

Authority Mission Statement and Performance Measurements 2017

Name of Public Authority: Clayton Local Development Corporation

Public Authority's Mission Statement: *The Clayton Local Development Corporation seeks to:*

- *Promote, provide and enhance employment opportunities and business development in the Town and Village of Clayton;*
- *Act in the public interest to improve the area's quality of life, to lessen the burdens of government, and to improve the economic welfare and prosperity of all residents*

Date Adopted: December 7, 2017

CLDC GOALS FOR 2017

1. Collaborate with the Village of Clayton, NYSDOT, National Grid, and local business owners to work toward undergrounding utilities along Riverside Drive to improve safety and aesthetics and help boost tourism. The CLDC submitted a grant application through the Regional Economic Development Council and received \$1.5 million in funding toward the overall cost of the project. In late 2016 the Village Board of Trustees authorized bonding of up to \$ 5 million to complete the project. Contracts with the Dormitory Authority of the State of NY, Northern Regional Border Commission, NYS Dept. of State, and Northern NY Empire State Development Council have all been completed. The next major issue is how much, if anything, National Grid and the other utility companies must contribute toward the total cost of the project. National Grid and the NYS Dept. of Transportation are currently revising their designs and cost estimates, which will include undergrounding the utility lines under the reconstructed Riverside Drive. The project is scheduled to begin construction in the fall of 2018.

2. Advance the next phase of the Clayton Riverwalk (Phase 3), which will include the actual construction from the Veterans Memorial to the Village property adjacent to the Key Bank, scheduled for completion in fall of 2017. The selected contractor, MA Bongiovanni, was mobilized to begin construction in May, however record high water levels in the St. Lawrence River caused an indefinite postponement of the start. Record high water levels persisted throughout the summer months Construction finally began in October and the contractor worked into December before weather forced a stop. If more normal water levels return in spring of 2018, the contractor will be able to finish the work prior to July 4, for the start of the prime tourist season. There was a concern about possible cost overruns because the contractor would have to mobilize equipment and materials a second time, but other savings appear to have the project on budget.

3. Work with TILT, OPRHP, DOT, the Village and private owners to advance the ultimate transformation of the Sissy Danforth Trail into a multiple use Rail-Trail between Clayton and Lafargeville.

Work began on clearing brush so the property boundary and topographic surveys could begin. Preliminary investigation of the integrity of the stone trestle over Black Creek seems to indicate the structure is in excellent shape, although the final report will not be presented to TILT until spring of 2018 when all the survey work has been completed. At that time, TILT staff will prepare another application to NYSOPRHP through the North Country Regional Economic Development Council to tie this trail directly with the existing Clayton Riverwalk. Preliminary contact has been made with private land owners where required for trail integrity, and willing sellers have been identified.

4. Reapply for a NYS Consolidated Funding Grant to rehabilitate and upgrade the infrastructure of many small lodging businesses located throughout the Town of Clayton.

Because of the difficulties experienced with the Main Street Anchor grant it was decided best to not pursue any additional grants from the Dept. of Economic Development until the other project was resolved. This will remain a priority for 2018 as the Governor has identified this type of project as one of his top funding concentrations.

5. Look for opportunities to better the community over the short term, particularly ways to reduce some of the logistical problems that will be faced during the Riverside Drive reconstruction period.

Because of the additional engineering work that was required, as well as the difficult coordination with the various utility companies involved, the Dept. of Transportation has postponed this project to fall of 2018. The CLDC will continue to work with the Village, NYS DOT, National Grid and the other utility companies to limit the disruption the project will create during the 2019 tourist season. The CLDC has begun researching what other communities have done in the past to minimize disruption caused by major projects such as this. A village aesthetics committee has been formed to study the possible use of parking kiosks. This will remain a goal for 2018 and 2019.

6. Assign the Governance Committee the task of updating the CLDC Bylaws and assure the Board of Directions that the Corporation is operating in compliance with the State Public Authorities law.

The Governance Committee had a busy year. It revised the Corporation's Mission Statement to make it more clear and concise by eliminating what was a confusing run on sentence. This, however, did not change the actual Mission of the Corporation, which remained as it has been since the CLDC's inception. This change was adopted by the Board at the December 7, 2017 meeting. The Governance Committee also recommended to the Board new policies to accept donations, establish a Board Designated Operating Reserve, establish a Board Designated Non-Operating Reserve, and add an amendment to the By-Laws to define the Executive Committee as consisting of all the Officers of the Board. The Board of Directors

approved these amendments to the Bylaws at its January 4, 2018 meeting. The CLDC continues to operate in compliance with the State Public Authorities Law, including conducting its annual audit, submitting all required reports in a timely manner, and ensuring that all Board members receive the required triennial training via webinar from the Public Authority Budget Office.

7. Investigate the feasibility of Clayton attracting more cruise ships to its docks to increase business opportunities in the region. The Board of Directors decided this should be a cooperative venture between the Village Trustees and the Chamber of Commerce without any involvement of the CLDC unless specifically asked for assistance.

8. Explore additional revenue generating activities. Since most funding agencies no longer allow administrative fees to be attached to managing grants, it has been difficult to identify sources of income. The Town of Clayton agreed to budget an additional \$5000 to the CLDC (for a total contribution of \$15,000, whereas the Village makes a yearly commitment of \$20,000) for 2018, but would not commit to any additional funding commitment until a Strategic Plan has been completed (see goal 9). To help with the CLDC's funding shortfall, one of the Town Board members volunteered to donate \$1000 to the CLDC and raise another \$4000 through donations from local businesses. As of this date, however, only a total of \$1500 has been received. This donation activity prompted the Governance Committee to generate a new policy on accepting donations from the community.

9. Form a Strategic Planning Committee to chart a path for the future of the Clayton Local Development Corporation. The CLDC appointed 5 members from its Board of Directors and its Executive Director to this temporary advisory committee as provided for in its Bylaws. The committee has met monthly throughout 2017. Five internal strategic areas have been identified: Finances, Programs, Facilities, Human Resources and Regionalization. Specific goals, objectives, and actions have been developed for each area. The Committee has set a goal for completing a draft plan within three months.