



TOWN OF SOUTHOLD

ECONOMIC CHAPTER OF THE COMPREHENSIVE PLAN UPDATE

GOALS AND OBJECTIVES

March 11, 2011

Southold Town is facing development pressure, and has growing concerns regarding the economic conditions of the future. The Town wishes to retain and enhance the vitality of its downtowns and hamlet centers, while avoiding retail sprawl. Moreover, the Town desires to attract uses that will strengthen each of the hamlet centers, while retaining existing businesses, the community character and the uniqueness that is Southold.

This chapter of the Town's Comprehensive Plan addresses economic development that is appropriate for Southold. The following goals and objectives are the result of public input, the Town's history, data collection, interviews with representatives from key businesses, organizations and industries in Town, past economic development initiatives, changing demographics and socio-economic characteristics of the Town's residents, an inventory of businesses in Town, and other factors driving the Town's economy. Several appendices to this chapter are available for further insight as to how these goals and objectives were formulated. **Appendix A** illustrates the economic chapter methodology; **Appendix B** includes the review of past planning and economic development initiatives; **Appendix C** includes the demographic inventory and analysis specific to the economic chapter; **Appendix D** includes a business inventory; **Appendix E** includes a zoning and build-out analysis; **Appendix F** includes a tax base analysis; **Appendix G** includes an industry profile; **Appendix H** includes a leakage analysis; and **Appendix I** includes the key points from a series of interviews with key stakeholders, business owners, organizations and industries in the Town.



Goal 1:

Encourage new, and facilitate the growth of existing business sectors – including agriculture, aquaculture, health care, renewable energy, tourism, light industrial, retail/service-based and the maritime-related industry – that pursue stable and sustainable employment.

Objectives:

- 1-1. Establish a Southold Town Economic Development Committee to ensure successful implementation of goals and objectives in this and other chapters of the Comprehensive Plan Update.*

Southold Town does not currently have a department or committee whose primary responsibility includes economic development. As such, it is recommended that the Town establish an Economic Development Committee, who will be responsible for the successful implementation of the goals and objectives in this chapter of the Comprehensive Plan Update, as well as other economic development initiatives in the future.

Responsible Parties: Southold Town Board.

Possible Partnerships: This committee should represent a range of businesses and industries in Town, including representatives from Mattituck Chamber of Commerce, North Fork Chamber of Commerce, Chamber of Commerce of Eastern Connecticut, Fishers Island Community Board, Fishers Island Ferry District, Southold Business Alliance, North Fork Promotion Council, Long Island Farm Bureau, Long Island Wine Council, local school districts, local businesses and representatives from a range of industries, and interested Town residents, including high school students. In addition, and in an effort to foster collaboration between the two jurisdictions, the Committee should include representatives from the Village of Greenport.

Possible Funding Sources: N/A

Timeline for Implementation: To be determined

- 1-2. Develop a formal Business Retention and Expansion Program through Town government.*

The ability of the Town to keep their existing businesses is often easier than attracting new businesses to Town. An interview with Strong's Marine indicates the company's philosophy of devoting 75% of their time to their existing clients, while the other 25% of their time is spent attracting new clients. Townwide efforts in business attraction and retention should employ a similar focus, and a Business Retention and Expansion Program would set out to do just this.

A Business Retention and Expansion Program would seek to identify and understand the issues and obstacles faced by a variety of local businesses in Town, through a series of detailed surveys, interviews, meetings and organization of representatives from key businesses throughout the Town. The program will assist in understanding the immediate concerns among local businesses, seeking to improve Townwide efforts in retaining and encouraging growth. Coordination with officials from the Village of Greenport would strengthen this program. Findings would be funneled into an action and implementation plan that focuses on the successful retention of business in Town. Once the core



issues and obstacles are addressed within the community, the business climate is bound to improve. Upon witnessing a successful business climate, this program will assist in marketing and attracting new business to Town, and will therefore allow for an increased provision of stable and sustainable employment opportunities for current and future residents of the Town.

1-2a. Develop a formal Business Retention and Expansion Program specific to Fishers Island.

The needs of businesses and the local economy on Fishers Island vastly differ from those of mainland Southold. As such, it is recommended that a separate Business Retention and Expansion Program be developed to address these needs. In addition to the identification of issues and obstacles faced by local businesses, and a business needs analysis, this program should include a thorough examination of the types of businesses that can be attracted and retained to the Island that will increase the year-round Island population.

Responsible Parties: Southold Town Economic Development Committee, Fishers Island Community Board, Southold Town Board.

Possible Partnerships: Local high school students, Fishers Island Ferry District, Village of Greenport, Suffolk County Department of Labor, Suffolk County Department of Economic Development and Workforce Housing.

Possible Funding Sources:

- New York State Housing Trust Fund Corporation, Office of Community Renewal in coordination with New York State Division of Housing and Community Renewal – New York Main Street Program
- New York State Council on the Arts – Architecture, Planning and Design Program
- United States Department of Housing and Urban Development – Community Development Block Grant Entitlement Communities Grants
- United States Department of Agriculture Rural Development – Rural Business Opportunity Grant

Timeline for Implementation: To be determined

1-3. Strengthen job-training and workforce development within the Town through partnerships with educational institutions throughout the region to ensure that residents are trained in the fields that align with the Town's established and emerging business sectors, including agriculture, aquaculture, health care, renewable energy, tourism, light industrial, retail/service-based and the maritime-related industry.

Interviews with several businesses and stakeholders within the community have indicated that the effort to find skilled workers make Southold Town a less desirable place to start or relocate a business. Moreover, the aging workforce within Southold Town raises concerns as to what will happen when veteran workers retire. When coupled with an estimated townwide unemployment rate of 9.8%, an uncertain economic future, and a desire to reverse the “brain drain”, an improved job-training and workforce development program would assist with the provision of stable and sustainable employment opportunities for the diverse base of current and future residents of the Town.



Program curriculum should focus on bolstering skill sets within both the established industries within the Town, as well as the up-and-coming industries that the next generation is interested in. These include agriculture, aquaculture, health care, renewable energy, tourism, light industrial, retail/service-based (especially on Fishers Island, where service-based businesses such as housekeeping, caretaking and catering comprise the strongest industry) and the maritime-related industry. In addition, it is recommended that the program include a branch specific to job placement for high school and college students, with the aim at increasing the number of employment opportunities for the youth in the Town of Southold. Such program curriculum – for both adults and students – should include those aimed at both blue-collar and white-collar employment opportunities. Coordination with officials from the Village of Greenport would strengthen these partnerships.

Responsible Parties: Southold Town Economic Development Committee.

Possible Partnerships: Local school districts, Village of Greenport, Dowling College, St. Joseph's College, Stony Brook University, Suffolk County Community College, University of Connecticut, Cornell Cooperative Extension, Eastern Suffolk BOCES, Brookhaven National Lab, Renewable Energy Long Island, Suffolk County Department of Economic Development and Workforce Housing, Suffolk County Department of Labor, New York State Department of Labor.

Possible Funding Sources:

- United States Department of Labor, Employment and Training Administration, American Recovery and Reinvestment Act
 - Green Capacity Buildings Grants
 - Community Based Job Training Grants
 - Pathways out of Poverty
 - Energy Training Partnership Grants
- New York State Department of Agriculture and Markets – New York State Agricultural Workforce Certification Program
- New York State Energy Research and Development Authority – Workforce Development Training Partnerships for Energy Efficiency
- United States Department of Agriculture Rural Development
 - Rural Business Opportunity Grant
 - Rural Business Enterprise Grant Program

Timeline for Implementation: To be determined

1-4. Support local business through the creation of a Business and Entrepreneurship Center.

Several stakeholder interviews suggested the need for a place that interested persons and existing businesses could go for guidance in starting/expanding their business in Town. A Business and Entrepreneurship Center would serve these needs through assisting local entrepreneurs and small businesses with successful marketing tactics, business plan preparation, funding sources, incentives, and finding available property in Town – all of the resources that small businesses require, but have difficulty attaining on their own.

In addition, the Town should explore whether such a Center could be coupled with a business incubator, which would allow new businesses and entrepreneurs to share the costs of space and



services. Coordination with officials from the Village of Greenport would strengthen the formation of such a Center.

Such a Center could also serve as a central location to assist local residents and employers with other resources pertinent to both finding employment and seeking qualified employees. This would serve to assist seasonal workers, seniors re-entering the workforce, and the youth, among others. Furthermore, the Center could serve as a location for future job fairs, conferences, and/or seminars dedicated to growing the local employment base.

A Business and Entrepreneurship Center would likely be most efficient by taking the form of a satellite center of another similar and established Center on Long Island. When examining a location in Town, it is suggested that the Town consider historic preservation, renovation, adaptive reuse of an existing structure or sharing space with an existing or vacant community building, such as the Peconic School or the Human Resource Center.

1-4a. Coordinate with Southold Youth Bureau and/or local school districts to create a program at the Business and Entrepreneurship Center for high school students.

Once the Business and Entrepreneurship Center is established, a program specific to the needs and interests of local high school students should be created. Such a program would teach local high school students about entrepreneurship and business planning, as well as providing mentorship opportunities. This would generate interest among students in what the Town has to offer, as well as fostering additional employment opportunities for the youth in the Town. Such a program has the potential to assist in reversing the “brain drain” through attracting recent college graduates and young professionals back into the Town’s diverse workforce.

Responsible Parties: Southold Town Economic Development Committee, Southold Town Board.

Possible Partnerships: Local school districts, Southold Youth Bureau, Southold Business Alliance, Village of Greenport, Mattituck Chamber of Commerce, North Fork Chamber of Commerce, Chamber of Commerce of Eastern Connecticut, Fishers Island Community Board, an existing Small Business Development Center such as the one at Stony Brook University or Dowling College, Suffolk County Department of Labor, Suffolk County Industrial Development Agency, Suffolk County Department of Economic Development and Workforce Housing, New York State Department of Labor, United States Small Business Administration.

Possible Funding Sources:

- United States Department of Labor, Women’s Bureau and the Employment and Training Administrations Office of Apprenticeship – Women in Apprenticeship and Nontraditional Occupations Grants
- Empire State Development – Entrepreneurial Assistance Program
- United States Department of Agriculture Rural Development
 - Rural Business Opportunity Grant
 - Rural Business Enterprise Grant Program

Timeline for Implementation: To be determined



- 1-5. *Work with the local New York State legislators to repeal the MTA tax to lessen the burden on local businesses.*

Interviews with local stakeholders indicate that many local businesses struggle with taxation. While property taxes are necessary to cover the cost of providing an array of community services, it is felt that the taxes paid to the Metropolitan Commuter Transportation District do not directly benefit businesses in Southold. As such, it is recommended that the Town work with State legislators to repeal the tax and lessen the taxation burden on local businesses.

Responsible Parties: Southold Town Economic Development Committee, Southold Town Board.

Possible Partnerships: Metropolitan Transportation Authority, New York State Legislature, New York State Department of Taxation and Finance.

Possible Funding Sources: N/A

Timeline for Implementation: To be determined

- 1-6. *Rezone parcels along Village Green in Fishers Island from residential to commercial to increase the land area available for commercial uses that provide needed goods and services, as well as potential business opportunities and jobs for local residents.*

Fishers Island has two “downtown” hamlet centers – at the area surrounding the ferry terminal, and along the Village Green. According to interviews with key Island stakeholders, Fishers Island is losing commercial space to residential use in the Village Green – home to the Post Office, Fire Department, liquor store, Beach Plum, and several seasonal shops. In addition, the News Café and the Ferguson Museum are located just south of the Village Green, making it an appropriate location for the provision of future retail goods and services that support Island residents.

Over the past few years, several businesses located along or proximate to the Village Green have been sold and converted to residential units. Others have sold their businesses but remained in their homes, in essence converting the unit to one that is strictly residential in use. In an effort to retain the hub of commercial activity along the Village Green, the Town should rezone this part of the Island to ensure that this downtown setting remains viable into the future.

Responsible Parties: Southold Town Economic Development Committee, Southold Town Planning Board, Southold Town Board, Fishers Island Community Board.

Possible Partnerships: N/A

Possible Funding Sources: N/A

Timeline for Implementation: To be determined



- 1-7. Work with the local chambers of commerce to develop additional incentives and programs aimed at increasing membership and active involvement of local businesses.*

There exist many opportunities to members of the local chambers of commerce, including networking, advertising and marketing, member-to-member discounts, workshops, guest speakers, community events, and for members of the Chamber of Commerce of Eastern Connecticut – access to health care. Membership within the North Fork Chamber of Commerce translates into an automatic membership within the North Fork Promotion Council, which provides additional advertising and marketing to local businesses. All member businesses – both on mainland Southold and on Fishers Island – should continue to be informed of available benefits, and encouraged to take full advantage of such resources.

While the local chambers provide an important role in the Town’s economy, continued efforts should be made to encourage stronger participation and community outreach. The Town should work in concert with the local chambers to develop additional incentives aimed at increasing membership and active involvement.

- 1-7a. Partner with the local chambers of commerce to enhance welcoming initiatives to new business in the community.*

Upon the opening of new businesses, the Town should notify the applicable chamber(s) of commerce. Upon notification, the chamber of commerce and a member of the Town’s Economic Development Committee should deliver a “welcome basket” to the new business within one month of the commencement of operations. The team should introduce themselves as representatives of the business community and explain the benefits of chamber membership and the role of the Economic Development Committee, as well as available resources for small businesses, including those offered at the Business and Entrepreneurship Center. It is further recommended that local chambers of commerce consider free or discounted member dues for the first year. A certificate of such exemption of member dues, along with maps of the community, a calendar of events, community and chamber contacts, and other pertinent information should be included within each “basket” during this introduction and welcome visit. Such initiative will go a long way in assisting new business, and emphasizing the Town’s business climate as one that is welcoming and supportive of local businesses development.

- 1-7b. Work with the local chambers of commerce to form an existing business and industry awards program that provides formal recognition to successful area businesses and innovative initiatives.*

It is recommended that the Town work with the local chambers of commerce to acknowledge successful initiatives through a “Business of the Month/Quarter” or similar-type of frequent recognition. The awarded business should be spotlighted on the local chambers’ websites, as well as the North Fork Promotion Council, the Suffolk Times, and other virtual and physical publications throughout Town. Moreover, the Town and the local chambers should investigate additional ways to promote these award recipients through incentives such as discounted purchases, membership dues coverage, and a month’s worth of free advertising, among others.

Responsible Parties: Southold Town Economic Development Committee, Chamber of Commerce of Eastern Connecticut, Mattituck Chamber of Commerce, North Fork Chamber of Commerce.



Possible Partnerships: Fishers Island Community Board, North Fork Promotion Council, The Suffolk Times, Fishers Island Community Board, Long Island Convention & Visitors Bureau and Sports Commission.

Possible Funding Sources:

- New York State Energy Research and Development Authority – Next Generation Emerging Technologies for End-Use Efficiency

Timeline for Implementation: To be determined

1-8. *Improve industry-academic links and expand business-education partnerships such as vocational education/training, corporate job shadowing programs, internships and other mentoring programs focused on the targeted sectors of agriculture, aquaculture, health care, renewable energy, tourism, light industrial, retail/service-based and the maritime-related industries through a partnership between the Southold Youth Bureau and local school districts.*

The three mainland high schools have formed a Business Advisory Board that works with local businesses to provide students with career education. In addition to its partnership with Eastern Suffolk BOCES, these programs allow students additional opportunities to explore careers that interest them through a variety of programs. The Southold Youth Bureau should continue to work with the local schools – both mainland and Fishers Island – to encourage additional public-private partnerships with businesses in Town. The local schools should work to boost student participation through increasing the number and type of opportunities being offered, including educational and training programs that appeal to the next generation within the targeted industry sectors of agriculture, aquaculture, health care, renewable energy, tourism, light industrial, retail/service-based (especially on Fishers Island, where service-based businesses such as housekeeping, caretaking and catering comprise the strongest industry) and the maritime-related industries. Targeted businesses should include Cornell Cooperative Extension, Eastern Long Island Hospital, Peconic Landing and other businesses that cater to the Town's aging population, North Fork Promotion Council and Peconic Land Trust, in addition to local farms, fishing industries, marinas, wineries, and/or hospitality, restaurants, banks, auto-motive repair, electricians, plumbers, HVAC technicians and other service-based establishments in Southold Town and Greenport Village. This will ensure that the skills of high school graduates meet the needs of the large employers and prominent industries in Town, while fostering interest in returning to Southold upon graduating from college.

In addition to short-term job shadowing programs, year- and multi-yearlong employment opportunities should be explored that match student interests with employer's needs. Year-round and summer job opportunities should be surveyed within the community and then posted within the Guidance Office at each of the four high schools. In turn, this could foster additional employment opportunities – within a variety of local industries – for the youth in the Town of Southold, and may help to reverse the “brain drain,” giving students another reason to consider coming back to their hometown after graduation.

Responsible Parties: Southold Town Economic Development Committee, Southold Youth Bureau, Fishers Island Community Board.



Possible Partnerships: Local school districts, Youth Advisory Council, Business Advisory Board, Village of Greenport, Chamber of Commerce of Eastern Connecticut, Mattituck Chamber of Commerce, North Fork Chamber of Commerce, Suffolk County Department of Labor, Suffolk County Department of Economic Development and Workforce Housing, New York State Education Department, New York State Department of Labor, Eastern Suffolk BOCES, Cornell Cooperative Extension.

Possible Funding Sources:

- United States Department of Labor, Employment and Training Administration, American Recovery and Reinvestment Act
 - Green Capacity Buildings Grants
 - Community Based Job Training Grants
 - Pathways out of Poverty
 - Energy Training Partnership Grants
- New York State Department of Agriculture and Markets – New York State Agricultural Workforce Certification Program
- United States Department of Agriculture Rural Development
 - Rural Business Opportunity Grant
 - Rural Business Enterprise Grant Program

Timeline for Implementation: To be determined

1-9. *Seek to reverse the “brain drain” through the attraction and retention of recent college graduates and young professionals to the Town’s diverse workforce.*

On the whole, residents of the Town of Southold are much older than those of Suffolk County, as evidenced by a Townwide median age that is nearly ten years older. The Town’s large senior population and relatively small population of college-aged persons and young professionals have resulted in the need for the Town to diversify their population for a sustainable future.

1-9a. *Provide various job opportunities – including entry-level and professional positions – that meet the needs of recent college graduates and young professionals.*

It is recommended that the Town of Southold partner with the Town of Riverhead and the Village of Greenport to create a joint task force to find ways to create a significant number of regional entry-level and professional jobs for recent graduates and young professionals. The task force could survey local businesses – including large employers such as Eastern Long Island Hospital and Peconic Landing and other businesses that cater to the Town’s aging population, as well as local farms, fishing industries, marinas, wineries, and/or hospitality, restaurants, banks and other service-based establishments – about their upcoming employment needs, and work with area colleges and universities – including Dowling College, St. Joseph’s College, Stony Brook University, Suffolk County Community College (as well as other institutions further west), and University of Connecticut – to recruit graduates to the east end and fill these positions. This should be revisited on an annual basis, to encourage a constant influx of younger residents.



1-9b. Ensure an array of housing alternatives – including both affordable and workforce options – that meet the needs of recent college graduates, young professionals and other members of the Town’s diverse workforce.

A diverse housing stock – both affordable and workforce, rental and owner-occupied – is demanded within all parts of Town. Recent college graduates, young professionals and young families have difficulty affording housing in Southold, which in part has resulted in an invaluable loss of talent, diversity and resources, as well as a much older population when compared to other parts of Suffolk County.

In order to become more of a live-work community (currently, 55.8% of residents live and work within the Town), the Town must provide housing that accommodates those who wish to live there – especially recent college graduates and young professionals. The *2005 Hamlet Study* and the *2007-08 Hamlet Stakeholder Initiatives* identified providing affordable and diverse housing as a priority of the Town. In addition, stakeholder interviews and public participation efforts suggested the need for additional affordable and workforce housing in all parts of Town. To do this, it is recommended that the Town encourage the conversion of apartments above hamlet center storefronts, as well as the preservation, renovation, reuse and adaptive reuse of historic and vacant structures. Such housing units could be considered for locating – at least partially – within the Feather Hill Shopping Center. It’s proximity to downtown Southold would make it an ideal location for the conversion of apartment units from the existing vacant commercial uses which are better suited for a location downtown.

In addition, the Town should encourage development similar to The Cottages, with housing alternatives including rental properties, as well as condominiums and other smaller-sized owner-occupied housing, with the provision of incentives to property owners and local developers who do so. Wherever possible, the Town should target new residential development within the hamlet centers and HALO zones.

1-9c. Create a set of incentives aimed at providing financial assistance for first-time homebuyers.

In addition to the provision of affordable housing options, an alternative solution is to provide incentives for recent college graduates, young families and other members of the Town’s diverse workforce to purchase a home in Southold Town. Such incentives could include easing the tax burden through property tax credits and deductions, a reduced payment for municipal services, legal counsel, and/or a reduction in assessment that would phase out over a short period of time in exchange for collaborative volunteering efforts with various Town committees and/or initiatives.

Responsible Parties: Southold Town Economic Development Committee, Southold Town Housing Advisory Commission, Fishers Island Community Board.

Possible Partnerships: Suffolk County Department of Economic Development and Workforce Housing, New York State Division of Housing and Community Renewal.

Possible Funding Sources:

- Environmental Protection Fund – Historic Preservation Program
- Empire State Development – Restore New York Communities Initiative



- New York State Housing Trust Fund Corporation, Office of Community Renewal in coordination with New York State Division of Housing and Community Renewal – New York Main Street Program
- New York State Housing Trust Fund Corporation
 - New York State HOME Program
 - Homes for Working Families Program
- New York State Council on the Arts – Architecture, Planning and Design Program
- United States Department of Housing and Urban Development – Community Development Block Grant Entitlement Communities Grants

Timeline for Implementation: To be determined

1-10. Ensure the provision of various housing options for the Town's ever-growing senior population.

Southold is comprised of a much larger share of older residents than other parts of Suffolk County, as evidenced by a Townwide median age that is ten years older than the County. As the population in the Town continues to age, resources geared toward a retired population – namely senior housing – will be demanded throughout the community.

A diverse housing stock for senior residents – rental and owner-occupied, affordable and market-rate, as well as naturally occurring retirement communities – is demanded within all parts of Town. Despite the recent construction of Peconic Landing and the operations of other assisted living communities and skilled nursing facilities that cater to the Town's aging population, stakeholder interviews have revealed that there exists a vast unmet need for senior housing, especially affordable options for active senior residents. Many of the Town's senior residents are moving to Riverhead and other places farther west since they are unable to find housing that fits their needs in Southold. In addition, residents of Fishers Island that were formerly provided with housing through their employers, are being forced to leave the Island upon retirement, due to a lack of housing that can accommodate their budget.

The Town should work to ensure that such senior housing alternatives are provided throughout the community. This can be done through the preservation and renovation, reuse or adaptive reuse of historic and vacant structures and the provision of incentives to property owners and local developers who do so. Wherever possible, the Town should target new senior housing within the hamlet centers and HALO zones.

Responsible Parties: Southold Town Economic Development Committee, Southold Town Housing Advisory Commission, Southold Town Senior Services, Human Resource Center, Fishers Island Community Board.

Possible Partnerships: Suffolk County Department of Economic Development and Workforce Housing, New York State Division of Housing and Community Renewal, Suffolk County Office for the Aging.

Possible Funding Sources:

- Environmental Protection Fund – Historic Preservation Program



- Empire State Development – Restore New York Communities Initiative
- New York State Housing Trust Fund Corporation, Office of Community Renewal in coordination with New York State Division of Housing and Community Renewal – New York Main Street Program
- New York State Housing Trust Fund Corporation
 - New York State HOME Program
- New York State Council on the Arts – Architecture, Planning and Design Program
- United States Department of Housing and Urban Development – Community Development Block Grant Entitlement Communities Grants

Timeline for Implementation: To be determined

1-11. Continue to support the arts industry through the provision of live/work space in appropriate areas of the Town.

The arts are an invaluable part of the local economy. The visual arts, music, theatre, literature and publishing all play a strong role in the history and tradition of the Town’s culture and local economy. Artisans, gallery owners, actors, musicians, painters, instructors and local craftsmen are all part of the tourist attraction which contribute to the vibrant hamlet centers and quality of life. The Town should ensure the provision of studio space and/or affordable live/work spaces in appropriate areas of the Town. Such space could take the form of studios located above other uses, or designated vacant buildings could be converted to studio space and/or a business incubator for young artists in the community. This type of development should be targeted to the Town’s hamlet centers to increase vitality and the overall strength of the industry in Town.

Responsible Parties: Southold Town Economic Development Committee, Southold Town Housing Advisory Commission, Southold Town Board, Fishers Island Community Board.

Possible Partnerships: East End Arts Council, North Fork Promotion Council, Long Island Convention & Visitors Bureau and Sports Commission, Suffolk County Office of Film and Cultural Affairs, Suffolk County Department of Economic Development and Workforce Housing.

Possible Funding Sources:

- New York State Council on the Arts
 - Architecture, Planning and Design Program
 - Arts Education Program
 - Folk Arts Program
 - Literature Program
 - Music Program
 - Visual Arts Program
- Environmental Protection Fund – Historic Preservation Program
- Empire State Development – Restore New York Communities Initiative
- New York State Housing Trust Fund Corporation, Office of Community Renewal in coordination with New York State Division of Housing and Community Renewal – New York Main Street Program

Timeline for Implementation: To be determined



Goal 2:

Promote economic development to occur in an efficient manner that ensures an adequate tax base, without compromising the unique character of the Town.

Objectives:

- 2-1. *Promote public-private partnerships and ways to improve the quality of life for Town residents through all future development initiatives.*

Public-private partnerships – or agreements between a public agency and a private sector entity – can vastly revitalize a given community and the quality of life for its residents. Oftentimes, such partnerships can provide an improved level of service and quality of life, at reduced costs to Town government. Successful partnerships can result in a greater level of public safety, educational opportunities, healthier residents, an enhanced transportation network, infrastructure improvements and revitalized communities.

A good example of a small, but successful design-related public-private partnership in Town is the public square in between the municipal parking lot and Capital One in Mattituck. This paved “pocket park” includes landscaping, sitting areas and tables with built-in checker/chess boards. The Town should work with private developers to ensure that these, and other type of features including landscaping, sitting areas, sidewalks, and/or pedestrian access are worked into all future developments seeking to locate in Southold.

Responsible Parties: Southold Town Economic Development Committee, Southold Town Architectural Review Committee, Southold Town Recreation Department, Southold Town Planning Board, Southold Town Board.

Possible Partnerships: N/A

Possible Funding Sources:

- Department of Interior, United States Fish and Wildlife Service, in coordination with New York State Office of Parks, Recreation and Historic Preservation – Boating Infrastructure Grant Program
- New York State Housing Trust Fund Corporation, Office of Community Renewal in coordination with New York State Division of Housing and Community Renewal – New York Main Street Program

Timeline for Implementation: To be determined

- 2-2. *Determine specific types of retail goods and services, if any, that should be actively sought out through a series of public meetings held by Town government. Differentiate these business sectors between those that can be supported by a year-round population within mainland Southold and Fishers Island.*

A Leakage Analysis (**Appendix H**) was prepared that examines consumer spending habits and compares them to sales data of various goods and services to determine whether the demand for



various types of retail is met – both on a Town-wide basis, and also specific to Fishers Island. The findings of the Leakage Analysis reveal that numerous retail goods and services are unavailable or underrepresented within both mainland Southold and Fishers Island. However, given Southold Town’s unique character, most of this underrepresentation is appropriate – particularly among larger retail stores and warehouse-type stores that can be found in abundance within a relatively short drive to Riverhead or elsewhere. Regardless of the ability of Riverhead retailers to fill the majority of the need for Southold Town consumers, there are many demands for local goods and services that can and should be supplied within Southold Town.

Moreover, while there are dozens of industries with a strong demand on Fishers Island, very few of these industries are appropriate for the character of the Island. Furthermore, most of these business sectors would not be able to sustain themselves year-round on Fishers Island. Despite this, interviews with Island residents indicate that there remains a substantial unmet demand for various goods and services among the Island’s year-round population.

In an effort to determine which of these business sectors should be pursued, it is recommended that the Town hold a series of public meetings to gather input from the community. Only those business sectors that are likely to be economically viable year-round and those that fit into the community character of both mainland Southold and Fishers Island should be considered for further business attraction efforts.

2-2a. Create a series of tax, zoning and infrastructure incentives to encourage all new businesses to locate in the Town’s existing hamlet centers and use existing buildings whenever possible.

In keeping with Southold’s unique character, it is recommended that all new businesses locate in the designated hamlet centers. Not only will this increase the liveliness of Southold’s downtowns, but it will help curb sprawl while preserving the open space that is so critical in keeping with the Town’s unique character.

In an effort to encourage that businesses locate in the existing hamlet centers, it is recommended that the Town create tax and zoning incentives that will be made available to all businesses wishing to locate downtown, as well as to existing businesses to remain in the hamlet centers. These tax incentives could include PILOT programs, municipal tax exemptions and abatements, expedited review process and waived fees, increased density, coverage of chamber of commerce membership dues, infrastructure improvements, and other incentives deemed appropriate by Town government. In addition, the Town should create alternative incentives aimed at improving public infrastructure that will enhance local businesses in downtown settings. Incentives such as municipal parking areas, pocket parks, sidewalks and/or the provision of sitting areas would greatly benefit the opportunities for local businesses in Town. The Town should work with local realtors to ensure that this information is made available to all businesses expressing interest in locating within the Town.

2-2b. Encourage the attraction and retention of locally-owned businesses.

Southold has a distinct character, completely unlike all other places on Long Island. Southold is a quaint and charming Town comprised of viable farmland, scenic views, commercial nodes, residential neighborhoods, and over 160 miles of shoreline. Many of the Town’s residents have lived in Southold their entire lives and take great pride in their connection to their communities. Town residents have indicated that they would rather shop at locally-owned stores owned by their neighbors and those they know and trust, than corporate franchises owned by those residing outside of the



community. In an effort to keep with this character and the strong neighborhood ties, in addition to keeping revenue streams within the community, it is recommended that Town government seek to encourage the location of additional locally-owned, “Mom & Pop” establishments during business attraction efforts. This can be done though offering similar incentives to those described in *Objective 2-2a.*, above.

Responsible Parties: Southold Town Economic Development Committee, Southold Town Planning Board, Southold Town Board.

Possible Partnerships: Mattituck Chamber of Commerce, North Fork Chamber of Commerce, Chamber of Commerce of Eastern Connecticut, Fishers Island Community Board, Suffolk County Department of Economic Development and Workforce Housing.

Possible Funding Sources:

- Empire State Development – Restore New York Communities Initiative

Timeline for Implementation: To be determined

2-3. *Encourage a cluster of light industrial uses at the area surrounding the North Fork Industrial Park and the Cutchogue Business Center, within the boundaries of existing zoning.*

The area surrounding the North Fork Industrial Park and the Cutchogue Business Center – north of Route 48 along Depot Lane and Cox Lane – is an industrial “hub”, home to many successful area manufacturing and production businesses. This hub has the potential to be a center of industrial activity in Cutchogue, due to its strategic location off of Route 48, attractive design, diverse tenants. The North Fork Industrial Park has not yet been built-out to its potential, but is an ideal location for new industry pertaining to the production and manufacturing of goods – especially appropriate businesses and complementary uses focused on the targeted sectors of agriculture, aquaculture, health care, renewable energy, tourism, light industrial, retail/service-based and maritime-related industries.

Responsible Parties: Southold Town Economic Development Committee, Southold Town Board.

Possible Partnerships: Suffolk County Department of Labor, Suffolk County Department of Economic Development and Workforce Housing, Suffolk County Industrial Development Agency.

Possible Funding Sources: N/A

Timeline for Implementation: To be determined

2-4. *Expand and improve infrastructure as appropriate, to serve existing businesses and accommodate new growth.*

The 2005 *Hamlet Study* and the 2007-08 *Hamlet Stakeholder Initiatives* identified the need to improve various components of the Town’s infrastructure, be it access, stormwater drainage, pedestrian resources and walkable hamlet centers, bicycle paths, and an improved public transportation system. In addition, several stakeholder interviews and public participation efforts



confirmed the need for these infrastructure improvements throughout the Town to better accommodate hamlet center growth and improve circulation for both residents and tourists. The Town should work with Suffolk County and New York State Department of Transportation to implement recommended action items outlined in these previous studies.

2-4a. As commercial/industrial development occurs in conformance with Town zoning, maintain and provide infrastructure in a manner that supports the planned non-residential growth of the Town.

Non-residential growth is needed to maintain economic stability through taxation of uses that create less of a burden on community services, particularly the school districts. The Town's zoning encourages responsible commercial growth in hamlet center areas and limited commercial and industrial growth in areas proximate to major roads. Support for appropriate growth may be needed as land use proceeds in conformance with the Town's comprehensive plan. This could come in the form of promoting municipal parking, sidewalk and pedestrian safety initiatives, appropriate access to public water, Town road maintenance and related infrastructure. Further assistance can be provided by facilitating regulatory programs that support appropriate commercial/industrial growth through zoning, land use incentives, community development activities, and related programs.

2-4b. Explore measures associated with increasing the provision of shared services with neighboring jurisdictions as well as businesses within the Town, where available.

The sharing of services is a useful, yet often overlooked tool aimed at increasing the efficiency and effectiveness of municipalities and businesses alike. The sharing of services is already underway in Town, with a prime example being the sharing of police protection between Southold Town and the Village of Greenport. A greater level of inter-agency cooperation would serve to stabilize various components of Town government, while saving taxpayer dollars and securing the Town's economic future. Under such an agreement, funding and resources of a given service – including snow removal, code enforcement, trash collection, controlling storm water runoff, the provision of water and/or sewer, and maintenance of parks and athletic fields, among others – is shared between two or more parties.

A possible sharing of services could involve the provision of sewer in parts of the Town in close proximity to the Village of Greenport's boundaries. The Village's sewer system is the only one in the immediate area, and though operating at only half capacity, it does reach beyond the Village boundaries. It is inappropriate and unrealistic to extend such sewer service throughout the entire Town, given the rural character and the associated expenses – both environmental and economic – associated with doing so. However, the Town should explore ways to partner with the Village during their current upgrading process. In turn, this would allow for increased economic development opportunities – specifically associated with the attraction and/or expansion of key industries in various parts of Town.

Other opportunities for shared services should be evaluated with the Village of Greenport, Riverhead Town, the local school districts, Eastern Long Island Hospital and other large employers and organizations on the east end.



2-4c. Explore the possibility of developing a commuter boat for Fishers Island residents.

Transportation is crucial to economic development on Fishers Island. While the Fishers Island ferry provides transportation to and from the Island and New London, Connecticut, this service tends to cater more toward those who do not reside on Island. In addition, this service does not offer a direct route to mainland Southold. Beyond the Fishers Island ferry, options for residents' access to and from Fishers Island are limited. A commuter boat would present vast opportunities for mainland residents to quickly and directly commute to Fishers Island, and vice versa. This would improve the relationship between mainland Town and Fishers Island, while increasing employment, shopping, dining and other opportunities that are currently not as accessible to Town residents.

Responsible Parties: Southold Town Economic Development Committee, Southold Town Highway Department, Southold Town Transportation Commission, Southold Town Storm Water Run-Off Committee, Southold Town Parks, Beaches and Recreation Committee, Southold Town Department of Community Development, Southold Town Planning Board, Southold Town Board, Fishers Island Community Board, Fishers Island Ferry District.

Possible Partnerships: Village of Greenport, Riverhead Town, Suffolk County Department of Economic Development and Workforce Housing, Suffolk County Industrial Development Agency, Suffolk County Transit, Metropolitan Transportation Authority, New York State Department of Transportation, New York State Office of Parks, Recreation and Historic Preservation.

Possible Funding Sources:

- New York State Housing Trust Fund Corporation, Office of Community Renewal in coordination with New York State Division of Housing and Community Renewal – New York Main Street Program
- New York State Department of Transportation, Office of Parks, Recreation and Historic Preservation – Recreational Trails Program
- New York State Water and Sewer Infrastructure Co-funding Initiative
- New York State Department of Agriculture and Markets, Environmental Protection Fund – Non-Point Source Abatement and Control Program
- Federal Highway Administration, in coordination with New York State Department of Transportation – Transportation Enhancement Program
- United States Environmental Protection Agency, in coordination with New York State Department of Environmental Conservation – Water Quality Management Planning Projects
- National Fish and Wildlife Foundation, in coordination with The Long Island Sound Study – Long Island Sound Futures Fund
- United States Department of Housing and Urban Development – Community Development Block Grant Entitlement Communities Grants

Timeline for Implementation: To be determined



- 2-5. *Collaborate with other departments and regulatory agencies in the Town to increase the efficiency of the regulatory and enforcement process, including updating the Town Code to reflect the most current land use goals.*

Interviews with several community businesses and stakeholders indicated that a more efficient regulatory process would create an incentive for local business to expand their operations. A streamlined and efficient regulatory process would encourage new business to locate in Southold, providing additional employment opportunities for current and future residents of the Town. In addition, a more efficient enforcement process would contribute to the economic well-being of local businesses in Town. As such, it is recommended that Southold Town government work to improve the regulatory process to achieve the same goals in an efficient manner.

Responsible Parties: Southold Town Economic Development Committee, Southold Town Architectural Review Committee, Southold Town Building Department, Southold Town Land Preservation Committee, Southold Town Board, Southold Town Planning Board, Southold Town Zoning Board of Appeals, Southold Town Board of Trustees, Fishers Island Community Board.

Possible Partnerships: Mattituck Chamber of Commerce; North Fork Chamber of Commerce, Chamber of Commerce of Eastern Connecticut, Suffolk County Department of Health Services, Suffolk County Department of Public Works, New York State Department of Environmental Conservation, New York State Department of Transportation, .

Possible Funding Sources: N/A

Timeline for Implementation: To be determined

- 2-6. *Create a set of architectural, landscape and site design standards that reinforce the Town's distinct character. Apply these standards to all new construction and redevelopment projects through the Town's regulatory process.*

Appropriate standards allow the Town to shape how a given piece of property is developed, what it looks like, and how it will impact the quality of life of nearby businesses and residences. Design standards offer the Town the ability to assist with the development of attractive buildings, encourage compatibility of building design, increase the streetscape and the overall pedestrian experience, encourage additional investment among existing and potential new business, all while striving to maintain the distinct character of each hamlet center. A set of standards should be created that address street lighting, signage, streetscaping, colors, pedestrian access, parking and building materials that reinforce the Town's distinct and rural character. These standards should focus on and complement the unique cultural, recreational and historic resources found within Southold's communities.

Responsible Parties: Southold Town Economic Development Committee, Southold Town Architectural Review Committee, Southold Town Planning Board, Southold Town Board.

Possible Partnerships: N/A

Possible Funding Sources: New York State Department of State, Division of Coastal Resources – Environmental Protection Fund's Local Waterfront Revitalization Program



Timeline for Implementation: To be determined

- 2-7. *Work with the Department of Homeland Security and the United States Department of Agriculture to prepare a strategic plan for Plum Island.*

The Department of Homeland Security has owned Plum Island since 2003. The Island is home to the Plum Island Animal Disease Center, and as of January 2010, the Department of Homeland Security and the United States Department of Agriculture employ approximately two hundred (200) persons on Plum Island. In addition, there are approximately one hundred (100) contractors working on the Island, doing various construction and maintenance activities. Amid reports of the planned sale of the Island, it is recommended that a strategic plan be created that addresses the Island's future.

Responsible Parties: Southold Town Economic Development Committee, Conservation Advisory Council, Southold Town Land Preservation Department, Southold Town Planning Board, Southold Town Board.

Possible Partnerships: Department of Homeland Security, United States Department of Agriculture.

Possible Funding Sources:

- New York State Department of State, Division of Coastal Resources – Environmental Protection Fund's Local Waterfront Revitalization Program

Timeline for Implementation: To be determined

- 2-8. *Consider update of the Build Out Analysis every five (5) years to track the relationship of existing zoning as related to building and development within the Town, thus allowing the Town to evaluate if the zoning supports the goals of viable and sustainable downtowns while retaining the character of the Town.*

The Build Out analysis provides a valuable tool to determine the relationship between development potential and existing development on a zoning district basis. Tracking the status of each zoning district and the potential for development in the Town at five (5) year increments would provide insight into the appropriateness of existing zoning, the need for investment in purchase of development rights and/or acquisition, and would allow the Town to make adjustments in programs as needed, based on the status.

Responsible Parties: Southold Town Board, Southold Town Planning Board, Southold Town Zoning Board of Appeals.

Possible Partnerships: N/A

Possible Funding Sources: N/A

Timeline for Implementation: To be determined



- 2-9. *Provide findings from the Zoning and Build Out Analysis, as well as the Regional Impact Assessment Model (RIAM) to each of the local school districts so that they may accommodate for such findings in future district planning efforts.*

School districts can utilize information from the Comprehensive Plan Update to factor into their long-range planning efforts. Anticipating potential tax revenue and potential school children is important for the purpose of planning to accommodate anticipated growth.

Responsible Parties: Southold Town Economic Development Committee, Southold Town Board.

Possible Partnerships: Local school districts.

Possible Funding Sources: N/A

Timeline for Implementation: To be determined

- 2-10. *Strive to maintain and create a healthy environment with a dedication to environmental sustainability through encouraging renewable energy sources and green business practices through Town government.*

Environmental sustainability strives to meet the needs of today's residents without compromising the needs of future residents. Now more than ever, environmental sustainability is a necessity for the future of Southold.

Over the past few years, Southold has witnessed an increase in renewable energy sources and green business practices, such as the biodiesel initiatives at Burt's Reliable. According to the company, customers are very receptive to natural heating oil, and demand for the product is starting to increase. Public participation efforts indicated Town residents' desire for renewable energy sources including wind, solar and other natural-powered efforts in Town. As such, the Town should continue to facilitate renewable energy infrastructure and promote the use of renewable energy among businesses and households in Southold.

- 2-10a. *Mandate that all new Town-owned buildings be developed under LEED guidelines.*

Leadership in Energy and Environmental Design (LEED) is an internationally recognized green building certification system that verifies that a building is designed, built/retrofitted, operates and maintained using strategies aimed at increasing energy savings, water efficiency, and indoor environmental quality, while reducing carbon dioxide emissions, and improving stewardship of resources and sensitivity to their impacts. Such buildings are designed to lower operating costs and increase asset value, reduce waste sent to landfills, conserve energy and water, be healthier and safer for occupants, reduce harmful greenhouse gas emissions, qualify for tax rebates, zoning allowances and other incentives, and demonstrate an owner's commitment to environmental stewardship and social responsibility.¹ In an effort to set an example for environmentally-responsible development, the Town should mandate that all new Town-owned buildings be developed under LEED guidelines, and strive for certification whenever possible.

¹ United States Green Building Council



2-10b. Create a range of incentives for commitment of renewable energy sources.

In an effort to further the Town's commitment to renewable energy sources, it is recommended that the Town create a range of incentives for household and commercial use. These incentives could include municipal tax abatements, infrastructure improvements, tax credits for the purchase of energy-efficient products and installation of solar and/or wind-powered energy suppliers, as well as the creation of an annual Town-sponsored program to pick up and recycle old appliances.

In addition, the Town should work with Long Island Power Authority (LIPA), Fishers Island Utility Company, and other energy suppliers and hold an annual seminar, stressing the importance of renewable energy, and providing technical guidance on successful conversion practices, as well as efficiency measures and incentives available to residential and commercial buildings.

Responsible Parties: Southold Town Economic Development Committee, Southold Town Building Department, Southold Town Agricultural Advisory Committee, Southold Town Renewable and Alternative Energy Committee, Southold Town Conservation Advisory Council, Southold Town Board.

Possible Partnerships: Long Island Power Authority, Fishers Island Utility Company, New York State Energy Research and Development Authority, New York State Department of Environmental Conservation, United States Green Building Council.

Possible Funding Sources:

- New York State Energy Research and Development Authority
 - New York State Bio-Fuel Station Initiative: Driving Energy Independence for the Empire State
 - Renewable, Clean Energy, and Energy Efficiency Product Manufacturing Incentive Program
 - New Construction Program Financial Incentives
 - Customer-Sited Wind Turbine Incentive Program
 - Solar Photovoltaic Program Financial Incentives
- Empire State Development
 - Environmental Investment Program
 - Capital Funding
 - Research, Development and Demonstration Funding
 - Small Business Environmental Ombudsman (technical assistance program)
- New York State Housing Trust Fund Corporation, Office of Community Renewal in coordination with New York State Division of Housing and Community Renewal – New York Main Street Program
- New York State Department of Environmental Conservation – Green Building Tax Credit Program
- United States Department of Housing and Urban Development – Community Development Block Grant Entitlement Communities Grants
- United States Department of Energy, in coordination with New York State Energy Research and Development Authority – Energy Efficiency and Conservation Block Grant

Timeline for Implementation: To be determined



Goal 3:

Preserve and improve the vitality of each of the Town's hamlet centers and HALO zones as walkable local business districts.

Objectives:

- 3-1. *Target new residential and commercial development to the Town's hamlet centers and HALO zones, and encourage infill development, historic preservation, renovation and adaptive reuse, where possible. Provide incentives for new development and/or business relocation for the reuse and adaptive reuse of existing structures within the Town's hamlet centers and HALO zones.*

New residential and appropriate commercial development should be targeted to each of the Town's hamlet centers and/or the surrounding HALO zones in an effort to curb sprawl, preserve the rural character and valuable open space in other parts of Town. The HALO zones were identified as areas for growth that are based on smart-growth principles – to promote walkability, provide a range of housing opportunities, foster attractive communities with a sense of place, and integrate a mix of land uses, among others. Through the careful placement of new residential and commercial development, the Town will assist in curbing sprawl while increasing the liveliness of their downtown centers and preserving the rural character of the Town.

Public participation efforts pointed to the need for the Town to examine ways to reuse existing vacant and/or historic structures instead of building new. Where practicable, the Town should encourage new development to locate in existing vacant or underutilized structures/parcels within the Town's hamlet centers and HALO zones. Incentives to do so could range from chamber membership and short-term tax breaks, to discounted impact fees and expedited permitting, municipal parking areas, pocket parks, sidewalks and sitting areas, to tax credits and PILOT agreements, among others.

Responsible Parties: Southold Town Economic Development Committee, Southold Town Housing Advisory Commission, Southold Town Board, Southold Town Planning Board, Fishers Island Community Board.

Possible Partnerships: Southold Town Historic Preservation Commission, Suffolk County Department of Economic Development and Workforce Housing.

Possible Funding Sources:

- New York State Housing Trust Fund Corporation, Office of Community Renewal in coordination with New York State Division of Housing and Community Renewal – New York Main Street Program
- New York State Council on the Arts – Architecture, Planning and Design Program
- United States Department of Housing and Urban Development – Community Development Block Grant Entitlement Communities Grants

Timeline for Implementation: To be determined



- 3-2. *Prepare a list of priority development sites – specifically within the Town’s hamlet centers and HALO zones – that qualify for expedited permitting, funding and incentives.*

The Town should prepare a list of available properties to encourage the location of future businesses within existing structures and/or vacant land within the Town. This list should include the acreage of the parcel, the size of the building where applicable, current land use, zoning, available infrastructure, estimated taxes, and other pertinent information. This list should include both vacant lands as well as vacant buildings in the each of the Town’s hamlet centers and HALO zones to encourage adaptive reuse, historic preservation, renovation and infill development while avoiding the potential for retail sprawl. This list should also include a list of priority development sites that qualify for expedited permitting, funding and incentives. Once the list is prepared, the Town should share with local real estate agencies and partner with them to encourage development at these sites. It is further recommended that the Town revisit the list on an annual basis and revise as necessary to accommodate future change.

Responsible Parties: Southold Town Economic Development Committee, Southold Town Board, Southold Town Planning Board, Fishers Island Community Board.

Possible Partnerships: Mattituck Chamber of Commerce, North Fork Chamber of Commerce, Chamber of Commerce of Eastern Connecticut, local realtors, local trade organizations.

Possible Funding Sources: N/A

Timeline for Implementation: To be determined

- 3-3. *Explore ways to overcome the obstacle of limited sanitary flow credits on individual parcels, in an effort to help businesses and landowners in hamlet centers expand or add accessory apartments.*

Suffolk County Department of Health Services (SCDHS) limits the volume of sanitary waste discharged on a given sized parcel of land to either 300 gallons per day per acre (gpd/acre) (Groundwater Management Zone V) or 600 gpd/acre (Groundwater Management Zone IV) provided public water is available. SCDHS will permit transfer of sanitary credits that result in no more than double the allowable sanitary flow density, subject to approval of the Board of Review or SCDHS approval of a regional groundwater management plan. Businesses and landowners in hamlet centers would benefit from a Town sanitary flow transfer program and the possibility of sub-regional sewer systems, which would allow them to expand or add accessory apartments.

- 3-3a. *Commission a sanitary flow analysis for each hamlet center to determine the future potential of sanitary flow credits available in each hamlet.*

SCDHS requires that an overall groundwater management plan determine the allowable flow and flow that could be achieved based on transfer of sanitary credits, provided that no significant groundwater impacts would result from the increased density in hamlet to which sanitary flow is transferred. A sanitary flow analysis would determine if sanitary flow credits are available within the hamlet, or if transfer from another part of Town would be needed to increase density. Town flow credits or transfer of flow could be used to increase seats in a restaurant, or add an accessory apartment above a store. This would provide economic stability and growth potential for businesses



and landowners, and would provide an opportunity for needed alternative housing options for the Town's diverse workforce.

3-3b. Work with Suffolk County Department of Health Services to allow available sanitary flow credits to be transferred over property lines within a hamlet center.

SCDHS regulates transfer of sanitary flow credits. Once a sanitary flow analysis is prepared for each hamlet, coordination with SCDHS would assist in determining what transfer of credits may be possible between parcels within the hamlet center. When analyzing the potential for such transfer of credits, it is important to remain sensitive to communities with fragile groundwater systems. This would facilitate the overall objective of allowing businesses and landowners to expand business and housing opportunities in a manner that would benefit the community through hamlet growth – including jobs, tax revenue, shopping opportunities, business critical mass and hamlet vitality – as well as needed alternative housing options for the Town's diverse workforce – including smaller accessory apartments providing more affordable housing, “eyes” on the community, and consumer demand within the hamlets, among other economic development benefits.

3-3c. Revise Town Code Section 117 Transfer of Development Rights, to allow for commercial uses in hamlet centers to purchase sanitary flow credits from the Town's bank.

Section 117 in the Town Code provides a means for the Town to “bank” sanitary flow credits from acquired lands. Recognizing that expansion of business opportunities within the hamlets has community benefits (as outlined in *Objective 3-3b.*, above), the Town should consider amendment of Section 117 to allow commercial uses to purchase credits from the Town for business expansion. This would provide revenue back to the Town to fund further open space acquisition, and would advance planning goals of facilitating business growth to achieve economic vitality in the hamlet centers.

Responsible Parties: Southold Town Economic Development Committee, Southold Town Board, Fishers Island Community Board.

Possible Partnerships: Southold Town Housing Advisory Commission, Suffolk County Department of Health Services.

Possible Funding Sources: N/A

Timeline for Implementation: To be determined

3-4. Evaluate and update commercial zoning district uses and locations in each hamlet to ensure downtowns remain vibrant, and the uses are consistent with the community character of individual hamlets.

The Town seeks to maintain existing hamlet centers and has taken many initiatives toward strengthening the hamlets by defining these areas and their associated HALO zones through the hamlet study which involved significant stakeholder input. Review of hamlet areas finds that in some cases there still may be potential for “retail sprawl”, which is counterproductive to this objective. In Mattituck, it was noted that B business zoning on the western Route 25 approach to the hamlet center allowed general business use which would potentially detract from the hamlet. Consequently, the



elimination of retail sales and restaurant use from this area were considered to be more consistent with goals/objectives toward strengthening the hamlet center. Similarly, some areas of industrial zoning were found to be antiquated and warranted consideration of zoning and uses more appropriate to the hamlet. Review of existing Town zoning maps finds that the area east of Cutchogue on Route 25, and the area north of Southold on CR 48 both have moderately large areas of B zoning that should be reviewed to ensure that the business growth would not detract from these two hamlet centers.

3-4a. Consider expanding the types of commercial and industrial zoning districts (and/or allowable or special permit uses), to more specifically tailor the types of businesses to particular areas of the Town, within and outside of the hamlets.

In Mattituck, it was noted that retail and restaurants may not be appropriate for the B business zone. Furthermore, it was noted that a modified B zone for neighborhood-type uses may be appropriate to apply to certain areas where retail and service uses are appropriate, but a residential character is more in keeping with surrounding areas. This would take the form of the RO zone, but with more allowable uses. Finally, it was determined that certain industries would benefit from the ability to sell products manufactured on site, either by allowing this through zoning or special permit. These types of zoning districts should be considered on a Town-wide basis in order to provide a wider range of commercial/industrial districts to fit the needs of certain areas of the Town.

3-4b. Promote a blend of commercial and residential use in the HB zoning district; all residential use would create a school district deficit in educating the children that would result from an all residential scenario, and would also result in a loss of business use in the hamlets within a zoning district specifically created for hamlet businesses.

The HB zone is one of the Town's zoning districts that allow both residential and commercial use. The HB is the key hamlet center zoning district that promotes business uses in a manner that adds vitality and a mix of retail use in downtown areas. If HB zoning became all residential, it would detract from the critical mass of business activity that defines the hamlets. In addition, such an outcome would add school children and would not achieve a tax positive situation for school districts. Consideration should be given to promoting residential use above retail stores where sanitary allowable flow and/or transfer of sanitary credit (within Town only) would allow the requisite density of uses. Business incentives should be used to attract new business to hamlet centers, and overall, a mix of business and residential, favoring business over residential should be achieved.

3-4c. Maintain the existing acreages of commercial/industrial land available for development to support the tax base, consumer needs and employment. Adjust more specific areas of the Town with respect to commercial/industrial districts as needed to ensure land use compatibility, while maintaining a net balance of commercial/industrial use potential.

The Town zoning maps provide a basis for sound commercial and industrial growth planning in the Town. Review of the zoning maps finds that Marine districts are appropriately located in areas that would promote water dependent and water-enhanced uses. HB zoning is used in hamlet centers, and B business zoning appears in specific locations as appropriate based on transportation access or existing uses. Limited business (LB) is used in targeted areas where appropriate to allow responsible, limited business activity. Residence Office (RO) is targeted for areas on the outskirts of hamlets where there are existing residential and office uses, and further RO activity is appropriate. The LI and LIO zones are applied to existing uses where appropriate or are located along transportation corridors (Mattituck on Route 48; north of Cutchogue on Route 48 and west of Greenport on Route



25) and railroad access locations (Mattituck, Peconic, Southold and west of Greenport). Large potential growth areas are situated around the Town solid waste management facilities and along Route 25 west of Greenport. Commercial and industrial land use must also be carefully situated in order to not cause land use compatibility issues between adjoining uses and/or create traffic congestion. As a result, these commercial/industrial zoned areas are dispersed throughout the Town in a manner that recognizes the importance of hamlet centers and provides for existing and potential businesses commensurate with Town needs from the business and tax revenue perspectives, while maintaining defined hamlet centers and overall quality of life. As a result, few changes are found to be necessary other than those noted in objectives 3-4 and 3-4a. It is however recommended that the existing acreage of commercial/industrial land be maintained and not reduced, recognizing that minor shifts in types and allowed uses in business zoning districts may be appropriate as noted under other objectives.

3-4d. Consider further definition of uses that would likely be successful in fulfilling community needs in order to encourage these uses and provide an optimum mix of land uses toward maintaining the vitality of the hamlet centers.

The Economic Chapter of the Town Comprehensive Plan Update includes an economic study component referred to as a “leakage analysis” (**Appendix H**) which examines consumer spending habits and available goods and services to determine what demand is met or unmet on a Town-wide basis. There are many demands for local goods and services that can and should be supplied locally. Some “leakage” is appropriate, particularly larger retail store type sales that can be accommodated in Riverhead, since the Town of Southold is not appropriate for these types of retail facilities. The leakage analysis prepared for the Comprehensive Plan Update provides a valuable tool which enables the Town, chambers of commerce, or individual landowners, investors and entrepreneurs to identify the types of goods and services that would have the greatest likelihood of success. The existing “business inventory”, also a component of this Comprehensive Plan Update (**Appendix D**), identifies the existing uses within the Town. Comparison of the leakage analysis and business inventory yields information that can be evaluated on a hamlet by hamlet basis to further determine supplemental businesses to fulfill unmet demand.

Responsible Parties: Southold Town Economic Development Committee, Southold Town Board, Southold Town Planning Board, Southold Town Zoning Board of Appeals, Fishers Island Community Board.

Possible Partnerships: Suffolk County Industrial Development Agency, Mattituck Chamber of Commerce, North Fork Chamber of Commerce, Chamber of Commerce of Eastern Connecticut, private landowners, investors, entrepreneurs.

Possible Funding Sources: N/A

Timeline for Implementation: To be determined



Goal 4:

Preserve and encourage industries that support existing and future agriculture and aquaculture uses.

Objectives:

4-1. Promote an affordable farmland program to bring new farmers to Southold.

Interviews with key stakeholders within the community have expressed the lack of affordable farmland as the primary issue associated with increasing the agricultural business and bringing new farmers to Town. Affordable farmland is necessary to bring the next generation of farmers to Southold, as well as to encourage the diversity for crops that otherwise wouldn't be feasible for a young or second-career farmer. One way to overcome this matter is through the development of an affordable farmland program.

Peconic Land Trust has recently initiated an "incubator farm" program, where a large plot of land is split; an established commercial farming business leases the majority of the land, and several young and second-career farmers each lease a small one- to three-acre plot. This program was initiated two years ago, with two farmers leasing the land, in addition to the main farmer leasing a larger share of the property. This "incubator" program is beneficial in that it allows young farmers the resources they need – a plot of land, utilities, and other shared resources including knowledge from an established farmer on the premises – without having to take out a mortgage.

It is recommended that the Town work with the Peconic Land Trust and the Long Island Farm Bureau and decide whether to partner with Peconic Land Trust and expand the existing incubator program, or pursue the creation of a similar type of program – whether it be replicating such an incubator farm, or through the creation of a land bank or the leasing of land – to be run by Town government.

Responsible Parties: Southold Town Economic Development Committee, Southold Town Agricultural Advisory Committee, Southold Town Land Preservation Committee/Department, Southold Town Conservation Advisory Council.

Possible Partnerships: Peconic Land Trust, Long Island Farm Bureau, Long Island Wine Council, Cornell Cooperative Extension, Farm Credit East – Riverhead Branch.

Possible Funding Sources:

- Sustainable Agriculture Research & Education – Sustainable Community Grants
- United States Department of Agriculture Rural Development – Rural Business Opportunity Grant

Timeline for Implementation: To be determined



- 4-2. *Work with the Long Island Farm Bureau, Peconic Land Trust and Cornell Cooperative Extension to create community seminars and events focused on prominent issues including how to start up a small agricultural business, where to go for help, as well as available resources and land.*

Interviews with key stakeholders have revealed that the demand for local produce is extremely high. In fact, the demand is so high that there is currently more demand than supply available, and local farms are at full capacity. There is a growing trend among those wishing to grow their own food and wine, and as a result, employment within the agricultural industry has actually increased over the past few years. Furthermore, there is more acreage in agricultural production now than there was ten years ago. Unfortunately, this comes too late for many of the Town's former farmers.

In order to cater to the growing demand for small agricultural business and to increase the supply of local goods, the Town is encouraged to work with the Long Island Farm Bureau to create seminars and events on how to start up a small farm, where to go for help, resources, available land, and the like. The Town should promote the resources available with the Long Island Farm Bureau and Peconic Land Trust, including the ability to match prospective farmers with available farmland, technical assistance, and funding wherever possible.

Responsible Parties: Southold Town Economic Development Committee, Southold Town Agricultural Advisory Committee, Southold Town Land Preservation Committee/Department, Southold Town Conservation Advisory Council.

Possible Partnerships: Long Island Farm Bureau, Cornell Cooperative Extension, Peconic Land Trust, Long Island Wine Council, Farm Credit East – Riverhead Branch, New York State Department of Agriculture and Markets.

Possible Funding Sources:

- New York State Department of Agriculture and Markets
 - New York State Agricultural Workforce Certification Program
 - Enterprise Program
- Sustainable Agriculture Research & Education – Partnership Grants
- United States Department of Agriculture Rural Development
 - Rural Business Opportunity Grant
 - Rural Business Enterprise Grant Program

Timeline for Implementation: To be determined

- 4-3. *Consider revising the Town Code to bring back the “set-off”, and allow local farmers to subdivide their property by splitting off just one lot.*

For many years, the Town Code allowed local farmers to subdivide their property by splitting off one lot for the purpose of providing a house lot for a family member or selling one lot to earn extra income. This policy allowed for financial assistance to many traditional farm families. However, interviews with local stakeholders indicate that this policy was abused, and was consequently removed from the Town Code approximately ten (10) years ago. However, this is still a pressing need among farmers, and it is recommended that the program is re-written back into the Town Code



in another form, as to curtail future landowners from abusing once again. In an effort to prevent this agricultural land from becoming disjointed, it is recommended that the Town consider strengthening this provision, adding a clause that ensures that the subdivided lot remains tied to operations of the agricultural industry.

Responsible Parties: Southold Town Economic Development Committee, Southold Town Agricultural Advisory Committee, Southold Town Land Preservation Committee/Department, Southold Town Conservation Advisory Council, Southold Town Board.

Possible Partnerships: Peconic Land Trust, Long Island Wine Council, Long Island Farm Bureau.

Possible Funding Sources: N/A

Timeline for Implementation: To be determined

4-4. Support the local agricultural industry, and the increased production of a diverse range of local goods in the North Fork.

Agriculture has always been a strong industry in the Town. Currently, it is estimated that approximately 150 farms are in operation, with the industry responsible for creating at least 1,000 jobs in Southold Town. Southold has gained a reputation for producing premium produce, flowers and landscaping materials, dairy products, seafood, and most recently – wine. The strength and the inter-relatedness between the Town’s agriculture sector, the local wineries, restaurants, recreational facilities and the tourism industry present a major opportunity to Southold’s economy.

4-4a. Strive for Southold Town to become a center of excellence for food and wine experience, through encouraging complementary uses and economy of scale businesses to locate in Town.

Southold Town should be developed as a center of excellence for food experience, through the continued promotion of local foods, wines and organic produce. There presently exists a range of quality restaurants, cafés and specialty food stores, which complement the Town’s strong food and wine industry, and continued efforts should be taken to promote these restaurants through further initiatives with the Village of Greenport, Riverhead Town and the North Fork Promotion Council, Long Island Wine Council, and other means of promotion.

There is an increasing demand for uses that would complement the strength of the Town’s wineries, as well as the overarching tourism and agriculture industries through the provision of services that promote economies of scale in Southold Town. Stakeholder interviews indicated that there has been increased demand for people buying space in Town and at the local wineries to make their own wine. With this increased demand may come a role for cooperative warehousing and distribution space.

Moreover, the Town should seek to attract new and appropriate businesses in Town including small “country” hotels, bed & breakfasts, rental cottages, specialty foods that are similar to what is sold at Sang Lee Farms and Catapano Dairy Farm, as well as diverse restaurants ranging from high-end places like the North Fork Table and Inn, to family-friendly and economical restaurants throughout Town. Wherever possible, these Town efforts and programs should be coordinated with regional initiatives at the regional, county and state level.



- 4-4b. *Work with the North Fork Promotion Council to create and promote existing agri-tourism and eco-tourism initiatives meant to mutually benefit agriculture and tourism, and the Town's ecological resources and tourism, respectively.*

This symbiotic-relationship of the food and wine industry can be further developed through agri-tourism initiatives including food and wine festivals, in addition to recreational and eco-tourism efforts such as golf outings, fishing and boating tours. One such example is seen in the Long Island Wine Council's *Long Island Wine and Food Festival*, which brings local farms, wineries, fishermen, and other food producers together to showcase their products during a three-day event held at various locations along the North Fork. The Town should work with the North Fork Promotion Council to promote such existing events, in addition to exploring other such efforts geared toward agri-tourism and eco-tourism.

Responsible Parties: Southold Town Economic Development Committee, Fishers Island Community Board, North Fork Promotion Council.

Possible Partnerships: Village of Greenport, Long Island Wine Council, Long Island Farm Bureau, Mattituck Chamber of Commerce, North Fork Chamber of Commerce, Chamber of Commerce of Eastern Connecticut, East End Tourism Alliance, Long Island Convention & Visitors Bureau and Sports Commission.

Possible Funding Sources:

- New York State Department of Agriculture and Markets – Organic Certification Fee Reimbursement Program
- Sustainable Agriculture Research & Education – Sustainable Community Grants
- United States Department of Agriculture Rural Development – Rural Business Opportunity Grant

Timeline for Implementation: To be determined

- 4-5. *Continue to cater to the “localvore” population through encouraging greater participation in the community-supported agriculture program, in addition to promoting the purchase of various types of local produce, flowers and landscaping materials, seafood, dairy products, wine and other goods native to Southold Town.*

Since many persons are not able to grow their own food or wine – whether voluntarily or involuntarily – there is a strong desire to buy it locally and support the local farming industry. While many farms in Riverhead have already done so, relatively few in Southold have joined the community-supported agriculture bandwagon. Local farms should consider creating a community-supported agriculture program. This program has been extremely popular with residents throughout Long Island and New York City purchasing a “share” of fruits, vegetables, eggs, poultry and flowers from east end farms. Farmers are ensured demand of their product, and the up-front payments benefit local farmers immensely; customers are benefited with the convenience of fresh and often organic products delivered to them on a regular basis.

In addition, local farms should continue to promote “pick-your-own” fruits and vegetables, ranging from berries in late spring to apples and pumpkins in the fall. Local farms, wineries and nurseries



should be encouraged to host on-site markets, festivals and events to keep demand for local goods strong in Southold. Another convenient alternative for local residents and visitors would be to create a farmers market in a central location, potentially on Town-owned property. This would create a gathering place for local farmers to feature their product while allowing consumers the convenience of diverse products and “one-stop” shopping for local produce, flowers and landscaping materials, seafood, dairy products, wine and other goods native to Southold Town.

Responsible Parties: Southold Town Economic Development Committee, Southold Town Agricultural Advisory Committee, Fishers Island Community Board, North Fork Promotion Council.

Possible Partnerships: Long Island Farm Bureau, Long Island Wine Council, New York State Department of Agriculture and Markets, Cornell Cooperative Extension, Peconic Land Trust, East End Tourism Alliance.

Possible Funding Sources:

- New York State Department of Agriculture and Markets
 - Grow New York Program – Pride of New York
 - Farmland Viability Grants
 - Farmers’ Market Development Grants
 - Organic Certification Fee Reimbursement Program
- Sustainable Agriculture Research & Education – Partnership Grants
- United States Department of Agriculture Rural Development – Rural Business Opportunity Grant

Timeline for Implementation: To be determined

4-6. *Partner with local farmers and agricultural landowners to explore the interrelationship of agriculture and the renewable energy industry.*

Public participation efforts indicated Town residents’ desire for continued environmental sustainability through renewable energy sources including the use of wind, solar, and other natural-powered efforts in Town. Interviews with key stakeholders have confirmed this demand, and suggestions have been made to promote the Town as a location for wind farms. It is recommended that the Town partner with local farmers and agricultural landowners, which would help in sustaining agriculture’s importance within the Town’s economy.

Many farmers across the country have installed smaller wind turbines that completely power their homes and farm. In addition, existing agricultural landowners have partnered with wind energy developers to install turbines on their property. Both options are beneficial, in that landowners receive a credit for generating energy, and often receive payments from developers for having the turbines on their property.

The Town should promote itself as a location for producing wind energy and meet with local farmers and private investors to facilitate its success. A list should be prepared of areas suitable for wind energy in the Town, which should be made available to all interested parties. This would help in maintaining the rural character of the Town, while allowing for well-planned economic growth and environmental sustainability.



Responsible Parties: Southold Town Economic Development Committee, Southold Town Agricultural Advisory Committee, Southold Town Land Preservation Committee/Department, Southold Town Conservation Advisory Council, Southold Town Renewable and Alternative Energy Committee, Southold Town Board.

Possible Partnerships: Long Island Farm Bureau, Peconic Land Trust, Long Island Wine Council, New York State Energy Research and Development Authority, American Wind Energy Association.

Possible Funding Sources:

- New York State Energy Research and Development Authority – Customer-Sited Wind Turbine Incentive Program
- United States Department of Agriculture Rural Development – Value-Added Producer Grant

Timeline for Implementation: To be determined

4-7. *Continue to pursue relationships through Cornell Cooperative Extension and other key players to promote the Town's aquaculture industry, and the Southold Project in Aquaculture Training (SPAT).*

Aquaculture has historically played a major role in the Town's economy, yet interviews with key stakeholders have revealed that the industry has faced many obstacles over the past few decades through overfishing, brown tide and various natural disasters. Continued efforts must be made to ensure that aquaculture remains strong well into the future.

The Suffolk County Marine Environmental Learning Center and Cornell Cooperative Extension offers the SPAT program. The program was created to restore shellfish at a hatchery through a community-driven volunteer program. Volunteers are able to harvest half of the shellfish for personal use, while the other half is returned to the local waters to restore the population. According to Cornell Cooperative Extension, over 400 people have participated in the SPAT program, and millions of shellfish have been restored into the local waters since the program's inception. Efforts should be made on behalf of the Town to foster continued partnerships through this and other programs of similar nature.

Responsible Parties: Southold Town Economic Development Committee, Southold Town Agricultural Advisory Committee, Southold Town Conservation Advisory Council, Fishers Island Harbor Committee, Fishers Island Community Board, Southold Town Board.

Possible Partnerships: Cornell Cooperative Extension, Fishers Island Conservancy, Peconic Land Trust, Long Island Farm Bureau, Peconic Bay Aquaculture Advisory Committee, Peconic Estuary Program, Nature Conservancy of Long Island, New York State Department of Environmental Conservation.

Possible Funding Sources:

- New York State Department of Environmental Conservation, New York State Environmental Protection Fund – Water Quality Improvement Project Program
- New York State Department of State, Division of Coastal Resources – Environmental Protection Fund's Local Waterfront Revitalization Program



- National Fish and Wildlife Foundation, in coordination with The Long Island Sound Study – Long Island Sound Futures Fund

Timeline for Implementation: To be determined

4-8. *Consider the economic impact to agricultural landowners when considering zoning actions.*

Agricultural landowners must be able to secure financing for equipment and management of ongoing farm operations. Often agricultural landowners' equity is in the land that they own; the highest and best use is considered for appraisal purposes in evaluating loans. As a result, land use decisions that change the highest and best use of land, could potentially impact the ability of agricultural landowners to secure financing. This should be considered in the context of potential zoning actions.

Responsible Parties: Southold Town Economic Development Committee, Southold Town Agricultural Advisory Committee, Southold Town Land Preservation Committee/Department, Southold Town Conservation Advisory Council, Southold Town Board, Southold Town Zoning Board of Appeals.

Possible Partnerships: Long Island Farm Bureau, Long Island Wine Council, Cornell Cooperative Extension, Peconic Land Trust, Farm Credit East – Riverhead Branch, New York State Department of Agriculture and Markets.

Possible Funding Sources: N/A

Timeline for Implementation: To be determined

4-9. *Work with the New York State Department of Environmental Conservation to explore additional means to control the Town's deer population.*

The agricultural economy is negatively impacted by the deer population that eats the crops. While Southold Town did enact a hunting program on its preserved land two years ago, additional measures aimed at controlling the deer population should be explored.

Responsible Parties: Southold Town Economic Development Committee, Southold Town Deer Management Task Force, Southold Town Agricultural Advisory Committee, Southold Town Land Preservation Committee/Department, Southold Town Conservation Advisory Council.

Possible Partnerships: Long Island Farm Bureau, Peconic Land Trust, New York State Department of Environmental Conservation.

Possible Funding Sources: N/A

Timeline for Implementation: To be determined



Goal 5:

Preserve, encourage, and continue to support existing and future maritime uses – including fishing related industries, marine trades, marine biology, marinas, recreational boating support uses, and related uses – as an important business sector within the Town’s economy.

Objectives:

- 5-1. *Maintain consistency with the policies adopted under the Local Waterfront Revitalization Program.*

The Local Waterfront Revitalization Program (LWRP) was prepared in 2005, and provides strategies to encourage and protect the waterfront areas of the Town. It emphasizes the importance of coastal zone and traditional maritime uses in terms of the commercial and recreational qualities of the Town. The LWRP also recommends waterfront access and water-dependent/water-enhanced uses, and provides an array of information relating to coastal and Town-wide resources. The Town should be consistent with all policies adopted under this program, as it pertains to all future development and maritime uses.

Responsible Parties: Southold Town Economic Development Committee, Southold Town Parks, Beaches and Recreation Committee, Southold Town Land Preservation Committee, Southold Town Conservation Advisory Council, Fishers Island Harbor Committee, Fishers Island Community Board, Southold Town Board.

Possible Partnerships: Cornell Cooperative Extension, Peconic Land Trust, Fishers Island Conservancy, Peconic Estuary Program, Nature Conservancy of Long Island, New York State Department of Environmental Conservation.

Possible Funding Sources:

- New York State Department of Environmental Conservation, in coordination with Land Trust Alliance, New York State Conservation Partnership Program
- New York State Department of State, Division of Coastal Resources – Environmental Protection Fund’s Local Waterfront Revitalization Program
- New York State Department of Environmental Conservation, New York State Environmental Protection Fund – Water Quality Improvement Project Program
- National Fish and Wildlife Foundation, in coordination with The Long Island Sound Study – Long Island Sound Futures Fund

Timeline for Implementation: To be determined

- 5-2. *Develop and implement Harbor Management Plans for all Town creeks and harbors to establish orderly development of these areas and maintain water quality.*

A Harbor Management Plan is essentially the waterside component of an LWRP – seeking to regulate uses, structures and conflicts specific to a given harbor. While harbor management plans have been developed for specific waters in Mattituck and Fishers Island, and a generic Harbor Management Plan was created as part of the LWRP, it is recommended that the Town develop and implement Harbor



Management Plans for all other key Town creeks, inlets, open waters, and harbors in order to create guidelines and limits on competing uses of the waterfront. In addition, such Harbor Management Plans should address appropriate economic development policies including the avoidance of investment in high hazard areas subject to coastal flooding, wave action, storm surge and sea level rise. In turn, this will provide for appropriate development and uses, maintain water quality, and allow for the efficient use of the water uses and natural resources.

Responsible Parties: Southold Town Economic Development Committee, Southold Town Parks, Beaches and Recreation Committee, Southold Town Land Preservation Committee, Southold Town Conservation Advisory Council, Fishers Island Harbor Committee, Fishers Island Community Board, Southold Town Board.

Possible Partnerships: Peconic Estuary Program, Cornell Cooperative Extension, Peconic Land Trust, Fishers Island Conservancy, Peconic Estuary Program, Nature Conservancy of Long Island, operators of local marinas, New York State Department of State, New York State Department of Environmental Conservation, United States Power Squadrons, United States Coast Guard Auxiliary.

Possible Funding Sources:

- New York State Department of Environmental Conservation, in coordination with Land Trust Alliance, New York State Conservation Partnership Program
- New York State Department of State, Division of Coastal Resources – Environmental Protection Fund’s Local Waterfront Revitalization Program
- New York State Department of Environmental Conservation, New York State Environmental Protection Fund – Water Quality Improvement Project Program
- National Fish and Wildlife Foundation, in coordination with The Long Island Sound Study – Long Island Sound Futures Fund

Timeline for Implementation: To be determined

5-3. Create a series of Blueway Trails around mainland Southold.

The Town’s waterfront includes a wide range of natural systems and recreational features, a rich history providing cultural attractions and a variety of dining and shopping opportunities. A Blueway Trail is a water-dependent pathway, or “trail” that connects these points of interest through the use of canoes, kayaks, and small boats. A series of Blueway Trails should be created that strives to encompass the entire Town’s mainland shoreline, starting from the north shore of Laurel, wrapping around Orient Point, and back to the south shore of Laurel. This would enhance the use of the waterfront and provide a greater appreciation for the Town’s resources, while linking the waterfront and recreational facilities, beaches, parks, commercial use, restaurants, and other attractions throughout Town. Coordination with the Village of Greenport would strengthen this initiative.

Responsible Parties: Southold Town Economic Development Committee, Southold Town Transportation Commission, Southold Town Parks, Beaches and Recreation Committee, Southold Town Recreation Department, Southold Town Board.



Possible Partnerships: Village of Greenport, New York State Department of State, New York State Department of Environmental Conservation, New York State Office of Parks, Recreation and Historic Preservation.

Possible Funding Sources:

- Department of the Interior, National Park Service – Land and Water Conservation Fund
- New York State Department of State, Division of Coastal Resources – Environmental Protection Fund’s Local Waterfront Revitalization Program

Timeline for Implementation: To be determined

5-4. *Consider rezoning larger marinas to better accommodate and position them as a viable use in the Town’s economy.*

Interviews with key stakeholders in Town indicate that large marinas are facing pressures to expand their services. It has been mentioned that marinas should provide more services – swimming pools, restaurants, boat rentals, storage space and other services that cater to their customer’s ever-increasing needs. In order to accommodate this demand and continue to promote Southold’s traditional maritime heritage, the Town should consider zoning incentives for marinas of appropriate size and location to better match the needs of their clients.

Responsible Parties: Southold Town Economic Development Committee, Southold Town Parks, Beaches and Recreation Committee, Southold Town Zoning Board of Appeals, Fishers Island Harbor Committee, Fishers Island Community Board, Southold Town Board.

Possible Partnerships: Local marinas

Possible Funding Sources: N/A

Timeline for Implementation: To be determined

5-5. *Preserve the scenic views along the Town’s shoreline through continued acquisition of waterfront property. Seek to balance the uses of such waterfront property to include both preserved land, as well as a range of outdoor activities and public recreation.*

While Southold Town has done a good job of acquiring properties for preservation purposes, interviews with key stakeholders have indicated the desire for waterfront property – including beaches, parks and other areas of access – that can be used for recreational purposes as well. It has been noted that boating in Town has become less desirable because of the lack of access points. As such, it is recommended that the Town examine ways to acquire additional property along the waterfront. This can be used for both passive and active recreational purposes, as well as providing critical linkages for those interested in coming ashore for lunch, shopping, or recreational purposes. As these properties are acquired, they should be added to the Town’s series of Blueway Trails.



Responsible Parties: Southold Town Economic Development Committee, Southold Town Parks, Beaches and Recreation Committee, Southold Town Recreation Department, Fishers Island Community Board, Southold Town Board.

Possible Partnerships: Peconic Land Trust, Peconic Estuary Program, New York State Office of Parks, Recreation and Historic Preservation.

Possible Funding Sources:

- Department of the Interior, National Park Service
 - Land and Water Conservation Fund
 - Parks and Recreation Program
 - Rivers, Trails and Conservation Assistance Program
- New York State Department of Environmental Conservation, in coordination with Land Trust Alliance
 - New York State Conservation Partnership Program –Environmental Protection Fund
 - Parks Program
 - Acquisition Program
- New York State Department of Transportation, in coordination with New York State Office of Parks, Recreation and Historic Preservation – Recreational Trails Program
- New York State Department of State, Division of Coastal Resources – Environmental Protection Fund’s Local Waterfront Revitalization Program
- National Fish and Wildlife Foundation, in coordination with The Long Island Sound Study – Long Island Sound Futures Fund

Timeline for Implementation: To be determined

5-6. *Work with the Federal and State governments and municipalities to develop regional fisheries management plans for commercially viable marine species located in Town waters.*

5-6a. *Coordinate with the New York State Department of Environmental Conservation, and the comparable state agencies in Massachusetts, Connecticut and Rhode Island to establish equitable landing limits for commercial marine species in State and Town waters.*

Discussions between the Town and many of its residents have indicated that there exist inequitable commercial fishing and landing limit quotas and regulations between New York State, Connecticut, Massachusetts and Rhode Island. This has resulted in the ability for boats from neighboring states to land a greater amount of fish and shellfish than Town-based boats, in Town waters. In an effort to level the playing field, and at the same time increasing productivity among the Town’s lobstermen, fishermen, and other Baymen, it is recommended that the Town work with New York State Department of Environmental Conservation and comparable agencies in neighboring states to establish equitable landing limits in State and Town waters.

5-6b. *Petition New York State Department of Environmental Conservation to establish patrols to eliminate poaching and theft of gear.*

Poaching is a large concern that results in a significant loss of income to Town residents and Baymen. As such, it is recommended that the Town work with New York State Department of Environmental



Conservation to establish patrols to eliminate poaching as well as theft of marine gear and equipment from both personal watercraft and commercial boats in Town waters.

5-6c. *Work with New York State Department of Environmental Conservation to explore the installation of an artificial reef to increase both the fish population and the productivity of the commercial fishing industry.*

Fishing in the bays has not been as productive as it once was. One way to increase this productivity is through the installation of artificial reefs, or a man-made underwater structure meant to imitate the benefits of natural reefs. Artificial reefs serve to attract fish from nearby areas, allowing smaller boats the ability to enter into waters that they otherwise wouldn't be able to access. Assuming they're installed correctly, artificial reefs have been proven to have a positive impact on marine ecosystems, while increasing the fish population. According to local stakeholders, the New York State Department of Environmental Conservation, and Long Island Fisherman Magazine are both advocates for artificial reefs. In fact, it was mentioned that at one point, there was a plan to use former railroad cars as such artificial reefs in the local waters. The installation of such a reef could have tremendous beneficial impacts for both the local fish population, as well as for Southold's fishermen.

Responsible Parties: Southold Town Economic Development Committee, Fishers Island Harbor Committee, Fishers Island Community Board.

Possible Partnerships: Southold Town Baymen's Association, Fishers Island Lobstermen's Association, Fishers Island Conservancy, New York State Department of Environmental Conservation, Connecticut Department of Environmental Protection, Massachusetts Department of Environmental Protection, Rhode Island Department of Environmental Management, Department of Interior, United States Fish and Wildlife Service.

Possible Funding Sources:

- New York State Department of Environmental Conservation, New York State Environmental Protection Fund – Water Quality Improvement Project Program
- New York State Department of State, Division of Coastal Resources – Environmental Protection Fund's Local Waterfront Revitalization Program
- National Fish and Wildlife Foundation, in coordination with The Long Island Sound Study – Long Island Sound Futures Fund

Timeline for Implementation: To be determined

5-7. *Enhance the connection between Mattituck Inlet and the hamlet center.*

Mattituck Inlet is an important economic, environmental and recreational resource in the hamlet of Mattituck. Located just north of the hamlet center, Mattituck Inlet runs two miles into the north fork from Long Island Sound, and is the only harbor on the ±50 mile stretch between Port Jefferson and Orient Point. As such, Mattituck serves as an important maritime location with the Inlet being a popular destination for boaters. The hamlet's accessibility to water, in addition to a designated anchorage, a Town park and boat ramp, marinas and maritime uses located in relatively close proximity to the hamlet center make it a key economic driver.



The Inlet is historically tied to Love Lane and surrounding areas; however, the connections are currently underutilized. Few boaters make it as far as Love Lane, especially out-of-towners who may not realize the shopping and dining opportunities that lie just beyond the waterfront. In an effort to increase the ability of the waterfront to serve as a generator for economic development, it is suggested that the Town look to means of better connecting the headwaters of the Creek to Mattituck's thriving hamlet center.

5-7a. Create a program aimed at providing bicycle use between the local marinas and the hamlet center.

Both visitors by boat and area merchants would benefit from a program to encourage walking or bicycling into the Mattituck hamlet center. A program to provide bicycle use for visitors at the marina would increase accessibility into the shopping areas. The program could be a collaboration between marina owners and local cycle shops and/or the Mattituck Chamber of Commerce.

5-7b. Increase access through regular dredging of Mattituck Inlet.

To build upon its importance as a resource and encourage the link between the creek and Mattituck's hamlet center, it is recommended that the Inlet undergo more frequent dredging. Fishermen and marinas are faced with economic difficulties if they can't get in and out of the inlet because it is silted in. Dredging is part of maintaining the Town's infrastructure, and should be done on a regular basis. Such dredging will assist in keeping the Inlet navigable, improving access and economic development opportunities to and from the Town for recreational and commercial boaters alike.

Responsible Parties: Southold Town Economic Development Committee, Southold Town Dredging Advisory Committee, Southold Town Parks, Beaches and Recreation Committee, Southold Town Recreation Department, Southold Town Board.

Possible Partnerships: Mattituck Chamber of Commerce, North Fork Promotion Council.

Possible Funding Sources:

- Department of the Interior, National Park Service – Parks and Recreation Program
- New York State Department of Environmental Conservation, in coordination with Land Trust Alliance
- New York State Conservation Partnership Program –Environmental Protection Fund
- New York State Department of Transportation, in coordination with New York State Office of Parks, Recreation and Historic Preservation – Recreational Trails Program
- New York State Department of State, Division of Coastal Resources – Environmental Protection Fund's Local Waterfront Revitalization Program
- National Fish and Wildlife Foundation, in coordination with The Long Island Sound Study – Long Island Sound Futures Fund
- Army Corps of Engineers

Timeline for Implementation: To be determined



Goal 6:

Promote mainland Southold as a year-round tourist destination.

Objectives:

6-1. *Work with the North Fork Promotion Council to further tourism efforts in mainland Southold.*

6-1a. *Create a Townwide branding and tourism advertising campaign.*

Southold Town is unique from all other places on Long Island. Its low-key lifestyle, its attractive natural environment, and its relaxed atmosphere contribute to Southold's uniqueness as an attraction. It is recommended that the Town work with the North Fork Promotion Council to brand Southold Town as such. Such an effort could take the form of a community-wide logo and/or slogan contest.

Examples of some of the most successful slogans used to market places in the country include, "I Love NY", "Virginia is for Lovers", and "The Happiest Place on Earth." When these slogans are mentioned, people are immediately able to connect it with a particular place. It is recommended that the North Fork Promotion Council launch a contest to create such a slogan, with an accompanying logo. The contest should be open to all residents of the Town in addition to other interested parties on the North Fork.

The logo and/or slogan should strive to announce to the public – residents, visitors, businesses, employees, and passersby – that they are somewhere special and worth spending their time in. It should grab their attention with colors, sketches and words that complement Southold's identity, while conveying the importance of agriculture, preservation, the waterfront, wineries, and the overall quality of life enjoyed by those residing in and visiting the Town.

Further advertising efforts should promote this brand, or unique identity, to raise awareness from those wishing to visit the Town from other destinations – including New York City, Upstate New York, Pennsylvania, New Jersey and New England markets, among others. This should take the form of a public relations venture to raise awareness of what the Town has to offer.

6-1b. *Support a Tourism Marketing Plan for the Town of Southold.*

Upon the completion of a Townwide branding and tourism advertising campaign, the Town should take these efforts a step further through the creation of a Tourism Marketing Plan. Such a Plan is aimed to further increase the number of year-round travelers to mainland Southold. As part of this plan, a survey should be conducted of all tourist destinations and amenities found within mainland Southold. As part of this survey, the Town should ensure that each destination has adequate infrastructure in place to accommodate an increased year-round tourist population. The tourism marketing plan should include a short promotional video illustrating all that Southold has to offer, and should be placed on the North Fork Promotion Council's new interactive tourism website.

6-1c. *Work with the North Fork Promotion Council to offer training seminars that educate local businesses about the economic impact of tourism.*

The Town can further tourism efforts through offering training seminars to educate local businesses about the economic impact of tourism. Such seminars would be useful for business owners, general



managers and front-line staff to attend, providing tips and advice on how to increase advertising and marketing efforts, how to successfully “up-sell” theirs and other area businesses, and how to improve hospitality and service quality. These seminars should be held quarterly – in anticipation of the following season – and could be held at the Business and Entrepreneurship Center.

Responsible Parties: Southold Town Economic Development Committee, North Fork Promotion Council.

Possible Partnerships: Long Island Wine Council, Mattituck Chamber of Commerce, North Fork Chamber of Commerce, East End Tourism Alliance, Long Island Convention & Visitors Bureau and Sports Commission.

Possible Funding Sources:

- United States Department of Agriculture, in coordination with New York State Department of Agriculture and Markets – Federal-State Marketing Improvement Program
- Sustainable Agriculture Research & Education – Partnership Grants

Timeline for Implementation: To be determined

6-2. *Implement the recommendations set forth in the North Fork Trail Scenic Byway to improve signage to major destinations throughout the Town.*

Improved tourist signage – especially at each of the hamlet center gateways – will allow for an improved visitor experience. When entering into Southold, visitors should know that they are somewhere special, somewhere unlike all other places on Long Island.

The North Fork Trail Scenic Byway plan was prepared in December 2008, and outlines specific recommendations for the Town’s existing sign code, a “commercial way finding system”, scenic byway logo, welcome signs, interpretive signs and kiosks. It is recommended that action items be implemented. In addition to the strategies found in the plan, the Town should also develop a coordinated theme for tourist signage at both the Orient Point ferry terminal and the Mattituck Airport. In addition, signage should be created for walking, cycling and boating routes throughout Town, allowing for ease in finding and accessing these assets.

Responsible Parties: Southold Town Economic Development Committee, Southold Town Transportation Commission, Southold Town Parks, Beaches and Recreation Committee, Southold Town Recreation Department.

Possible Partnerships: North Fork Promotion Council, Long Island Wine Council, Long Island Farm Bureau, East End Tourism Alliance, Long Island Convention & Visitors Bureau and Sports Commission.

Possible Funding Sources:

- New York State Housing Trust Fund Corporation, Office of Community Renewal in coordination with New York State Division of Housing and Community Renewal – New York Main Street Program



- United States Department of Transportation, Federal Highway Association – National Scenic Byways Program
- Federal Highway Administration, in coordination with New York State Department of Transportation – Transportation Enhancement Program
- United States Department of Agriculture, in coordination with New York State Department of Agriculture and Markets – Federal-State Marketing Improvement Program
- Sustainable Agriculture Research & Education
 - Partnership Grants
 - Sustainable Community Grants

Timeline for Implementation: To be determined

6-3. *Improve the existing infrastructure to accommodate an increase in year-round tourism in mainland Southold through various modes of transportation, including rail, shuttle bus, and ferry, as well as walking, biking, boating and automobile, with intermodal connections wherever possible.*

Stakeholder interviews and public participation efforts have indicated that the Town’s infrastructure is not built to accommodate a substantial increase in year-round tourism traffic. As such, it is suggested that the Town seek to improve the existing infrastructure, especially those pertaining to alternative forms of transportation.

6-3a. *Explore the creation of a “wine train”.*

It is recommended that the Town meet with the Long Island Wine Council and the Metropolitan Transportation Authority to explore a “wine train” pilot program using the existing LIRR tracks in Town. Local transit connections – including a trolley or shuttle – could transport visitors from each stop in Town to wineries that have partnered with the program on a running schedule that is consistent with local train schedules and the hours of operation at participating wineries. The train should feature connections with all train stations in Southold Town, in addition to possible connections in Riverhead Town and further west at the Ronkonkoma station. The program could feature on-board meals showcasing local foods and the region’s culinary assets. In addition, an on-board “Wine Educator” could provide background and a history of the North Fork wine region, as well as facts and figures specific to individual wineries that riders will visit during their trip. Such a venture could also take the form of a shuttle bus which would serve as a short-term role in transporting guests between destinations with on-board cuisine, history and education prior to the establishment of a wine train.

6-3b. *Create a Town-wide greenway system, with connections to other places of interest in the region.*

Another way of accommodating an increase in tourism through the Town’s infrastructure is through the development of a greenway system, with walking and biking trails to be used for both residents and tourists. This greenway system should connect existing trails and paths to future initiatives as well as to other places of interest, including Riverhead, and the series of blueways trails (recommended for development in *Objective 5-3.*). In addition, the Town should provide maps of this system at various access points throughout Southold including both of the North Fork Promotion



Council's information centers, as well as the Orient Point ferry terminal and the Fishers Island ferry terminal.

Responsible Parties: Southold Town Economic Development Committee, Southold Town Transportation Commission, Fishers Island Community Board.

Possible Partnerships: Southold Town Transportation Commission, Riverhead Town, North Fork Promotion Council, Long Island Wine Council, Metropolitan Transportation Authority, New York State Department of Transportation, East End Tourism Alliance, Long Island Convention & Visitors Bureau and Sports Commission.

Possible Funding Sources:

- New York State Department of Transportation, New York State Office of Parks, Recreation and Historic Places – Recreational Trails Program
- Empire State Development – Downstate Revitalization Fund
- Federal Highway Administration, in coordination with New York State Department of Transportation – Transportation Enhancement Program
- New York State Housing Trust Fund Corporation, Office of Community Renewal in coordination with New York State Division of Housing and Community Renewal – New York Main Street Program
- United States Department of Housing and Urban Development – Community Development Block Grant Entitlement Communities Grants
- New York State Department of State, Division of Coastal Resources – Environmental Protection Fund's Local Waterfront Revitalization Program

Timeline for Implementation: To be determined

6-4. *Explore partnering with international communities that share the same goals and interests, and create Southold "sister-town" relationships.*

The majority of persons visiting Southold come from a relatively short distance away, originating in western and central Long Island, New York City, Upstate New York and the Northeast. Southold Town can greatly benefit from additional national and international tourist activity beyond the immediate vicinity. A "sister-town" relationship is one that many villages, towns and cities have organized with similar places around the world. The relationship strives to promote and strengthen economic development, tourism and cultural awareness and understanding at the municipal level, in both places.

The Town should consider a "sister-town" relationship with international towns of similar population size, geographic location, socio-economic conditions, number and type of tourists, as well as a place with the similar prominent industries of agriculture and wine, tourism, and maritime-related activities. For further information, it is recommended that the Town consult with Sister Cities International, which can assist in the formation of such relationships. Upon creation of such a program, Southold Town can utilize the resources through the promotion of international travel, study abroad programs with the local school districts, and advance issues and opportunities through success stories and case studies from other similar places.



**Town of Southold
Goals and Objectives for the
Economic Chapter of the Comprehensive Plan Update**

Responsible Parties: Southold Town Economic Development Committee, Southold Town Board.

Possible Partnerships: North Fork Promotion Council, Suffolk County Department of Economic Development and Workforce Housing, East End Tourism Alliance, Long Island Convention & Visitors Bureau and Sports Commission, Sister Cities International.

Possible Funding Sources: N/A

Timeline for Implementation: To be determined