

DRAFT

CHAPTER 4: IMPLEMENTATION STRATEGIES

This section is designed to set forth a series of strategies which the residents of Fishers Island may use to realize their Vision for the community's future. The strategies are listed under the respective Goals and Objectives they are intended to implement. These strategies consist of specific policies, procedures, actions that will enable the Fishers Island community to realize their Vision for the Island's future.

The second part of this section contains an Implementation Schedule that identifies the actions that must be taken in order to implement the recommended strategies the Island community has decided to pursue. The Schedule notes the jurisdictions that should assume responsibility for these actions, as well as setting forth a tentative timetable during which these actions are intended to take place.

Goal: Develop an effective management and implementation protocol for Island administration by strengthening and supporting the Fishers Island Community Board (FICB) in this role.

Objectives:

- To facilitate community implementation of Island-based initiatives.
- To improve representation of Island issues and concerns in the Town of Southold and in Albany.
- To improve Islanders' understanding of Town government (and its jurisdictions).
- To improve communications with the community and institutions of the Town of Southold.
- To facilitate the return of a more equitable proportion of the tax revenues generated on the Island.
- To synergistically leverage the existing strengths of Island organizations.

Recommended Implementation Strategies:

- Islanders should insist that all Island organizations coordinate, cooperate and communicate on Island-wide issues in a timely fashion through the FICB.
 - Improve the effectiveness and credibility of the FICB's administrative, organizational and managerial capabilities
- Reinforce the administrative effectiveness of the FICB through regular meeting schedules, posting of meeting agendas and minutes in the Library and the Post Office, and other places of public assembly.
- The FICB should cultivate productive working relationships with all Town representatives of Fishers Island.
 - The FICB should establish direct contact with governmental agencies whose actions affect the Island or whose services potentially will be of

benefit to the Island. (The following examples are agencies mentioned in the report; but contact should not be limited to these agencies only.):

- Town of Southhold
 - Human Resources Department
 - Recreation Department
 - Youth Bureau
- Suffolk County
 - Department of Health Services
- New York State
 - Department of Environmental Conservation
 - State University of New York Small Business Development Center
- Other
 - Cornell Cooperative Extension
 - University of Connecticut at Avery Point
 - Maine Island Institute
- Re-examine the existing Island Administrator's (IA) job description.
- Consider adding grant-writing responsibilities.
- Empower the IA to fulfill updated job description.
- Insist on Fishers Island representatives to the Zoning Board of Appeals, Planning Board and Trustees Board.
- Set up a procedure whereby an original copy of public documents generated on the Island is sent to the Town of Southhold for archiving into the *Laserfiche* and GIS databases for future retrieval.
- Notify the Land Preservation Office every time property or easements are donated to the Henry L. Ferguson Museum Land Trust so the Town's GIS database can be maintained and updated.
- Establish a higher profile in the Town of Southhold.
 - Initiate quarterly "Fishers Island Visitation Days" to Southhold's Town Hall whereby representatives of the FICB attend Town Board meetings and visit with officials in order to advocate for Island concerns.
 - Set up opportunities for school children on Island and in the Town of Southhold to attend extra-curricula events in both locations.
- Include news in the Fog Horn about Town Board agendas, including pending legislation and its potential impact on Fishers Island.
- Send monthly status reports to the Town Board on outstanding problems or situations in need of Town action.

Goal: A sustainable year-round population of up to 500 people, and with sufficient diversity (in terms of age, sex and ability) to maintain a self-sufficient island community.

Objectives:

- To ensure the range of ages and talents necessary for the Island community to provide all necessary year-round public service functions, and governance, whether paid or volunteer, such as, but not limited to, utilities, school, fire department, bay constable, and emergency medical services, including on-island medical care.
- To provide social, educational, cultural and recreational opportunities on the Island to accommodate the needs of a viable year-round population.
- To improve access to off-island services, facilities, and educational, cultural, and recreational opportunities for all year-round residents.
- *To ensure the long-term use and viability of the Fishers Island School as an educational center for all ages based on an accredited pre-K to 12 public school.
- *To ensure the long-term use and viability of the Fishers Island School as an accredited educational center for all Islanders of all ages because this is essential to the preservation of the island community.
**Neither of the two asterisked statements met with consensus.*

Recommended Implementation Strategies:

- Create housing, social, cultural and economic opportunities that would attract and keep this target population.
- Implement Island Community Center campus plan.
- Improve coordination and budgeting among all Island organizations through the Fishers Island Community Board so as to provide a wider range of educational, recreational and social opportunities.
- Continue to contact other educational institutions for assistance on expanding educational offerings and youth marine programs.
- Develop marketing strategies to attract new residents.
- Continue dialogue with the Fishers Island School Board about the long term use and viability of the Fishers Island School.

Goal: Good quality housing stock of sufficient quantity and variety to house the sustainable year-round target population.

Objectives:

- To retain and upgrade existing lower and moderate-priced housing to meet the needs of a larger, more diverse year-round population.
- To create new housing of various types and sizes, suitable to meet the varying needs of a diverse year-round population, yet integrated into the existing housing stock.
- To encourage the retention of year-round housing stock on the Island.

Recommended Implementation Strategies:

- Define the type and amount of affordable housing needed.
- Set short (2 years) and long (10 year) targets for creating affordable (low and moderate) housing units and define priorities by type and location.
- Access feasible sites for renovations and new mixed uses:
- Renovate existing buildings for affordable housing
- Access feasible sites for new affordable housing such as:
 - Part of U.S. Navy property
 - Land owned by Fishers Island School District
 - R-120 property at Fort Wright
 - Land owned by the Fishers Island Utility Company
 - Other sites (as may become pertinent or available)
- Identify which existing residential rental housing (& other structures) could be improved in terms of function, appearance and value.
- Identify which single family homes might be converted into two-family homes.
- Publicize existing accessory apartment law.
- Facilitate construction of accessory apartments where realistic (and feasible) through permit expediting and financial incentives or tax breaks.
- Scout-out feasible locations for employer-owned housing for employees through the creative re-use of existing structures, e.g. a building set up as a writers and artists colony during off-season, could be used, in part, as a dormitory for during the peak (July & August) season.
- Solicit funds, donations and creative partnerships to enable the Walsh Park Benevolent Corporation to construct more housing.
- Create incentives for new affordable housing to be built by the private market.
- Solicit Suffolk County assistance to acquire and/or rehabilitate housing through a public-private partnership.
 - The use of County funds would not preclude giving year-round residents first priority. It would only require allowing access to off-islanders (from the Town of Southold, then Suffolk County) if there weren't sufficient residents on the island.
- Set-up a housing education center with materials about housing subsidy programs, accessory apartment law, tenants' rights material, application forms for Section 8 and other programs.
- Update and maintain inventory of Island housing stock.

Goal: A sustainable economy geared towards providing satisfying, year-round local employment as well as providing the types of services and goods needed by a year-round population.

Objectives:

- To strengthen and diversify the economic base of the Island.

- To encourage the creation of steady, competitive, year-round employment opportunities that would be attractive to and support a larger, more diversified Island community.
- To stabilize and expand the economic commercial base.
- To revitalize or adapt existing, under-utilized business-zoned properties.
- To work with business owners to develop their properties sustainably.
- To encourage the retention of core services such as fuel, food, utilities, etc.

Recommended Implementation Strategies:

- Draw up a blueprint for revitalization of public and private properties west of Silver Eel Cove and use it to develop public-private partnerships to seek funds from New York State through the LWRP grants program.
- Arrange for the State University of New York's Small Business Development Center to come to Fishers Island at scheduled times to provide assistance to small businesses.
- Publicize the University of Connecticut's business services programs.
- Set up an Island-based "small business development resource center and clearinghouse" whereby potential and existing entrepreneurs could obtain information and where they could be matched with potential on-island investors.
- Use this center to seek entrepreneurial grants for small start-up companies.
- Work with the Fishers Island Ferry District to develop alternative management strategies for Town-owned land currently under Ferry District jurisdiction.
- Review, enforce and change (if necessary) zoning codes and other regulations in order to encourage new economic growth.
 - For example:
 - Define aquaculture and permit it in certain zones
 - Add or subtract land uses from existing zoning districts
 - Create new zoning district categories
 - Enforce law requiring mobile vendors to obtain permits
 - Rezone properties in order to permit types of economic activity more appropriate to the existing infrastructure and buildings; e.g. Residential Office.
 - Re-zoning would respect grand-fathered operations, while encouraging future businesses to locate in more appropriate places.
 - Other issues as they may come up
- Create tax incentives for specific types of businesses, or for reuse of historic structures.
- Explore the appropriate use of public land for private business purposes.
- Maximize use of sewer and water infrastructure within existing service areas (instead of expanding service to new areas).
- Maintain and update inventory of Island-related businesses.

- Explore ways to improve access to reasonably-priced health insurance through company or Island-based insurance programs.

Goal: A sustainable lifestyle through improved energy efficiency and affordability.

Objectives:

- To reduce energy costs for year-round residents and businesses.
- To introduce and encourage use of renewable energy resources in residential and commercial construction.
- To promote energy conservation through education

Recommended Implementation Strategies:

- Encourage the Fishers Island Utility Company to continue to explore short and long term options to reduce energy costs.
- Provide incentives for new construction (residential and commercial) to be solar and wind energy compatible.
- Impose surcharges for energy-consumptive amenities in new construction.
- Create incentives for energy-conservation oriented design and construction and renovations.
- Create Incentives for off-peak use of electricity during peak months.
- Take advantage of rebates for installing alternative energy devices.
- Promote water and energy conservation by the community.

Goal: An integrated transportation network [including but not limited to, roads, ferry, water-taxi, bicycle and walking paths, and the airfield] that supports the year-round community's need for reasonable access to services, goods, and economic opportunities.

Objectives:

- To facilitate access to services, goods and economic, educational, social and recreational opportunities which are only available off-island.
- To reduce vehicular traffic on the island during the summer months.
- To concentrate high volume economic activity and traffic generators in key sectors.
- To develop commuter-friendly transportation options.
- To continue to plan for, strengthen and improve the evacuation plan for both natural and man-made disasters.

Recommended Implementation Strategies:

- Set up a working committee through the FICB to explore details associated with the concept of having an island-based boat at night.
- Improve parking, walking and biking areas.

- Continue to support Island efforts to provide access to off-Island opportunities and activities.
- Evaluate and present the evacuation plan on a yearly basis.

Goal: A cap on future increases in the resort, summer or tourist population on Fishers Island.

Objectives:

- To continue to minimize the impacts of the seasonal population on the Island's infrastructure and environment.
- To continue to reduce traffic and security concerns.
- To continue to minimize the expansion of club facilities which could result in increased membership.
- To continue efforts to reduce reasons and pressure for additional seasonal home construction.

Recommended Implementation Strategies:

- Explore creative funding opportunities to preserve land; e.g. use of Community Preservation Project Plan funds.
- Continue to highlight the work of the Ferguson Museum Land Trust.

Goal: Preservation of the natural environment, particularly fresh water wetlands, tidal marshes, woodlands, bluffs, dunes, beaches and warm season grasslands, against degradation or destruction.

Objectives:

- To identify and protect environmentally sensitive wetland and coastal resources, including marine habitat and species.
- To encourage water-enhanced and water-dependent economic and recreational activities without destroying or degrading the natural coastal environment.
- To maintain the open, rural feel of the Island through land preservation.
- To protect the quantity and quality of the limited indigenous water supply.
- To maintain recreational facilities, of reasonable size, and in appropriate locations, to service the Island population in an environmentally-compatible manner.
- To ensure that economic activities are environmentally sustainable and compatible.
- To prevent the further spread of invasive species into the remaining natural habitat.
- To identify and restore selected natural habitat already affected by invasive species.
- To prevent erosion and siltation where possible.
- To prevent water pollution where possible.

Recommended Implementation Strategies:

- Seek funding to develop a ground-truthed wetlands map for the West End.
- Develop a litter and garbage management plan.
- Amend the Harbor Management Plan to afford better protection of marine water quality and give the Harbor Management Committee tools to implement.
- Work with the Henry L. Ferguson Museum, the Fishers Island Conservancy and other island organizations in their efforts to develop public education exhibits on how sensitive coastal features of Fishers Island can be damaged through overuse or mis-use.
- Tap into the resources and public education capabilities of off-Island organizations such as Cornell University’s Cooperative Extension, the Maine Island Institute, the University of Connecticut at Avery Point, Mystic Seaport and the New York State Department of Environmental Conservation.
- Identify point sources of direct stormwater discharges to tidal waters and wetlands.
 - Develop a capital improvement plan (including public funding sources) to remediate those sources in a more environmentally compatible manner.
- Encourage use of the *Harbor Honey* through public education.
- Work with the Town to develop alternative management strategies for Town-owned land.
- Enforce accepted Best Management Practices for erosion control during construction.

Goal: Protect Fishers Island’s historic and unique cultural environment and its strong sense of place.

Objectives:

- To identify and preserve the historic, cultural, architectural and archaeological resources.
- To revitalize and strengthen the existing hamlet business centers on the West End.
 - The following two merit immediate attention:
 - the General Business zoned “gateway” area west and south of the Ferry Dock on Silver Eel Cove.
 - the Hamlet Business zoned “triangle” formed by Equestrian, Oriental and Crescent streets.
- To support the role of the Henry L. Ferguson Museum and the Museum’s Land Trust in the preservation of social, archeological, historical and cultural attributes of the Island.
- To celebrate the Island’s natural environment and unique character and lifestyle.

Recommended Implementation Strategies:

- Develop a Parade Ground Preservation Plan.
- Seek funds to do an updated version of the Society for the Preservation of Long Island Antiquities' (SPLIA) survey of historic structures.
- Recommend properties for local, state and national landmark status.
- Recommend lighthouses for State landmark status.
- Continue to broaden the Fishers Island School's offerings by building bridges with Cornell University's Cooperative Extension, the University of Connecticut at Avery Point and other relevant off-Island institutions.

Goal: Accommodate new growth and revitalize existing infrastructure in keeping with the Vision and Policies of the Local Waterfront Revitalization Program.

Objectives:

- To use the Local Waterfront Revitalization Program (and state grants designed to facilitate implementation of the LWRP) to protect the natural resources of Fishers Island and to assist in financing targeted projects.

Recommended Implementation Strategies:

- Broaden public awareness of the power of LWRP to implement Fishers Island's Vision by distributing educational material and giving lectures.
- Seek LWRP-related funding to accomplish projects listed in the *Fishers Island section of the LWRP*, particularly the revitalization of the Silver Eel Cove area and protecting the fisheries resources.