



# REQUEST FOR QUALIFICATIONS (RFQ) FOR A MASTER DEVELOPER FOR THE FRINK AMERICA PROPERTY, CLAYTON, NY

Clayton Local Development Corporation (CLDC)

RFQ ISSUED: Friday, October 16, 2009

RESPONSES DUE: 3 pm, Wednesday, December 16, 2009



This document was prepared for the CLDC with funds provided by the New York State Department of State Division of Coastal Resources under Title 11 of the Environmental Protection Fund Act.



## Summary

GENERAL: The Clayton Local Development Corporation (CLDC) is seeking qualifications from development firms to enter into an Exclusive Right to Negotiate agreement and ultimately a development agreement to purchase land and develop a mixed-use development on a 8.4-acre waterfront parcel owned by the CLDC and Town of Clayton and located in the Village of Clayton, New York. Respondents should have experience in complex waterfront development including the development of high quality mixed-use projects with the public sector as partners or as a component of a public project, along with experience working with communities to achieve their revitalization visions.

SITE TOUR: The CLDC is available by appointment to conduct a site tour. See project contact information below. While attendance at a site tour is not a condition for offering qualifications, all interested developers are encouraged to visit the site.

PROCESS: The CLDC is using this RFQ process as a means of identifying interested and qualified developers. It is the intent of the CLDC to develop a shortlist from RFQ respondents to whom a subsequent Request for Proposals (RFP) will be issued in spring 2010. Only those firms short-listed from the RFQ process will be asked to propose in response to the RFP. It is the CLDC's intention to enter into exclusive negotiations with the firm(s) selected from the RFP by the summer of 2010.

OBTAINING THE RFQ: The RFQ and all supporting materials will be made available to interested parties electronically via the following website: [www.claytonldc.org](http://www.claytonldc.org).

SUBMISSION DEADLINE: Responses to this RFQ must be received no later than **3:00 pm, Wednesday, December 16, 2009**. See "Submission Requirements" for more details on the information required. Submittals should be sent to:

Clayton Local Development Corporation  
Attention: Paul E. Heckmann  
405 Riverside Drive  
Clayton, New York 13624

PROJECT CONTACT: Please direct any questions you have about information contained in this RFQ or on the CLDC website to:

Paul E. Heckmann, Chairperson, Frink Property Redevelopment Committee  
Phone numbers: 315.686.3512 ext. 26 (CLDC) • 315.686.2130 (home) • 315.783.2849 (mobile)  
Email address: [frinkrfq@claytonldc.org](mailto:frinkrfq@claytonldc.org)



## I. Site Location

The Frink America property is located in the Village of Clayton, New York which is located in the internationally acclaimed Thousand Islands Region of New York State on the Saint Lawrence River near the Canadian border. The Clayton community is a resort destination that can draw from a market of 8.2 million households within a one-half day's drive. The boundary of the Adirondack State Park is less than 50 miles to the east. The Village of Clayton is less than 20 miles from the start of the Saint Lawrence River at Lake Ontario. Between Clayton and the community of Gananoque on the Canadian side of the river lies Grindstone Island. The driving connection to Canada is less than ten miles to the north where State Route 12 connects with Interstate 81.



Nearest Population Centers (driving distance)  
Watertown, NY: 20 miles, 46,434 people  
Kingston, ON: 47 miles, 146,838 people  
Syracuse, NY: 98 miles, 402,267 people  
Ottawa, ON: 109 miles, 1,063,664 people  
Montreal, QC: 166 miles, 3,426,350 people  
Rochester, NY: 180 miles, 694,396 people







Clayton is home to the world famous Antique Boat Museum, the world's largest fresh water maritime museum with over 200 watercraft, and sponsor of the annual Antique Boat Show.



Clayton is internationally recognized as a sportsman's playground, featuring outstanding freshwater fishing for bass, pike, walleye and muskie and both big game and upland bird hunting on top quality, nearby preserves.



Nearly the entire Village of Clayton downtown district is listed on the National Register. Many buildings date back to the late 1800s and have been well maintained or restored over the years.

## II. Clayton Community Snapshot

### Community data

#### Regional population (2000 Census)

Village of Clayton: 1,861

Town of Clayton: 4,817

Jefferson County: 111,738

Village Land area: 1.6 square miles

Village Median age: 41 years

Median household income: \$31,354

Median housing value: \$202,500

Average monthly rent: \$754

Top three industries employing residents

- 1.Arts, entertainment, food, lodging
- 2.Education, health and social services
- 3.Retail trade

Lodging inventory (Town of Clayton)

Number of establishments: 40

Number of rooms: 377

Open year-round: 10%

### Marketing slogans

"Where the tradition continues"

"Gateway to the Thousand Islands"

### Local description

Clayton has long been a recreational destination for fishing, boating and sightseers with an active corps of marinas, outfitters, and guides catering to these interests. Clayton is also the cultural center of the Thousand Islands Region with three museums, a performing arts center, and a downtown village business district that features several galleries and several unique and independent shops. Recent capital investments by

these institutions and merchants are supporting the community's vision to be a year-round destination.

A major economic generator in the region is Fort Drum just a few miles outside of Watertown. A recent expansion at the army post increased population counts to 16,000 military and 14,000 dependents, and over 3,000 civilian workers.

### Major attractions and amenities

Saint Lawrence River  
Antique Boat Museum  
Clayton Opera House  
Thousand Islands Art Center, Home of the Handweaving Museum  
Thousand Islands Museum  
Fishing, Hunting, and Camping  
Seaway Trail scenic byway  
Art Galleries  
Canoe Point and Picnic Point State Park  
Wreck Diving

More information about the region can be obtained at [www.1000islands-clayton.com](http://www.1000islands-clayton.com). Additional information about the Clayton Community can be obtained at [www.townofclayton.com](http://www.townofclayton.com) and [www.villageofclayton.org](http://www.villageofclayton.org).

### III. Site Background

The Frink America property is an 8.4-acre parcel that was formerly the site of the Frink America Snowplow factory, which was the world's oldest and largest manufacturer of snowplows and other snow fighting equipment. Carl Frink, in fact, invented the steel snowplow in Clayton in 1920.

Prior to the Frink ownership of the property, several New York Central Railroad sidings weaved through the property. Clayton was the northern terminus for the New York Central and the railway station was located just west of the property where Frink Memorial Park is now. From major cities, the railroad brought passengers that would disembark to steamboats that lined the docks, destined for islands and villages up and down the river and north into Canada.

In 2005, the Town of Clayton and the CLDC obtained ownership of the Frink America property. Since then the goals of the community have been to clean the property and facilitate its redevelopment.



*The Frink America property first served as a railroad depot.*



*The New York Central Railroad station and dock, c 1890.*



*Aerial view to the west showing the Frink America facility before the razing of all seven buildings used for the production, installation and shipping of snow plow blades.*



Site remediation was completed in the fall of 2008.



The initial phase of the Clayton RiverWalk- Frink Segment is an eight-foot wide brick walkway located within the public easement on the Frink America property.



Other recent projects in proximity to the Frink America property include the construction of the Thousand Islands Regional Dock and the restoration of the Opera House.

## IV. Current Conditions

### Pre-development updates:

1. All buildings on the site have been removed and site clean up is complete. An approval letter certifying the clean up from the New York State Department of Environmental Conservation (NYSDEC) is anticipated in the fall of 2009.
2. An ALTA survey of the property was completed. The site is generally level.
3. Soil borings were completed for the site.
4. A 25-foot wide public easement was secured along the Frink America property's 1,245 feet long shoreline.
5. A concept master plan was completed to illustrate the community's vision for the redevelopment (see section V).
6. Phase 1 of the Clayton RiverWalk was constructed within the Frink America property's public easement. The New York State Department of State (NYSDOS) contributed matching funds provided under Title 11 of the Environmental Protection Fund for this project.
7. This site has access to municipal water and wastewater; however infrastructure improvements within and to the property are necessary.

The "Due Diligence" section of the project website contains links to documents identified below and other important planning documents. It is recommended that respondents become familiar with these materials in order to aid the quality of their response. The website address is: [www.claytonldc.org](http://www.claytonldc.org).

### Regulatory Framework:

- Zoning: The entire site is zoned RiverWalk C (RC), which allows a wide range of uses, including lodging, retail, office, and multi-family residential. The intent of the zone is to encourage mixed-use development.
- Development Design Guidelines: The Village of Clayton is in the process of reviewing Development Design Guidelines with the intent of adopting them as part of the RC zoning district. The Design Guidelines outline the community's desire for architectural character and treatment of the public realm.



## Public Funding:

- Shoreline Stabilization/Waterside Development Study/Site Amenities: The Town of Clayton was awarded a \$388,000 grant from NYSDOS for shoreline stabilization at the Frink America property and marine engineering feasibility studies that will look at maximizing boating access at the property. A mix of transient docking and private docking for residences located in the Frink America project area is envisioned. The exact split of docking types is subject to design and negotiation. The grant will also provide for RiverWalk site amenity improvements (lighting, signage, benches, etc).
- RiverWalk Overlooks: The Town of Clayton was awarded a \$215,000 grant from the New York State Office of Parks, Recreation, and Historic Preservation for two overlooks adjacent to the Frink America property segment of the RiverWalk.
- Boating Infrastructure Grant (BIG) Program Tier II: The CLDC recently applied for 2010 funding for a transient docking facility at the Frink America Property. The grant application requested \$1.1 million for the estimated \$1.7 million project.
- RiverWalk-Frink Park Segment: The CLDC recently applied for 2010 funding for an extension of the RiverWalk through Frink Park located immediately adjacent to the Frink America property. The grant application requested approximately \$316,000 for the project.



*The Frink America property is a highly visible waterfront property surrounded by the village's historic downtown main street and established residential neighborhoods.*

The Clayton community is also investigating grant opportunities for utility infrastructure improvements.

## Clayton RiverWalk

The Clayton RiverWalk is a key component of the revitalization of Clayton's peninsula that creates unity and focus by integrating the water's edge with the community. The RiverWalk connects neighborhoods, cultural institutions and commercial establishments, all while forming the framework around which high quality public and private development will be organized. The RiverWalk is intended to bring together key destinations within Clayton while conveying the Village's history and traditions through common paving materials, lighting, plaques, banners and interpretive resources. The RiverWalk is divided into three thematic segments: a Time-Honored segment, a Downtown segment and the Frink segment. Each district reflects its own character, but all are unified under the theme of the RiverWalk. The Frink segment is envisioned to add to the success of both the commercial core and Clayton's neighborhoods. This segment will evolve with new commercial establishments, a hotel and residential development on the Frink America property.





## V. Community Vision

Redevelopment of the Frink America property will transform a currently underutilized waterfront property into a vibrant mixed-use extension of the Village's downtown and serve to strengthen Clayton's unique and dynamic waterfront. This project will also strengthen Clayton's position as a regional destination in the Thousand Islands. Below is the community's current concept master plan for the property.

The concept master plan was completed with community input and assistance from EDR, a professional land planning and design firm. The plan was required to be consistent with the Clayton community's Local Waterfront Revitalization Plan (LWRP) and zoning. The result of this effort was widely endorsed and provided a clear sense of what the community wants to achieve in the development of the Frink America property. The vision articulated in the plan will serve as a point of departure for any further planning for the Frink America property.



The most important redevelopment objectives expressed in the concept plan are:

1. A mix of uses, including a hotel with landmark qualities, town homes/condominiums with waterfront views, and commercial/retail/office space intermingled with the residential uses.

2. A first class public/private docking system. The public docking system (with electric and water hook-ups and an adjacent toilet / shower) would accommodate transient boaters in order to increase overnight mooring capability and, thus, increase the opportunity for boaters to visit the village's shoreline parks, cultural and commercial establishments. The private docking system would accommodate individual owners of the adjacent condos or guests in the hotel. A breakwater would facilitate docking and would protect the boats in all weather conditions.

3. An extension of the Village's street network, which could include the extension of Clayton's 'Main Street' (Riverside Drive) so that it parallels the Frink America property's shoreline and the existing RiverWalk.
4. A building scale, placement, and architectural treatment that blends with the historic Village of Clayton fabric.
5. Consideration of green building techniques in compliance with the U.S. Green Building Council's LEED rating system or similar certification standards.



## VI. Submission Requirements

The respondent to this RFQ must submit:

- One (1) original unbound copy of the RFQ response;
- Eight (8) bound hard copies of the RFQ response; and
- One (1) electronic PDF file of the RFQ response contained on a CD.

Please tab sections for easy reference and limit your responses to no more than 30 pages (tabs, letter of interest, and resumes will not count toward the page maximum). Responses must be marked "Response to Request for Qualifications For a Master Developer of the Frink America Property" and addressed to:

**Clayton Local Development Corporation**  
**Attention: Paul E. Heckmann**  
**405 Riverside Drive**  
**Clayton, New York 13624**

**Responses must be received by 3:00pm on Wednesday, December 16, 2009.** Responses may be sent by mail or hand delivered; however, if sent by mail, the responsibility of their timely delivery is wholly upon the respondent. Faxed or emailed responses to this RFQ will not be accepted in lieu of delivery of hard copy.

## VII. Information Required

Responses to this RFQ must include the information listed below.

### A. Master Developer/Development Team Identification and Credentials

1. Cover Letter of Interest from Master Developer
2. Master Developer Identification:
  - a. Name, address, phone number, fax number, and web page.
  - b. Email address of primary point of contact.
  - c. Brief history and description of your firm and likely project team.
  - d. Resumes of key individuals and description of roles.
3. Identification of the Development Team
  - a. Include resumes and the roles of each development team member.



## B. Relevant Development Experience

1. Provide a minimum of one, and no more than five, relevant projects undertaken and completed. For each listed project please provide the following:
  - a. Project name, type (i.e. urban revitalization/waterfront/mixed use development) and location.
  - b. Summary description, including project size (in total SF and SF per use), uses, densities, and other relevant information regarding SF/unit allocation.
  - c. The precise role of the development entity, its principals, partner(s) and team members.
  - d. Description of the unique challenges of the project(s) and the how they were addressed;
  - e. Public/Private structure and current ownership and financial structure.
  - f. Project cost (budgeted and actual).
  - g. Capital and financing sources utilized.
  - h. Economic performance-project profitability.
  - i. Development timing/phasing/date opened (original schedule/final schedule).
  - j. Master planning elements and investment in public amenities (open space, parks, streets, and infrastructure).
  - k. Notable architectural, urban design, and other design aspects of the project(s) (provide photographs).
  - l. Distribution of mixed use types (both as proposed and as implemented).
  - m. Project and property management.
  - n. Public/private partnerships.
  - o. Sustainable development principles and practices.
  - p. One client reference per project, including contact name, telephone, and email address.

## C. Financial Capability

1. Composition of developer's current real estate portfolio as of the RFQ issuance date.
2. Developer's recent history (last 5 years prior to RFQ issuance date) in obtaining financing commitments for real estate development projects, detailing type of project, financing source and amounts committed.
3. Two bank references for the developer and financial equity partner.
4. Provide a narrative, with at least one detailed example illustrating the development team's involvement:
  - a. In utilizing financing mechanisms for the development of infrastructure.
  - b. In structuring complex, public/ private financing plans.

## D. Vision and Development Strategy

The Vision and Development Strategy should outline the development team's approach to developing the Frink America property. The purpose of the Vision and Development Strategy is to define the development approach and allow the CLDC to determine whether the respondent understands the following:

1. Technical and regulatory issues associated with the proposed waterfront development.
2. Phasing opportunities.
3. Coordination with the proposed docking improvements.
4. Requirements of the Master Developer to build the necessary infrastructure according to Village of Clayton standards.
5. The importance of consistency with the community vision for the development.

The RFQ is intended to identify a developer who is able to work with the Clayton community to develop a plan for the Frink America Property. Conceptual designs are not requested at this time.

## VIII. Selection Process

The selection of a master developer will be an open and transparent two-step process.

The first step is this Request for Qualifications (RFQ). The objective of the RFQ is to identify the most interested and qualified developers based on the key factors outlined in this RFQ. Additional materials may be requested by the CLDC. It is the intent of the CLDC to develop a short list of the most highly qualified developers. The CLDC may or may not elect to interview respondents prior to developing a shortlist.

The second step will consist of issuing a Request for Proposals (RFP) to the developers shortlisted from the RFQ process. The RFP will be more specific about the scale, type, and configuration of development that would be acceptable to the Clayton Community. It is the CLDC's intention to enter into exclusive negotiations with the master developer selected from the RFP by the spring of 2010.

## IX.RFQ Evaluation Criteria

The selection of a qualified master developer will be based on the following criteria:

- A. Quality of development team and its experience;
- B. Financial ability to fund development;
- C. Demonstrated success financing and developing relevant projects;
- D. Demonstrated ability working on a successful public-private development project involving new construction;
- E. Experience working with communities on highly political development projects;
- G. Vision and development strategy;
- H. Ability to manage projects within schedule and budget; and
- I. References.

The selection committee may request interviews with the most qualified individuals and/or firms.



## X. Key Dates

Below is the schedule for the RFQ/RFP process. The CLDC reserves the right alter the schedule as necessary.

### RFQ Process

Issue RFQ	October 16, 2009
Site tour (optional; by appt.)	October-December 2009
Deadline for written questions	November 16, 2009
Answers to questions	December 1, 2009
RFQ responses due	3:00pm, December 16, 2009
RFQ response review and shortlist	January 2010
Shortlist notification	February 2010

### RFP process

Issue RFP to shortlist	February 2010
RFP responses due	April 2010
RFP review and interviews	May 2010
Notification of Preferred Master Developer	May 2010
Exclusive negotiation period	May-September 2010

## XI. General Conditions

1. The CLDC reserves the right to modify or cancel the selection process or schedule at any time. Additionally, the CLDC may seek clarification or additional information from proposers, including but not limited to evidence of their financial status, as it deems necessary to the evaluation of the response.
2. This RFQ does not commit the CLDC to sign an agreement, award a contract, or to pay any costs incurred in the preparation of a response to this RFQ. Town Board and Village Board approval will be required.
3. All documents, conversations, correspondence, etc. between the CLDC and developers are public information subject to the laws and regulations that govern the CLDC, unless specifically identified otherwise.
4. The CLDC will disclose all available information about the conditions of the site, including utilities, soils, or other surface or subsurface conditions. The respondent shall make its own conclusions concerning such conditions.