational meeting of the Canandaigua LDC". The organizational meeting is just the first initial*

meeting of the Board upon formation. "at the annual January meeting" should replace "at the organizational meeting".

- Mr. Finch further clarified that this rule is grounded within the Bylaws, which state that the Board must hold an election of officers annually at the January meeting. Mr. Taylor noted, and Mr. Finch confirmed, that the LDC failed to hold such an election in January 2020. It was noted that this item would be discussed later in the meeting under Item 5(b) of the agenda.
- Ms. Menikotz noted that Rule 2 addresses this comment, and suggested that it remain as written.
- Mr. Steinbrenner wrote: *Rule 3 should reference "Article IV, Section K" I believe, at least from the version of the bylaws listed on the City's website.*
 - Mr. Finch clarified that this discrepancy was due to the issue of alternate versions of the Bylaws, as noted above.
- Mr. Steinbrenner wrote: *You may want to delete Rule 6. These bodies are not referenced in the bylaws. Either that or we should add a provision in the bylaws to support this rule.*
 - Mr. Finch clarified that Article IV Section M (Section L in draft amended version) gives the Board authority to designate from among its members an executive committee or other committees, and as such recommended maintaining rule 6 as currently proposed.
- Mr. Steinbrenner wrote: *Rule 11 departs a bit from Article IV, Section I of the bylaws. Probably just want to restate the bylaw provision here to be consistent.*
 - Mr. Finch noted that Rule 11, as currently proposed, further specifies that two or more members of the LDC Board, and the Executive Director of the LDC or entity serving in such capacity must call a special meeting. Bylaw Article IV Section I, which references the process for calling special meetings, is not specific about how directors can call a special meeting. Mr. Finch recommended that this specification remain within Rule 11.
- Mr. Steinbrenner wrote: *I believe Rules 13, 23, 24, 25, 26 and 27 should just state "President, Vice President, or Secretary" instead of "Executive Director" at this point until an Executive Director is employed at some juncture.*
 - Mr. Finch noted that this comment related to the Board's earlier discussion of meeting facilitation and agenda-setting, asserting that it would be more efficient for the Executive Director, or the entity appointed to serve as the Executive Director, to serve as a clearinghouse to develop the meeting agendas. Ms. Menikotz stated agreement that the Rules should reference an entity acting in the capacity of an Executive Director and asserted that MRB Group is currently acting in this capacity. Ms. Menikotz suggested

that perhaps the Board formally appoint them as acting in this capacity.

- Mr. Taylor noted that Rule 26 should note explicitly that the Executive Director, or entity serving in such capacity, should compile the agenda *as agreed upon by the Board*. Ms. Menikotz requested that Mr. Taylor provide suggested language via email.
- Mr. Fogg added that, broadly speaking, the Rules of Procedure should distinguish the Board's function of governance versus the Executive Director's (or entity serving in such capacity) function of management.

A vote to approve the draft Rules of Procedure was tabled until the August Meeting, to allow for additional review and editing based on the comments put forth at this meeting.

c. Tax-Exempt Status

Mr. Taylor reported that he and Mr. Steinbrenner continue to evaluate this issue. This item was tabled until the August meeting.

d. 2020-2021 Strategic Action Plan Review

Ms. Mayer provided an overview of the Strategic Action Plan. Mr. Horn reported out on the status of each of the strategic initiatives and capacity-building activities, and Board members provided key updates as appropriate:

Strategy 1 / Pedestrian-Oriented Downtown Destination: Mr. Taylor, as the LDC's representative on the Phoenix Street Tax Force, confirmed that the Phoenix street location was effectively on hold, and that the City-owned parking lot between Simply Crepes Café and the Canandaigua Chamber of Commerce would serve as a temporary location for a project pilot. Mr. Taylor noted that Coach street may also be a possible pilot site. Mr. Horn reinforced that the LDC should continue to play an integral role in this project.

Strategy 2 / Activate Downtown's vacant ground floor properties: Mr. Horn confirmed that the Market study is underway in accordance with the schedule. Ms. Mayer noted that the Board would have a draft to review ahead of the August meeting.

Strategy 3 / Prepare and Promote market-ready buildings and sites within the City and Town: Mr. Horn confirmed that the Market study is underway in accordance with the schedule.

Strategy 4 / Increase residential opportunities Downtown: Mr. Horn confirmed that the Market study is underway in accordance with the schedule.

Strategy 5 / Canandaigua Waterfront Active Transportation Plan: Mr. Horn and Mr. Goodwin confirmed that consultant responses to the RFP were due 7/24. In accordance with the project schedule, the project will formally kick-off in September.

Strategy 6 / Continued development at Pinnacle North: Mr. Goodwin confirmed that the Phase II site would be stabilized until construction recommenced. Mr. Horn noted that the LDC will continue to establish a solid understanding of project needs and parameters in order to determine how the LDC can support this development.

Strategy 7 / Continued development at 10 Chapin Street: Mr. Goodwin confirmed that due to the Public Square deed restriction, the developer plans to demolish the L-shaped 1970's addition currently sited upon the Public Square portion of the site. In light of this impact to their projected ROI, the developer has requested a 30 year PILOT from Ontario County IDA. OCIDA will review the application over the next couple of months, and the developers will likely return before City Council in the Fall with updates.

Ecosystem Mapping: Mr. Horn noted that MRB Group has developed an inventory framework identifying economic development partner organizations. The next step will be vetting this with partner organizations and establishing a coordination framework to maximize the collective impact.

Branding: Mr. Horn confirmed that the lightweight branding exercise would formally kick off at the August meeting. Mr. Griffith noted that this is an opportunity for the LDC's website to morph from a Covid-19 response to a comprehensive one-stop-shop for economic development. Mr. Horn confirmed that this is absolutely the goal, to develop the LDC as the go-to resource for Canandaigua, as opposed to leads coming in independently through member organizations – noting that this will require ecosystem coordination.

V. New Board Matters

a. Virtual Downtown Proposal

Ms. Mayer noted that MRB Group developed a preliminary proposal framework and draft list of strategies in collaboration with a working group comprised of Ethan Fogg (Canandaigua Chamber of Commerce) and Denise Chaapel (Canandaigua Business Improvement District). Ms. Mayer confirmed that additional detail would be presented at the Board's August meeting.

b. Board of Director Elections

Mr. Finch highlighted that the LDC Bylaws require an election of Officers each January. Given that an election was not held in January 2020, Mr. Finch noted

the need for the Board to address this lapse. Mr. Taylor, highlighting the fact that the current Officers were just elected in Fall 2020 upon the LDC's formation (with the exception of Ms. Menikotz who was appointed in January), proposed that the current Officers serve a term through December 31, 2020, and Officer elections take place in January 2021.

On motion by Ms. Menikotz, seconded by Mr. Terwilliger, the above proposal was approved unanimously.

VI. Other Business

a. Format for Future Meetings

The Board discussed whether near term meetings should take place in-person or by remote access, in light of the ongoing Covid-19 crisis. The Board agreed that, provided that a space that allows for six-foot distancing can be made available, Board meetings would be held in-person, with the option for directors to join remotely, at their discretion.

VII. Adjourn

On motion from Ms. Menikotz, seconded by Mr. Taylor, the meeting was adjourned at 11:30 am.

Respectfully Submitted,

John D, Goodwin
Secretary

CANANDAIGUA

LOCAL DEVELOPMENT CORPORATION

Regular Meeting

August 20, 2020; 10:00a

Canandaigua Town Hall, 5440 Route 5 & 20 West
Onalinda Meeting Room

RECORD OF PROCEEDINGS

1. Call to Order

President Steinbrenner called the meeting to order at 10:00.

2. Roll Call

All members were noted as present, with the exception of John Goodwin, who was represented by Rob Richardson, Assistant City Manager

3. Privilege of the Floor

Maureen Ballatori of 29 Design Studio provided an overview of the branding process, and conducted a branding exercise.

In terms of the process, Ms. Ballatori noted that the visual brand will be developed initially, after which the website will be created. She talked the Board through the development process for the visual brand, and shared examples of branding typologies, including futuristic/minimal, friendly/human, and stately/traditional.

The conversation moved to target audience—who is the Board working to reach with the branding. Board members weighed in on a number of factors:

- Mr. Finch suggested that the designers look to previously developed plans, including Uptown Canandaigua's master plan and the concept mapping exercise. The community was heavily involved, so concepts rooted in these exercises will ring true.
- Mr. Griffith wanted to ensure that the brand reinforces the live, work, play lifestyle elements that are critical in attracting firms.
- Ms. Menikotz noted the interesting dichotomy in Canandaigua between larger businesses, smaller businesses, and a great sense of place. She suggested a mix between futuristic and stately styles.

- Mr. Fogg suggested that elements of futuristic and stately may be considered, as our architecture presents a stately feel, while we've got cutting edge businesses carrying us into the future.
- Mr. Taylor wants the brand to reinforce quality of life. People look for great places to live. He suggested elements of friendly/human styles.
- Mr. Richardson reinforced the presence of agriculture and outdoor recreation opportunities.
- Mr. Horn noted the diversity of businesses we are seeking to attract—corporate, small business, etc.
- Mr. Fogg wants the brand to showcase our aspirations relative to diversity and creating a culture of incubation of entrepreneurial ventures.

Ms. Ballatori advised that she will assemble this feedback and feed it into the brand development process. In October, she will bring forward two to three visual brand concepts. Once the logo is finalized, she will begin work on the website.

4. Approval of Meeting Minutes

Carl Steinbrenner, President

Ms. Menikotz moved to approve the June 18th, July 2nd, and July 16th minutes. Mr. Griffith seconded the motion. Mr. Steinbrenner requested a change to the June 18th minutes noting his concern about possible duplication with “many COVID-19 response proposals.”

With that change, the Board approve the minutes unanimously.

5. Financial Report

Bob Taylor, Treasurer

Mr. Taylor noted that MRB Group has been paid for start-up services completed in April. He has additional invoices for work completed in the LDC operational phase, which appear to be tracking within budget for the year.

Mr. Steinbrenner requested that MRB Group provide a clean copy of the services agreement for his signature. The version he has is redlined.

The GTC project has not commenced, but Mr. Taylor reminded the Board of its \$25,000 commitment there. He advised that the YTD income stands at \$91,386, and the LDC has approximately \$125,000 in cash assets on hand.

On motion by Ms. Menikotz, seconded by Mr. Steinbrenner the report was approved unanimously.

6. Committee Reports

a. Governance Committee

- Mr. Finch provided the Board with a clean copy of the rules and procedures, which has been amended from the initial draft with Board feedback. Mr. Taylor raised concern with the procedure for calling the question. He suggested that a motion and second should be required to commence that action, with ensuing vote by the Board. With that change, Mr. Taylor motioned for approval, which was seconded by Mr. Terwilliger. The motion carried unanimously.

b. Finance Committee

- Tax-Exempt Status: Mr. Taylor noted that the Board is awaiting legal guidance on the best approach for pursuing tax exempt status. Mr. Steinbrenner will seek pro bono support.
- Funding and Revenue Strategy: Mr. Horn provided a presentation on asset-based approaches to sustainable revenue, along with relevant case studies. Additional approaches will be presented at future meetings.

7. Operations Report

a. Strategic Action Plan updates

- S1: Central on Main: Mr. Taylor noted that this effort has been relocated to the Main Street parking area between the Visitor Center and Simply Crepes. The owners of Simply Crepes have taken a leadership role and invested heavily in the concept. The Business Improvement District is considering doubling its investment to \$2,000. There is a request for the LDC to do the same. Following clarifying discussion, Mr. Taylor made a motion to approve the request, seconded by Mr. Terwilliger. The motion carried unanimously.
- S2: Downtown Ground Fl. Activation: Mr. Horn noted that this, along with strategies 3 and 4 are in the market analysis phase, which will be discussed later in the agenda.
- S5: Waterfront Active Transportation: Mr. Richardson noted that proposals have been received for consultant services, and the scoring team is reviewing now. Interviews will be conducted in September, with work beginning in October.
- S6: Pinnacle North: Mr. Horn noted that an update will be provided in executive session.
- S7: 10 Chapin Street: Mr. Richardson noted that there is no action for the LDC to take at this point. Further updates will be provided.

8. Other Reports and Priority Business

- a. Market Study Overview: Mr. Horn provided an overview of the recently released market analysis. A copy of the presentation is appended to these minutes.
- b. Virtual Main Street Initiative: Mr. Horn provided an update on the Virtual Main Street initiative. He advised that there are three legs to the strategy. First is enhanced coordination with our partners at the BID and Chamber. A regular meeting will be established between the three executive directors. Second, a series of short video podcasts will be developed. The team is exploring a relationship with FLCC's new media program to minimize costs of this effort. Finally, direct technical assistance to businesses will be developed in alignment with findings of a needs assessment to be conducted with businesses in the community. Mr. Taylor requested that the name of the initiative be changed to reflect a broader focus. Mr. Horn advised that he will update this. Mr. Steinbrenner requested that this be added as a strategy, and that staff provide a monthly update on progress. The Board concurred.
- c. Chamber Coworking Hub: Mr. Fogg presented a concept currently under review by the Chamber Board. The Chamber has office capacity at its Main Street location and is considering the development of a coworking space at this location. This provides an opportunity to support entrepreneurs and to embrace new work styles advancing in the corporate world as a result of the pandemic. He will continue to brief the LDC as the Board evolves the concept.

9. Resolutions and Motions

No additional resolutions or motions were noted.

10. Other Business

Mr. Horn noted that an executive session is requested by staff to discuss the financial performance and creditworthiness of a particular corporation. On motion by Mr. Terwilliger, seconded by Mr. Griffith, the Board unanimously approved the motion.

11. Privilege of the Floor

12. Adjournment

On conclusion of the executive session, Mr. Steinbrenner declared the meeting adjourned.

CANANDAIGUA

LOCAL DEVELOPMENT CORPORATION

Regular Meeting

September 17, 2020; 10:00a

Canandaigua Town Hall, 5440 Route 5 & 20 West

Onalinda Meeting Room

To unlock economic opportunities in Canandaigua and steward investment in order to foster an inclusive, vibrant, and sustainable community.

--CLDC Mission Statement

RECORD OF PROCEEDINGS

1. Call to Order

Mr. Steinbrenner called the meeting to order at 10:00 a.m.

2. Roll Call

Mr. Steinbrenner noted that all members were present except Mr. Taylor who was excused.

3. Privilege of the Floor

There were no requests for privilege of the floor.

4. Approval of Meeting Minutes

Mr. Steinbrenner asked that the minutes of August 20th be corrected to note that he requested a clean copy of the MRB contract for signature, as the one provided by the firm was redlined. Mr. Fogg noted that "The Hub" has been renamed to "Central on Main." With those changes, Mr. Terwilliger moved approval. The motion was seconded by Mr. Griffith, and carried unanimously.

5. Financial Report

Mr. Taylor provided financial statements to the Board under separate cover, and will review with the Board at the October meeting.

6. Committee Reports

a. Finance Committee

- Funding and Revenue Strategy Matt Horn, MRB Group
 - Mr. Horn provided an overview of the membership model of revenue generation leveraged by many EDOs around the country. He cited statistics from the International Economic Development Council that showed a significant number of EDOs have shifted to this model, and cited case studies regionally, including Greater Rochester Enterprise and Centerstate CEO. Mr. Terwilliger suggested bringing representatives from GRE in to present to the Board, and Mr. Horn advised that he would reach out.

Ms. Menikotz suggested that future presentations on this topic should more closely align with the public nature of the CLDC. Mr. Horn noted that the final presentation in the series was "contract for services" which is used by most public LDCs.

7. Operations Report

a. Strategic Action Plan updates

- S1: Central on Main [FKA Phoenix Street]
Mr. Fogg noted that the most recent installment in this program was cancelled due to weather. The steering committee is considering ways to engage in cooler temperatures, including unique programming and outdoor heaters.
- S2: Downtown Ground Fl. Activation
Mr. Horn noted that a survey is in development, and should be released in the next several weeks. He also advised that a series of roundtables would be held in October to discuss observations of current business owners relative to business climate.
- S3: Market-Ready Buildings
Mr. Horn noted that an inventory is underway of priority buildings and sites, and a review of regulatory frameworks is underway. Once these two elements are complete, the Board will be consulted for inventory calibration and industry prioritization.
- S4: Downtown Residential Dev.
Mr. Horn noted that, similarly to strategy two, a building owner survey and series of roundtables are in development.

- S5: Waterfront Active Transportation
Mr. Goodwin noted that Bergmann Associates of Rochester was recommended by the selection committee for this work, and the City Council will consider approval at their upcoming meeting. Mr. Fogg and Mr. Griffith were on the selection committee, and were pleased with the number and quality of RFP responses.
- S6: Pinnacle North
Mr. Horn advised that he will provide a report on this project in executive session.
- S7: 10 Chapin Street
Mr. Goodwin advised that the developers on this project have approached the IDA regarding a PILOT agreement, but have not yet provided information needed by the IDA for consideration. Ms. Menikotz noted that the County is evaluating an easement request, and she will provide additional information on that under separate cover. Mr. Horn offered that MRB Group may be able to help developers through the IDA process.
- S8: Virtual Canandaigua
Mr. Horn noted that he, Mr. Fogg, and Ms. Chaapel will be meeting in the coming weeks to scope this project.

8. Other Reports and Priority Business

There were no further reports before the Board.

9. Resolutions and Motions

No additional action was requested.

10. Other Business

Mr. Horn requested that the Board enter executive session to discuss the creditworthiness of a particular corporation. On motion from Mr. Terwilliger, seconded by Mr. Griffith, and with unanimous consent, the Board entered executive session at 10:50.

On motion by Ms. Menikotz, seconded by Mr. Terwilliger, and with unanimous consent, the Board exited executive session at 11:05.

11. Adjournment

On motion by Ms. Menikotz, seconded by Mr. Terwilliger, and with unanimous consent, the Board adjourned at 11:05.

CANANDAIGUA

LOCAL DEVELOPMENT CORPORATION

Regular Meeting

October 15, 2020; 10:00a

Canandaigua Town Hall, 5440 Route 5 & 20 West

VIRTUAL MEETING VIA ZOOM

To unlock economic opportunities in Canandaigua and steward investment in order to foster an inclusive, vibrant, and sustainable community.

--CLDC Mission Statement

AGENDA

1. Call to Order

Mr. Steinbrenner called the meeting to order.

2. Roll Call

All members were present via videoconference.

3. Privilege of the Floor

a. Presentation from GRE

Kate Dailey from Greater Rochester Enterprise provided an overview of the organization and their operations. The organization was created to execute marketing and business development for the Rochester region, including Canandaigua. The organization is sustained financially through public and private investments, and is governed by a Board that is made up of regional investors. There are a suite of services provided for all regional economic development partners, including the CLDC. She encourage the LDC to evaluate those and consider additional investment.

b. Presentation on CLDC Branding

Maureen Ballatori, 29 Design

Maureen Ballatori provided an overview of four concepts for visual branding. Board members discussed strengths and opportunities of each concept. At the close of the presentation, the Board committed to agreeing on a single

concept that would be advanced for further edits. At the next meeting, Ms. Ballatori will showcase the updated design and an overview of the website.

4. Approval of Meeting Minutes

On motion by Ms. Menikotz, seconded by Mr. Griffith, the minutes for September's regular meeting were approved unanimously.

5. Financial Report

Mr. Taylor provided an overview of Corporation finances. He advised that there were no expenses or revenues for the prior period. There have been approximately \$26,000 in expenses so far this year, with much of that attributable to the operations agreement with MRB Group. He is awaiting additional invoices from MRB Group and an invoice from the Genesee Transportation Council for matching funds associated with the UPWP Grant for downtown/lakefront connectivity.

6. Committee Reports

a. Finance Committee

- Tax-Exempt Status
 - Mr. Taylor advised that there are varying opinions on the necessity/advantages of either filing for tax-exempt status or affirming status as a quasi-governmental entity. He will seek additional advice from Freed Maxick. Mr. Horn will seek additional insight from the New York State Economic Development Council. Ms. Menikotz suggested pursuit of an opinion from an attorney specializing in this work. The Board directed that we await advice from other sources prior to expending additional funds.
- Adoption of 2021 Budget
 - Mr. Taylor provided an overview of the proposed 2021 budget. With several adjustments suggested by Board members, and reflected as attached, Mr. Steinbrenner moved approval. Ms. Menikotz seconded. The motion carried unanimously.

7. Operations Report

a. Strategic Action Plan updates

- S1: Central on Main
 - Mr. Taylor noted a strong attendance and positive response. Mr. Fogg recognized the significant contributions of Simply Crepes. Mr. Goodwin noted that the City Council has authorized an extension with no recommended end date.
- S2: Downtown Ground Floor Activation
 - Mr. Horn noted that a building owners survey is in development with the BID, and he anticipates the survey being released ASAP. He also advised that a roundtable with building owners is in the works, in collaboration with the CBID.
- S3: Market-Ready Sites
 - Mr. Horn noted that the MRB Group economic development team has developed information on market-ready locations, and is meeting with Mr. Griffith to discuss calibration. A report will be provided at the November meeting.
- S4: Downtown Residential Development
 - Mr. Horn noted that this work also depends on surveys and the roundtable, and will continue to proceed this fall.
- S5: Waterfront Active Transportation
 - Mr. Goodwin noted that Bergmann has been selected and work will start next month. The LDC will constitute a significant portion of the steering committee.
- S6: Pinnacle North
 - Mr. Horn advised that the developers are continuing to prepare for the construction of Phase II, and are evaluating options for Phases III through V.
- S7: 10 Chapin Street
 - Mr. Goodwin advised that there were no significant updates for this project.
- S8: Virtual Canandaigua
 - Mr. Horn advised that he and Mr. Fogg met with FLCC representatives, and are awaiting additional discussion with Ms. Chaapel of the CBID. The project will likely focus on a series of podcasts.

12. Adjournment

With no further business to come before the Board, Ms. Menikotz moved to adjourn. Mr. Griffith seconded. The motion carried unanimously.

CANANDAIGUA

LOCAL DEVELOPMENT CORPORATION

Regular Meeting November 19, 2020; 10:00a MEETING HELD BY ZOOM

*To unlock economic opportunities in Canandaigua and steward investment in order to foster an inclusive, vibrant, and sustainable community.
--CLDC Mission Statement*

RECORD OF PROCEEDINGS

1. Call to Order

Mr. Steinbrenner called the meeting to order at 10:00 a.m.

2. Roll Call

All members were present.

3. Privilege of the Floor

a. Presentation on CLDC Branding

Courtney Calloway and Maureen Ballatori of 29 Design Studio presented an overview of the refined visual branding and style guide, with updates according to Board comments from previous meetings. Members were supportive of the main branding concept (full logo), but were hoping for some changes to the abbreviated logo. It did not seem to align well with the full version.

Ms. Calloway also presented the website site map. Board members provided some initial feedback, and agreed to provide more comments as that work develops.

b. Presentation on Priority Sites

Mr. Horn introduced Michael N'dolo, the Director of Economic Development for MRB Group. Mr. Horn noted that MRB Group has been evaluating sites

throughout the City and Town to determine priority targets for redevelopment. Mr. N'dolo advised that MRB Group analysts leveraged data from a number of sources to identify strong opportunities for development, then met with a local real estate professional to “ground truth” the information, add/remove sites for evaluation, etc.

Mr. Goodwin and Mr. Finch noted that additional conversations need to be developed with City and Town staff to ensure that all site prioritization is in alignment with local intelligence, ongoing planning efforts, and other logistical matters contributing to the feasibility of development at any priority site. The Board also discussed whether promoting individual sites would be appropriate. It was noted that the list at hand is an independently generated site list, created by MRB Group, and not an exhaustive site inventory.

Mr. Horn advised that the MRB Group team would continue to refine this list, and schedule meetings with City and Town leadership to determine the best course forward.

4. Approval of Meeting Minutes

On motion from Ms. Menikotz, seconded by Mr. Steinbrenner, the Board approved the draft minutes of the regular October meeting unanimously.

5. Financial Report

Financial reports were distributed to Board members. Mr. Taylor notes that we are awaiting invoices related to the Genesee Transportation Council's grant match, and MRB Group for management services. Net income for the year is likely to be around \$19,000.

Additionally, Mr. Taylor reports that a 9-month Certificate of Deposit has been purchased from CNB at a rate of 0.46%.

6. Committee Reports

a. Finance Committee

Mr. Taylor reports that he has received an informal accounting opinion that pursuit of tax exempt status is not required for the LDC, as the organization would be termed a non-governmental entity. He did recommend a bylaws amendment dealing with how funds would be distributed if the LDC were dissolved. After discussion, the Board determined that such an amendment should be packaged with other suggested amendments, for consideration at the organizational meeting in January.

7. Operations Report

Due to time constraints the Chair suspended the full report on the Strategic Action Plan, requesting brief updates where pressing. Mr. Taylor noted that the City has graciously extended indefinitely the outdoor dining provisions for Central on Main. The organizers are discussing opportunities to embrace cooler weather.

8. Other Reports and Priority Business

Mr. Taylor also noted that he would like to discuss supporting the BID in development of marketing collateral and the development of a Canandaigua Beverage Trail. It was determined that this would be added to future agendas for discussion.

Mr. Taylor also noted that the 2020 audit is right around the corner. Mr. Horn provided information that Freed Maxick was previously procured for audit services for a term through 2021. Accordingly, Freed Maxick will perform their contractual duties to complete the FY 2020 Audit.

Mr. Horn noted that he has been in discussions with a local resident, Bob Calman, regarding possible tourism marketing opportunities. More information to follow.

9. Resolutions and Motions

No further resolutions or motions were offered for consideration.

10. Other Business

No other business was offered for discussion.

11. Privilege of the Floor

There were no requests for privilege of the floor.

12. Adjournment

With no other business for discussion, on motion from Ms. Menikotz, seconded by Mr. Taylor, the Board adjourned at 11:30.

CANANDAIGUA

LOCAL DEVELOPMENT CORPORATION

Regular Meeting December 17, 2020; 10:00a MEETING HELD BY ZOOM

*To unlock economic opportunities in Canandaigua and steward investment in order to foster an inclusive, vibrant, and sustainable community.
--CLDC Mission Statement*

AGENDA

1. Call to Order

The meeting was called to order at 10:00 a.m. by President Steinbrenner.

2. Roll Call

All members were in attendance except for Mr. Goodwin, who was excused.

3. Privilege of the Floor

No comments or presentations were made during privilege of the floor.

4. Approval of Meeting Minutes

Carl Steinbrenner, President

a. Mr. Steinbrenner proposed two amendments to the draft minutes of the November meeting:

- 1) In the Finance Committee report, it should be clarified that Mr. Taylor stated that he had received *informal* accounting guidance, and not a legal opinion.
- 2) In Other reports, it should be noted that Freed Max was previously procured for audit services through 2021, and will be performing 2020 audit services in accordance with their contract.

On motion from Ms. Menikotz, seconded by Mr. Griffith, the Board approved the draft minutes of the November meeting with the proposed amendments, unanimously.

5. Financial Report

Financial reports were distributed to Board members and reviewed by Mr. Taylor. Total assets stand at \$134,406.05. Mr. Taylor confirmed that the Profits and Loss statement was inclusive of the GTC and Central on Main expenses, as well as the annual insurance premium for 2021.

Mr. Fogg noted that there were two outstanding invoices in the Chamber's mailbox which he would send to Mr. Taylor. Mr. Horn confirmed that moving forward, MRB Group will send invoices to Mr. Taylor, directly.

6. Committee Reports

a. Governance Committee

- January Organizational Meeting
Mr. Horn reminded the Board that the LDC Bylaws call for an Organizational Meeting in January and reviewed the agenda items that would need to be covered during that meeting. The Board agreed that the Organizational Meeting could be scheduled at the regular January board meeting time.

Mr. Steinbrenner requested that elected officers contact both Mr. Horn and Mr. Steinbrenner to let them know if they intend to step down.

- Amendments to Bylaws
Mr. Horn confirmed that any proposed amendments to the bylaws should be covered at the January Organization Meeting, encouraging all Directors to review the current bylaws ahead of time. Amendments that have been put forth for consideration, to date, include refined provisions on dissolution and officer terms.

Regarding officer terms, Mr. Taylor noted that the bylaws should confirm whether term dates coincide with the calendar year, and the process for naming a successor in the event of a resignation.

Mr. Terwilliger noted that the bylaws should also confirm the dates of the LDC's fiscal year, and should include an anti-inurement provision.

Mr. Finch noted that per the bylaws, Member appointment terms are coming to an end and will need to be reappointed. Mr. Steinbrenner confirmed that a Member meeting will be convened ahead of the January Organizational Meeting to confirm designees, to take place in the fifteen minutes before the January Organizational Meeting.

- b. Finance Committee
There were no updates from the Finance Committee.

7. Operations Report

a. Strategic Action Plan updates

- S1: Central on Main
Mr. Taylor noted that City Council extended Central on Main's use of the current site with no date certain, and confirmed that there were plans to open the site for winter programming at least one time per month.
- S2: Downtown Ground Fl. Activation; S3: Market-Ready Buildings, S4: Downtown Residential Dev.
Mr. Horn noted that for strategies 2 through 4, the LDC is partnering with the Canandaigua BID to push out a building owner survey and a business climate survey. The survey will remain open through the new year.
Mr. Horn also confirmed that MRB Group is developing a New York Main Street Grant application that, if awarded, would advance these strategies (discussed in detail later in the agenda).
- S5: Waterfront Active Transportation
Mr. Horn noted that Bergmann held a kick-off meeting for this effort in November, and steering committee meetings will resume in January.
- S6: Pinnacle North
Mr. Horn provided an update that the developers' capital raise for Phase 2 is still underway, and they are updating the site plan for Phases 3-5. Mr. Horn noted that there will likely be opportunities for the LDC to plug into the project once the site plan is revised. Mr. Taylor inquired as to the challenges facing the Phase 2 capital raise. Mr. Horn noted that the challenges are related to the intertwined nature of Phases 1 and 2.
- S7: 10 Chapin Street
Mr. Horn confirmed that the County Attorney's perspective is that there's no wiggle room for private use of any kind within the area designated as "public square." The LDC is facilitating discussions with County agencies, the City and the Town to arrive at a creative solution for the development of this portion of the site. Mr. Taylor asked whether affordable housing units could constitute public use if there is public agency oversight and administration. MRB Group will explore this issue.
- S8: Virtual Canandaigua Ethan Fogg/Matt Horn
Mr. Horn noted that at the BID's request, coordination on this effort was on hold until after Christmas.

8. Other Reports and Priority Business

- a. Canandaigua Beverage Trail Matt Horn / Brooke Mayer
Mr. Horn presented the overview of the beverage trail concept and the collaborative marketing opportunities it could afford. Ms. Mayer presented a map of existing craft beverage establishment that could be included in such an initiative.

Mr. Horn noted that it would be ideal to kick this effort off in January to leverage the 2021 tourism season. Mr. Horn also noted that MRB group has identified a USDA Rural Development Block Grant funding opportunity that could potentially support this initiative. MRB familiarized the concept with USDA in early December and the Agency confirmed that this concept would be a very strong application.

Mr. Finch noted that in addition to beverage establishments, this initiative would support Canandaigua's agriculture and food production economy, Ms. Menikotz noted that Finger Lakes Visitors Connection administers a parallel Roc-FLX Craft Beverage Trail, which the Canandaigua effort should coordinate with.

The Board charged MRB group with convening an initial scoping conversation with key stakeholders.

- b. New York Main Street Application
Mr. Horn confirmed that MRB Group received a greenlight from the Board, via email, to proceed with development of an application for the New York Main Street grant. Mr. Horn confirmed that this scope would be completed within the bounds of MRB Group's existing contract. The proposed project would support permanent improvements to the Central on Main pop-up, and would fund building renovations to facilitate upper story residential development downtown.
- c. Discussion re: Tourism Focus
Mr. Horn relayed his conversations with Bob Calman regarding strategies to support Canandaigua as a tourism destination. The Board charged MRB Group with convening Bob Calman, members of the board, the Canandaigua BID and FLX Visitors Connections to initiate this coordination effort.

9. Resolutions and Motions

No Resolutions or Motions were put forth.

10. Other Business

No new business was discussed.

11. Privilege of the Floor

12. Adjournment

With no other business for discussion, on motion from Mr. Griffith, seconded by Ms. Menikotz, the Board adjourned at 11:30.