

Authority Mission Statement and Performance Measurements 2014

Name of Public Authority: Clayton Local Development Corporation

Public Authority's Mission Statement: The mission of the CLDC is to relieve and reduce unemployment; to promote and provide for additional and maximum employment; to better and maintain job opportunities; to carry on research for the purpose of aiding the communities of the Town and Village of Clayton by attracting business opportunities to said communities or encouraging the development of new, or retention of existing, business opportunities in the communities; lessening the burdens of government; and to act in the public interest, including promoting reuse of Brownfield sites within the Town and Village of Clayton.

Date Adopted: November 26, 2002, revised in October 2009

List of performance Goals (if additional space is needed, please attach):

- **Develop an economic development plan.** *While an economic development plan hasn't been completed to date, important steps are underway to accomplish this goal. The CLDC Board of Directors has endorsed exploring multiple options to develop a regional economic development plan with neighboring North Country communities of Cape Vincent, Alexandria and Orleans. These options include using a private consultant or partnering with the USDA Rural Development. This concept seems more in keeping with New York State's Regional Economic Development Councils, which decide which projects will go forward with state funding. While there was some concern among Board members that this regional concept may be contrary to the CLDC's Mission, an opinion by the CLDC/Town/Village attorney that this was well within the goals of the LDC seems to have allayed any fears. In addition, both the CLDC Chair and Executive Director serve on a committee that is updating the Clayton Town/Village master plan, which hasn't been done in 15 years. The Committee is meeting twice a month, has developed a citizen's survey, will hold public meetings over the summer and has a goal to complete the plan by October.*
- **Downtown underground utilities.** *Considerable work has progressed to assure that this long term goal will be accomplished. The Village has been working closely with the State Department of Transportation, National Grid and downtown business owners on this plan. The DOT has committed \$6 million to restructuring James Street, Riverside Drive and Webb Street within the Village to include repaving the road, widening where necessary, replacing curbing and improving sidewalks.*

National Grid acknowledges that this would be the ideal time to place all utilities along Riverside Drive underground and removing all existing power poles. The Clayton LDC is assisting the Village with researching potential funding for the project. A public meeting held in February has revealed a great deal of taxpayer support for this project. If all goes according to plan, this project should be underway in 2017.

- **Complete the extension of the Riverwalk to the monument.** *After considerable effort and some financial concessions, this project will be underway this spring, with completion scheduled for early summer. Securing the easements necessary to progress this project proved more difficult than originally expected. Construction is expected to be completed in the Spring of 2015.*
- **Develop a marketing plan for Clayton that would include tourism, business/industry/commercial, living and cultural components.** *This goal piggybacks on the first goal. But in addition to this, an application is being developed for submittal to the State's Office of Economic Development to market Clayton's burgeoning craft beverage industry. This is being done in conjunction with Thousand Islands Tourism Council to attract tourists to the area's wineries, brew pubs and distilleries. This would also tie in with similar businesses in northern Jefferson County.*
- **Golden Anchor – assist to get project underway.** *This project was funded by a Restore NY III grant in 2009 with a mandated completion date of December 2015. After years of delay, the project is anticipated to be completed on time. Work began in the fall of 2014 on the riverfront bulkheads and underpinnings of the foundation. Work started on the building itself this fall, but the winter weather was much too harsh to continue due to the location right on the waterfront. Work is planned to start again and will be completed well in advance of the December deadline for funding reimbursement to the owner.*
- **Develop a regional plan to bring natural gas to the northern part of the county from Watertown/Pamelia (Clayton/Cape Vincent/Orleans/Brownville and Alexandria).** *This is much more a long term goal as opposed to one that could have been accomplished in 2014. Preliminary meetings have been held with representatives of National Grid and the Development Authority of the North Country. Discussions have also commenced with representatives of the other townships as part of the regional economic development plan that was referenced in*

the first goal above. There is a strong sense of optimism that natural gas will be in the future of northern Jefferson County!.

Secondary Goals

- **Ensure the hotel's (1000 Islands Harbor Hotel, Clayton) opening for Memorial Day 2014.** *Although this was listed as a secondary goal, it was a holdover primary goal from 2013 and was extremely important to the Board, as well as the Clayton community in general. The winter of 2013-14 was extremely harsh, particularly along the waterfront, and while construction continued throughout this period, it didn't progress quite as well as had been hoped. In addition, a strong wind storm in February did considerable damage to work that had already been completed, resulting in having to do much work all over again. Despite that, a "soft" opening occurred in July, giving management an opportunity to "work the bugs out." A grand opening was held in September and by all accounts, the first season of operation exceeded all expectations.*
- **Main Street Grant – administer if awarded.** *Unfortunately, this goal is easy to report on – despite high expectations, based on the overwhelming success of a previous round of funding, Clayton was not granted an award in 2014.*
- **Educate our citizens to embrace tourism.** *This goal is more of a continuing progress variety. Much of the citizen survey being prepared by the master plan update committee is devoted to assessing residents of Clayton's feelings toward tourism. Also, much of the regional economic development plan referenced in the first goal will involve combining the efforts of the communities involved with those of the Thousand Islands Tourism Council, to embracing and enhancing the positive effects of tourism.*
- **Continue to work on sidewalks & walkability issues.** *This goal is also one of continuous progress. The Village of Clayton continues to use the results of a walkability survey and assessment conducted by the CLDC three years ago, to prioritize its work on replacing crumbling sidewalks. The walkability survey is also proving useful to planning the major rebuild by the State Department of Transportation of James St., Riverside Drive and Webb Street that is referenced above.*
- **Redesign & rebid construction of transient docking facility with the intent to have the docks open with the hotel (Town of Clayton has assumed responsibility).** *A combination of unforeseen occurrences has delayed work on this major project. Initial bids received on both the wave attenuator and the dock purchase and installation were far above the prebid estimates of the design firm and the budget of the CLDC that was*

developed as part of the Boating Infrastructure Grant. The original design firm was released from the project and a new firm hired. After some design changes, the boater service building contract was awarded and construction completed in 2014; however, the wave attenuator and the docks were rebid and still came in well in excess of prebid estimates and funding available. At this point, the Town Board agreed to take over the project and bond for up to \$1,500,000. In the fall of 2014, the projects were actually awarded, the wave attenuator to Tioga Construction and the docks to Structurmarine. Also, the construction of the marina overlooks (part of the original segment of the Riverwalk) was awarded to Acts II Construction. Work was begun in November, but the early onset of winter weather forced the work on the wave attenuator to cease sooner than hoped. Nonetheless, the project should be completed by early summer, allowing the docks to be installed and available for use by transient boaters visiting Clayton by the July 4th holiday.

Additional Questions:

1. Have the board members acknowledged that they have read and understood the mission of the public authority?
Yes. The Mission Statement is reviewed annually by the Governance Committee.
2. Who has the power to appoint the management of the public authority?
The Board of Directors has the exclusive power to appoint the Executive Director of the CLDC, currently the only paid contract worker.
3. If the Board appoints management, do you have a policy you follow when appointing the management of the public authority?
The policy of the Board of Directors is to appoint an Executive Director who, in the eyes of the Board, is best suited to carry out the Mission of the CLDC. The Executive Director must be free from any real or perceived conflict of interest and must be willing to adhere to the Boards' Policy on Ethics.
4. Briefly describe the role of the Board and the role of management in the implementation of the mission.
It is the role of the Board to review, adopt, and, if necessary, amend the mission of the CLDC. It is then the responsibility of the Executive Director to carry out that mission and report back to the Board on a monthly basis the steps being taken to fulfill the mission.
5. Has the Board acknowledged that they have read and understood the responses to each of these questions?

Yes, it was done at the 1/8/15 meeting of the CLDC's Board of Directors.