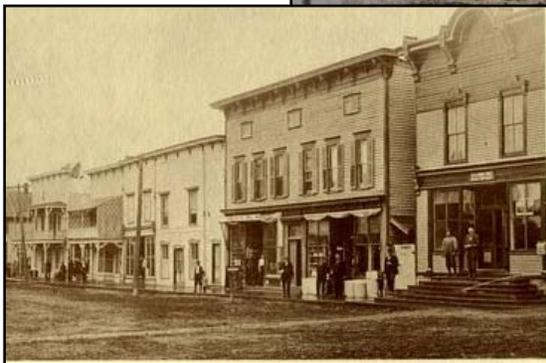

Town and Village of Hammond, NY Joint Comprehensive Plan



April 2013

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Preface

This comprehensive plan, prepared for the Town and Village of Hammond, is intended to provide a guide, or framework, for future development in the community. The Plan focuses on seven areas of study: Agriculture; Business and Commerce; Governance; Housing; Industry; Infrastructure; and Land Use. A community profile that addresses the community's history, demographics and natural features provides context for the action items in the plan.

For each area of study, the narrative gives background information, summarizes community-based input, identifies specific goals that Hammond should strive toward, impediments that can prevent the goal from being reached and, finally, recommendations that will assist in the realization of each goal. Some repetition may appear to exist between sections, but while some of the goals may be similar, they are presented in the context of the particular area of study in which they are found.

For this plan to be effective, it must be implemented. An implementation matrix is attached that lists each recommendation and describes who will be responsible for initiating the task, when it will start, when it will be completed, and, if applicable, what funding sources or outside agencies can assist with moving the initiative forward. Each entry in the matrix is taken from the recommendations listed in the Plan's main sections.

A series of maps that describe the current land use, natural features and habitat, agricultural resources and tax assessment classifications is also included. Additional specific maps that support text within the plan are also found in the map documents section.

Additional information, including survey results, public input session summaries and supporting documentation for the areas of study, is found in the appendices.

This plan was developed by the residents of Hammond with assistance from the St. Lawrence County Planning Office, a review committee made up of local individuals, and the Town and Village Boards in the summer and fall of 2012.

Vision Statement



The following vision statement was developed from comments offered by residents during the focus group activity at the public meeting in August 2012. It reflects the community's hopes for the future of Hammond and responds to the question that was asked of them, "What do you want Hammond to look like in ten years":

In 2022, Hammond is known as a recreational center on the St. Lawrence River and is part of a regional farming area responsible for producing a variety of locally grown and marketed crops. Hammond is home to numerous boating and fishing events as well as farmer's markets and annual outdoor events including cultural, craft, and historically themed fairs.

A revitalized village center with businesses (old and new), friendly faces and a unique small town feel is attracting residents and visitors. Rehabilitated buildings are appealing to new businesses, as restaurants, shops, and a gas station have located here. A focal point of the downtown renovations has been transitioning the Town Hall back into an Opera House that provides a cultural venue for the area.

The Hammond Museum has been transformed into a destination for visitors as several more historical buildings have been added. Hammond's high concentration of restored stone homes has allowed the creation of a "Stone House Tour District" that attracts visitors from all over who appreciate the restoration efforts that have been made.

In addition to new and rehabilitated waterfront rental homes, several existing older homes in the community have been renovated into Bed and Breakfast opportunities. Waterfront parks and campgrounds provide residents and visitors with a variety of recreational opportunities including boating, fishing, swimming, camping, sports fields, walking trails and peaceful scenic views. The Chippewa neighborhood boasts many artisans and businesses that have relocated to provide visitors and tourists with artistic and cultural opportunities.

Hammond is now connected to a regional multi-use recreational trail that is attracting visitors to the area including cyclists, walkers, and cross-country skiers. These natural open spaces and views provide a reminder as to why the residents of the Town and Village are working to be a sustainable community in partnership with their natural resources.

A Comprehensive Plan Defined

Before the benefits of a comprehensive plan can be realized, a clear understanding of what a comprehensive plan is must be established. A number of definitions of a comprehensive plan are listed below; these definitions are drawn from New York State Town Law and Planning literature.

New York State Town Law defines a comprehensive plan as:

“The materials, written and/or graphic, including but not limited to maps, charts, studies, resolutions, reports and other descriptive material that identify the goals, objectives, principles, guidelines, policies, standards, devices and instruments for the immediate and long-range protection, enhancement, growth and development of the town, village or city.”

The American Planning Association recognizes a comprehensive plan as:

“A compilation of policy statements, goals and objectives, standards, maps, and statistical data for the physical, social, and economic development, both public and private of the community.”

A general definition of a comprehensive plan is:

“...a document that presents, in general terms, proposals and suggestions that guide future development of elements in the physical, social and cultural environment of a community. The comprehensive plan should be seen as a document that envisions what a community wants to be like in the future and puts forth recommendations on how it can fulfill those desires.”

New York State Town and Village law require certain compliance with established municipal land use regulations once a comprehensive plan is formally adopted by a municipality. Specifically:

- (a) All town land use regulations must be in accordance with a comprehensive plan adopted pursuant to this section.

- (b) All plans for capital projects of another governmental agency on land included in the town comprehensive plan adopted pursuant to this section shall take such plan into consideration.

How this Comprehensive Plan can be used

The following two scenarios describe how a comprehensive plan can be used.

Village Scenario:

In a few years time, a developer proposes the removal of several downtown buildings for the construction of a health center. The building will consume numerous parcels and be located back from the road with a parking lot in the front. While the Village does not have a zoning code that can prevent such a development, one of the parcels is owned by the Village and acquisition of the property is a key to the development moving forward. *What should the Village do?*

The Village will, naturally, weigh the positive and negative impacts of such a development. As part of its deliberation, the Village should also review its adopted Comprehensive Plan. In this case, one of the goals in the Land Use section speaks to this type of development proposal. The Goal, under Existing Land Use, is the maintenance of the downtown building envelope. Such a goal does not preclude the development from happening, but does encourage the Village to negotiate with the developer on the building configuration. The Plan also has several maps that could be helpful in determining alternative locations.

Town Scenario:

Some time in the future, additional funding from the State is released to assist residents of substandard homes to repair their dwelling units. Local government entities can apply for these funds through a competitive grant application process. The funds are available but difficult to obtain because of the high application rate. One of the conditions of the application is that the community applying has identified housing repair as a key goal in its community. *What should the Town do?*

Town officials should refer to the Hammond Comprehensive Plan and review the chapter on Housing. One of that section's stated goals reads: "Enhance and preserve the appearance and condition of housing in the Town and Village." With this goal, and the supporting documentation that makes up the Housing section of the plan, the Town has a solid background from which to draft the application.

Comprehensive Plan Review Schedule:

For a comprehensive plan to be an effective tool in guiding the desires of Hammond residents, it must be reviewed on a regular basis. Ideas and attitudes change over time. Five years from now a goal that is in the current plan may be met and a different goal may have taken its place. While the Plan is reviewed every time it is consulted, **It is recommended that a comprehensive plan be completely re-examined every five years to ensure that its content is still relevant.**

Executive Summary

Hammond is a community with a diverse history, a wealth of natural amenities and a great deal of community pride. However, like many communities in St. Lawrence County and across New York State, Hammond is faced with a number of challenges.

To encourage communities to better prepare for the changes that time inevitably brings, the State of New York has encouraged its towns and villages to create comprehensive plans. Hammond has responded by preparing a joint Town and Village comprehensive plan that will help to guide its future. The Plan is divided into five main sections: a Community Profile; Community Characteristics, Goals and Recommendations; Implementation; Map Documents; and Appendices. Each section is described briefly below.

The Community Profile describes the history of Hammond, from its first European settlers to its long-running fair. A demographic overview cites population, school enrollment, income, housing, and other descriptive data for the Town and Village. The Natural Features Assessment contains an inventory and description of natural features throughout the Town, such as the St. Lawrence River, and State Forest lands, as well as some of the significant man-made features directly relevant to its natural features, such as public access points.

The Community Characteristics, Goals and Recommendations section addresses seven areas of study. These are: Agriculture; Business and Commerce; Governance; Housing; Industry; Infrastructure; and Land Use.

The Agriculture section gives an overview of the variety of agricultural land uses, describes the soil types, and identifies agricultural land use constraints. The goals identified in this section include: establishing a farmer's market; protecting the community's productive farmlands and pursuing the development of a sustainable energy resource that a majority of the community stakeholders can support and benefit from. Numerous recommendations specify how these goals can be met.

The Business and Commerce section describes the current business and workforce patterns in the community. Five general goals with specific recommendations are made. The five goals for the Hammond community are: to protect and enhance the current economic drivers of the Town and Village; to develop new business and commercial opportunities that coordinate with existing businesses and commercial activities; to revitalize the downtown core in the Village; to pursue new/improved infrastructure to enhance current business and make future business possible; and to pursue development/production of renewable energy from a variety of sources.

The Governance section identifies the current structure of Town and Village government, including elected and appointed officials, as well as volunteer boards/committees. Goals include: to improve/expand the Village's water infrastructure; and develop or expand local government efficiencies to reduce costs. Recommendations include the use of

State-based technical assistance and funding for infrastructure enhancements and local government efficiency projects.

The Housing section describes Hammond's housing stock by type and overall condition, which are in reasonable keeping with other parts of St. Lawrence County. Housing type is generously skewed toward older, single-family, owner-occupied homes, with a concentration of older homes within the Village of Hammond. Housing goals include: to enhance and preserve the appearance and condition of housing in the Town and Village; and to increase affordable housing options/housing choice/senior housing.

The Industry section defines a number of different industry sectors, specifically agriculture, tourism and energy. All of these sectors are addressed in other portions of the plan, so the primary focus of this section is on the wind energy industry. The industry goal reads: to accommodate the wind energy industry in a manner where it can exist in harmony with the Hammond community and in compliance with local wind regulations.

Broadband access was identified as a key component for growth by Hammond residents. The Infrastructure section speaks to the community's broadband needs, identifies existing and proposed multimodal transportation amenities, and addresses partnerships and funding sources. Goals include: to expand and improve broadband availability throughout the town; to develop a regional recreational trail that begins in Hammond; and to increase opportunities for public access to the St. Lawrence River.

The Land Use section is broken into existing and proposed land uses. Under existing land use, a list of the assessment classification for all tax parcels in the Town and Village is referenced. The goal identified under this category is threefold: maintain the downtown building envelope; ensure that the use of land for agriculture continues; and sustain natural features and habitats. Future land use goals include: a greater variety of agricultural crops will be cultivated; river/recreational related businesses will grow; a mix of renewable energy sources will be compatibly integrated into the community; and greater control of development through more robust land use regulation

Implementation is the most critical part of any comprehensive plan. Each recommendation in this plan is listed in a matrix that identifies who will be responsible for implementation, the time frame, potential funding sources, and other agencies that may be able to assist in implementing the recommendation.

Maps to support the various areas of study in this plan are located in the map document section. All map document titles are listed in the table of contents. The appendices contain a variety of raw data and additional supporting information. These titles are also listed in the table of contents.

History

The Town and Village of Hammond lie between Black Lake and the St. Lawrence River and in the middle of the Thousand Islands region, at the western point of St. Lawrence County.

The first major wave of settlers came to Hammond in 1812, although residents had been present in small numbers for previous years. In 1814, Abijah Hammond, for whom the town is named, sold nearly 29,000 acres for the first permanent homes. By 1819, South Hammond had its first settlers, as the region filled out along a mail route running from Theresa to Ogdensburg along the St. Lawrence River. The Town of Hammond was established in 1827.

The town boosted its agricultural income by providing a stop for travelers passing through along the St. Lawrence River. In time, the Chippewa Bay area and the islands in the River became destinations for wealthy seasonal visitors, who built impressive stone summer homes, including the landmark Singer Castle, from quarries in the region. Around 1874, sandstone quarrying began in the southwest of the town, with as many as five quarries employing about 600 workers by the end of the century.

Singer Castle, formerly known as Jorstadt Castle and Dark Island Castle, located on an island in the St. Lawrence River, has earned its place in North Country history since its construction in 1904. In addition to being a reminder of the area's resources (a granite quarry on nearby Oak Island supplied the stone for both this landmark and Boldt Castle near Alexandria Bay), the estate is featured in numerous historical tales. It was used for running alcohol across the border during prohibition in the 1920's. The property was afterwards put to religious use, being acquired first by the Christian Brothers, and then sold to Dr. Harold Martin in 1965, who gave a religious service on the island every Sunday. In 2001 the business venture Dark Island Tours acquired the island, putting it on display for the public.

The quarries that built such estates as Singer Castle were abandoned around the turn of the 20th century as asphalt became the primary material for paving roads and sandstone demand fell. Agriculture, tourism, and the seasonal residents have been the main pillars on which Hammond's economy has rested.

The town has a long history of festivals and field days in the summer and fall. In 1857 the first annual Hammond Agricultural and Mechanical Society Fair was held at Chippewa Bay, drawing attendees from nearby towns. Though the HAM society disbanded in 1860, a new series of Hammond Field Days began in 1886 as part of Independence Day celebrations. In the 1930s, the long-running Hammond 4-H and FFA Fair began.

This modern incarnation of the Hammond Fair has been celebrating agriculture and craft in and around Hammond, with the 2012 fair being noted as the 73rd. Prizes are awarded to farming feats such as the tallest field corn and largest pumpkin, and to family, such as the longest-married and most recently married couples. Livestock and handicrafts are put

on display for judging, and food is on sale from numerous venues, from a chicken barbecue to a maple sugar shack to the St. Lawrence County Dairy Princess's display.

In recent years, the Town and Village of Hammond have confronted issues that suggest the existing agriculture industry, tourism, and seasonal residents may not be enough to support a strong economy. Creative planning will be necessary to improve the welfare of its residents, achieve greater economic growth and move Hammond forward in the future.

Demographic Overview

Total Population

Population	1970	1980	1990	2000	2010	% Change 1970-2010
St Lawrence County	112,309	114,347	111,974	111,931	111,944	(-) 0.3%
Town of Hammond	1,015	1,090	1,168	1,207	1,191	17.3%
Town as % SLC	0.9%	0.9%	1.0%	1.0%	1.0%	
Village of Hammond	273	271	270	302	280	2.6%
Village as % Town	26.9%	24.9%	23.1%	25.0%	23.5%	

Source: U.S. Census

Population in Hammond has followed the overall trend for St. Lawrence County during the past fifty years: rising slowly, then declining slightly. In St. Lawrence County, population peaked in 1980, while the peak in the Town and Village occurred in 2000.

Unlike the County, where total population has remained stable during the period (within a range of $\pm 2\%$), total population during the period has risen 17.3 % in the Town. Population in the Village has not risen as much as in the Town; thus, the Village population has shrunk slightly as a proportion of the overall Town.

Population by Sex

Males/Females	2000 Males	2010 Males	% Change Males	2000 Females	2010 Females	% Change Females
New York State	9,146,748	9,377,147	2.5%	9,829,709	10,000,955	1.7%
St Lawrence County	56,861	56,852	0.0%	55,070	55,092	0.0%
Town of Hammond	597	587	(-) 1.7%	610	604	(-) 0.9%
Village of Hammond	139	123	(-) 11.5%	163	157	(-) 3.7%

Source: U.S. Census

Composition by sex of the population of Hammond has differed from that of the County; where the County has a majority of males, the Town and Village have majorities of females. This is most probably because County data include prisoners in three NYS correctional facilities; in 2010, these facilities housed over 3,200 persons, 83% of whom were men.

The Town of Hammond reflected statewide data regarding composition by sex: in 2010, 49.3% of the Town's population was male, while statewide 48.4% of population was male. By contrast, in the Village, only 43.9% of population was male; however, the sample size (total population = 280 persons) makes variation less significant.

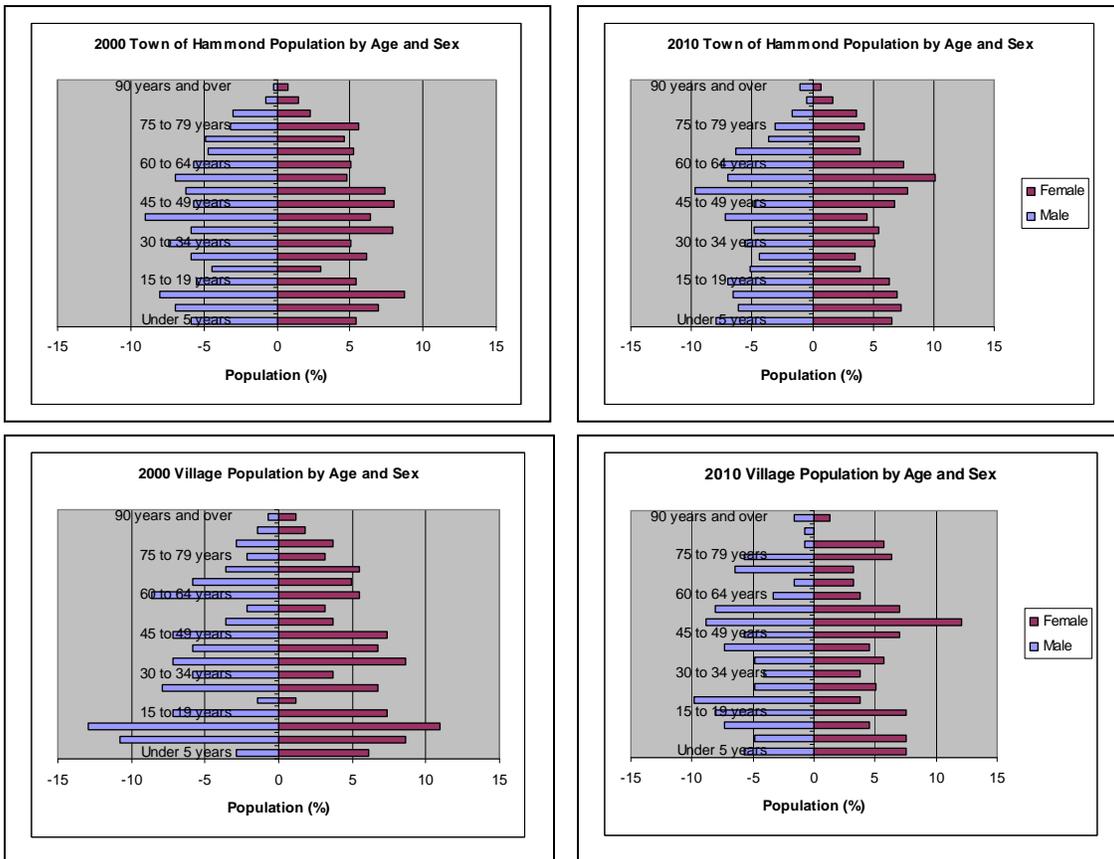
Population by Age

Median Age	2000	2010	Change	% Change
New York State	35.9	38.0	2.1 yrs.	5.8%
St Lawrence County	35.4	37.5	+ 2.1 yrs.	5.9%
Town of Hammond	40.6	42.9	+ 2.3 yrs.	5.7%
Village of Hammond	37.2	41.8	+ 4.6 yrs.	12.4%

Source: U.S. Census

Population in Hammond has aged in similar manner to the County and the State; median age has increased in the Town, County and State by approximately 2 years during the 2000s. (Again, the fact that the median age in the Village has increased at a faster rate is probably not significant, due to small sample size; more important is that median age has increased, in similar manner to the Town, County and State.)

The tables below show how age cohorts have changed over the last 10 years, in the Town and in the Village. (Data from U.S. Census)



Residents of Hammond have expressed concern about an aging population. The evidence on this is mixed. While job opportunities and other factors may cause younger residents to move out, there is evidence that the aging problem will be mitigated for the future by recent births. Data in 2010 for under-5 population are higher than 2000 for both the

Town and Village: boys went from about 6% to about 8% of the population in the Town, while girls grew from just over 5% to over 6%. In the Village, boys grew from 3% to 6%, and girls from 6% to 7.5%.

Population by Household

Household Data, 2010	St. Law Co.	T. Hammond	V. Hammond
# Households	42,019	615	112
Family Households	28,089	452	72
As % All Households	66.8%	73.5%	64.3%
Avg. Family Size	2.79	2.86	2.53
Female-headed households with children	3,212	19	5
As % Family Households	11.4%	4.2%	6.9%
Non-Family Households	13,930	163	40
As % All Households	33.2%	26.5%	35.7%
Avg. Household Size	2.34	2.47	2.17
Households with Residents under 18 yrs	13,540	198	29
As % All Households	32.2%	32.2%	25.9%

Source: U.S. Census, ACS 2006-2010

Households in Hammond are similar to households throughout the County. Variations do not appear to be significant.

School Enrollment

Enrollment Data, 2010	NYS	SLC.	T. Hammond	V. Hammond
Population enrolled in School	5,056,560	33,370	369	40
Enrollment, Elementary School	1,940,327	10,707	197	24
% Pop enrolled in school	38.4%	32.1%	53.4%	60.0%
Enrollment, High School	1,106,748	5,921	124	9
% Pop enrolled in school	21.9%	17.7%	33.6%	22.5%
Enrollment, College or Grad School	1,475,400	14,102	36	7
% Pop enrolled in school	29.2%	42.3%	9.8%	17.5%

Source: U.S. Census, ACS 2006-2010

School enrollment data indicate that a smaller percentage of residents of the Town or Village of Hammond are enrolled in college or graduate school than for the County or

NYS as a whole. This comparison may be skewed by the distance that Hammond resident must travel to attend college.

Educational Attainment

Educational Attainment, 2010	NYS	SLC.	T. Hammond	V. Hammond
Population 25 yrs and older	12,914,436	70,150	1,050	189
Attained less than HS diploma	15.6%	13.1%	10.0%	20.7%
Attained HS graduation	28.2%	38.7%	36.5%	27.5%
Attained some college	24.1%	28.4%	28.5%	33.8%
Attained bachelor's degree	18.3%	10.1%	14.7%	11.6%
Attained graduate/professional degree	13.8%	8.6%	10.3%	6.3%

Source: U.S. Census, ACS 2006-2010

Educational attainment data show that more than half of adult residents in Hammond have some college education, or to hold bachelor's or graduate degrees (53.5% for the Town; 51.7% for the Village). This is a higher rate than for residents of St. Lawrence County as a whole (47.1%), and almost as high a rate as for NYS (56.2%).

Housing

Housing Units Data, 2010	NYS	St. Law Co.	T. Hammond	V. Hammond
# Housing Units	8,050,835	51,845	1,453	144
% Occupied	89.5%	81.0%	42.3%	77.8%
# Seasonal Units	275,394	6,310	793	N/A
% all units	3.4%	12.2%	54.6%	N/A
Among Occupied Units, % Owner Occupied	55.2%	71.7%	83.1%	77.7%
Median \$ Value, owner-occupied units	\$303,900	\$79,600	\$102,900	\$69,600

Source: U.S. Census, ACS 2006-2010

As the table indicates, there are more housing units in the Town of Hammond than there are residents (1,453 housing units / 1,191 persons in 2010). More than half of these units (54.6%) are seasonal units, presumably used as vacation homes.

If the Town of Hammond's housing units were occupied by average-sized households (2.57 persons per household) at the rate of owner-occupied units (83.1%), the total population of the Town would be 3,103 persons, an increase of almost 200% over current

population. It may be reasonable to conclude that, at the height of the summer season when the greatest number of housing units are occupied, the total population of the Town approaches (exceeds?) 3,000 persons.

It is worth noting that the median value of homes in the Town of Hammond is much higher than for St. Lawrence County as a whole. Presumably, these median values are influenced by high-value homes along the St. Lawrence River. Housing values in the Village are more in line with overall County housing values.

Income

Per Capita Income	2000	2010	Change	% Change
New York State	\$ 23,389	\$ 30,948	\$ 7,559	32.3%
St Lawrence County	\$ 15,728	\$ 20,143	\$ 4,415	28.1%
Town of Hammond	\$ 14,998	\$ 24,271	\$ 9,273	61.8%
Village of Hammond	\$ 12,399	\$ 20,921	\$ 8,522	68.7%

Source: U.S. Census

Per Capita Income (PCI) has risen during the 10-year period 2000 – 2010. Without correcting data for inflation, it is instructive to see that PCI for the County, Town and Village has lagged behind PCI for the State as a whole. However, PCI for the Town and Village rose at a much greater rate than for the County or State. In fact, by 2010 PCI for the Town and the Village was higher than for the County. On a per-capita basis, the Town and Village are now wealthier than the County.

Median Household Income	2000	2010	Change	% Change
New York State	\$ 43,393	\$ 55,603	\$ 12,210	28.1%
St Lawrence County	\$ 32,356	\$ 42,303	\$ 9,947	30.7%
Town of Hammond	\$ 25,313	\$ 50,568	\$ 25,255	99.8%
Village of Hammond	\$ 22,159	\$ 32,143	\$ 9,984	45.1%

Source: U.S. Census

Median Household Income (MHI) has risen during the 10-year period 2000 – 2010. Without correcting data for inflation, it is instructive to see that MHI for the County, Town and Village has lagged behind MHI for the State as a whole. However, MHI for the Town and Village rose at a much greater rate than for the County or State. In fact, by 2010 MHI for the Town was much higher than for the County. On a per-household basis, the Town of Hammond is now significantly wealthier than the County.

Poverty

Poverty levels fell slightly during the 10-year period 2000 – 2010 in New York State, and in the Town and Village of Hammond. Poverty rate in St. Lawrence County as a whole remained stable. See table, below.

Poverty Rates – Individuals	2000	2010	Change
New York State	14.6%	14.2%	(-) 0.4 % points
St Lawrence County	16.9%	16.9%	No Change
Town of Hammond	19.0%	16.0%	(-) 3.0 % points
Village of Hammond	15.0%	14.0%	(-) 1.0 % point

Source: U.S. Census

Particular measures of poverty, as an example, poverty rates for Female-headed Households with Children, are often examined as indicators of entrenched poverty; such indicators speak to the probability that these households have very few resources and might remain low-income for the long-term. See table, below.

Poverty Rates – Female Householder with Children	2000	2010	Change
New York State	38.8%	36.5%	(-) 2.3 % points
St Lawrence County	44.8%	45.4%	+ 0.6 % points
Town of Hammond	40.6%	63.2%	+ 22.6 % points
Village of Hammond	25.0%	20.0%	(-) 5.0 % points

Source: U.S. Census

As seen in the table above, the Town of Hammond saw a large increase in the percentage of female-headed households with Children that were determined to be below the poverty rate. This indicates that pockets of poverty might exist within the Town, in spite of its increasing per-capita and per-household income (discussed earlier).

Another frequently-observed indicator of poverty is the percentage of Low- or Moderate-Income Households (LMIH). The U.S. Department of Housing and Urban Development (HUD) has established criteria for eligibility for many of its anti-poverty programs: to be eligible, a community must have 51% or higher rate of LMIH. As seen in the table, below, both the Town and Village of Hammond would qualify for participation in many HUD-financed programs (for example, CDBG-funded housing rehabilitation).

Low - and Moderate-Income Households	2000
New York State	43.5%
St Lawrence County	45.5%
Town of Hammond	58.8%
Village of Hammond	65.8%

Source: U.S. Department of Housing and Urban Development / U.S. Census

Natural Features Assessment

Inventory of Natural Features

St. Lawrence River

The St. Lawrence is a predominant natural feature of Hammond. The vast majority of riverfront land is comprised of privately-owned seasonal camps and an increasing amount of year-round homes. Nonetheless, access to the River and its recreation options – boating, diving, fishing, and hunting – play a large part in defining this community. River access points and amenities include:

Town-operated facilities include a boat launch and dock and another dock at Oak Point.

Schermerhorn Harbor is a privately-operated facility featuring rental cabins and a protected marina with a public boat launch. Amenities include a marine/general store, transient dockage, and boat rentals, as well as sales, parts and service of boats and marine equipment. Preceding information from:

<http://www.schermerhornharbor.com/shh/>.

Blind Bay Marina is a privately-operated marina with approximately 40 slips and a seasonal store; it has plans to expand to approximately 60 slips.

Cedar Island State Park is on an island in Chippewa Bay and is only accessible by boat. The best access is from the public boat launch and parking area in the Hamlet of Chippewa Bay. Fishing, hunting, and picnicking are the park's major activities. Park facilities include campsites, docks, picnic tables, and pavilions.

The NYS Office of Parks, Recreation and Historic Preservation indicates the following amenities are located within 10 miles of the park: boat launch, boat and canoe rental, convenience store, and a first aid station. Also in the vicinity, but farther than 10 miles away, are: an interpretive center, playground, restaurant, shower facility, and a swimming beach. Preceding information from:

<http://nysparks.com/parks/25/details.aspx>.

Great Lakes Seaway Trail. The Seaway Trail is a 518-mile scenic driving route that follows the shores of Lake Erie, the Niagara River, Lake Ontario, and the St. Lawrence River in New York and Pennsylvania. One of the first roads in America to be designated as a National Scenic Byway, the Great Lakes Seaway Trail highlights historical, cultural and natural features throughout these areas, with an emphasis on birdwatching, boating, fishing and diving sites. The Middle St. Lawrence region is noted as “one of the ornithological least known waterfront areas in the state, this extensive region offers excellent opportunities for viewing a wide variety of birds.” Preceding information from: <http://www.seawaytrail.com/>.

Lonesome Bay State Forest covers 1,122 acres, entirely within the Town of Hammond.

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- There are currently no developed trails on this state forest.
 - The property provides large undeveloped areas well suited for hunting, hiking, and nature viewing.
 - There are no designated camp sites on this property. [Back country camping](#) is allowed.
 - [Hunting](#) and [Trapping](#) are permitted on the property in accordance with department regulations, unless otherwise posted.
 - Geo-caching is allowed.

The topography and vegetation found on this forest are quite variable. Upland areas with deeper soils support forests containing basswood, sugar maple, and black cherry. Drier rocky sites are dominated by drought tolerant species such as northern red oak, bitternut hickory, and eastern hophornbeam. Lowland areas are covered by a patchwork of swamp hardwood forests containing red maple, green ash, American elm, and slippery elm. The wettest areas support communities of wetland shrubs and grasses.

There are several unusual plant communities which occur across this area, including over 150 acres of silver maple dominated swamp hardwoods. Upland areas also include locally abundant populations of butternut and cork elm. Preceding information from: <http://www.dec.ny.gov/lands/79493.html>.

South Hammond State Forest covers 2,086 acres in the Towns of Hammond and Rossie.

- There are currently no developed trails on this state forest.
- The property provides large undeveloped areas well suited for hunting, hiking, and nature viewing.
- There are no designated campsites on this property. [Back country camping](#) is allowed.
- [Hunting](#) and [Trapping](#) are permitted on the property in accordance with all game regulations, unless otherwise posted.
- Geo-Caching is allowed.

The topography is very hilly with thin soils and rocky exposed ridge tops. There are few tree plantations on this property. Native white pine can be found across the landscape. Poorer sites are dominated by red and white oaks, eastern hophornbeam, hickories, and other species adapted to dry and nutrient poor soils.

A unique feature of this forest is an area of exposed Sandstone Pavement Barrens, containing pitch pine and other fire adapted species which are unusual in the surrounding landscape. Preceding information from: <http://www.dec.ny.gov/lands/79483.html>.

Black Lake is a popular fishing destination in northern New York. Its southernmost bays - Black Bay, Lonesome Bay and Big Bay - extend into the Town of Hammond. About 4 miles across at its widest point, the lake is filled with many sandbars, underwater

shoals, and rugged rocky islands. The Indian River and Fish Creek are its primary tributaries. Over 20 miles to the north, the Lake empties into the Oswegatchie River, flows over the Eel Weir Dam and into the St. Lawrence River.

The Lake is known for its productive fisheries - perch, bluegill, crappie, northern pike, largemouth and smallmouth bass, walleye and catfish abound. Preceding information from: <http://www.blacklakeny.com/>.

Crooked Creek has been noted as a kayaking destination. The creek twists and turns its way north to empty into the St. Lawrence River at Chippewa Bay. There are 3 access points along the creek: the County Route 1 bridge, the Route 12 bridge and Schermerhorn Landing. Preceding information from: <http://www.quietkayaking.webs.com/index.html>.

Community SWOT Analysis

Hammond's Community SWOT Analysis and visioning exercise clearly displayed the significant role that the area's natural features and environmental resources play in Hammond's past, present and future. Full SWOT results are available in Appendix A, with items related to the area's natural features highlighted below.

Ranking highest of Hammond's natural resource-related strengths were its location, proximate to the St. Lawrence River, Black Lake and Ottawa; and an abundance of renewable energy resources. A variety of outdoor recreation options, including boating (two marinas), camping, hunting, fishing, diving and ice fishing were noted. In a more general sense, the area's diverse habitats, wetlands and wildlife; and open, scenic and tranquil farmland also rated among its strengths.

Top weaknesses include limited public access to the St. Lawrence River and a lack of hiking and biking trails. Also noted was a lack of local resources/capacity to maximize tourism options and marketing of Hammond as a destination.

Cumulatively, the highest-rated opportunity identified in the SWOT is the development of recreational areas and access for birding, biking, hiking, kayaking, canoeing, fishing, and ecotourism. The single highest-rated opportunity, wind farms/development, is also one of Hammond's most contested issues. The development of other renewable energy resources (solar and hydro) was also noted.

Threats to Hammond were noted as wind farms/development (6 votes) and conversely, *not* developing wind resources (5 votes). Other threats include: irresponsible development, and the abandonment of farmland and its resulting loss of open space.

Natural resources-related components of residents' vision for the future of Hammond include: A community that preserves its natural resources and rural character while providing enhanced access and adequate infrastructure for tourism/public use of

waterfront areas; a walk-able, bike-able Village; a diverse, profitable and productive agriculture industry; and widespread commercial development of renewable energy resources.

Desired achievements relevant to natural resources/features of the community can be grouped into three categories: planning, marketing and access/infrastructure.

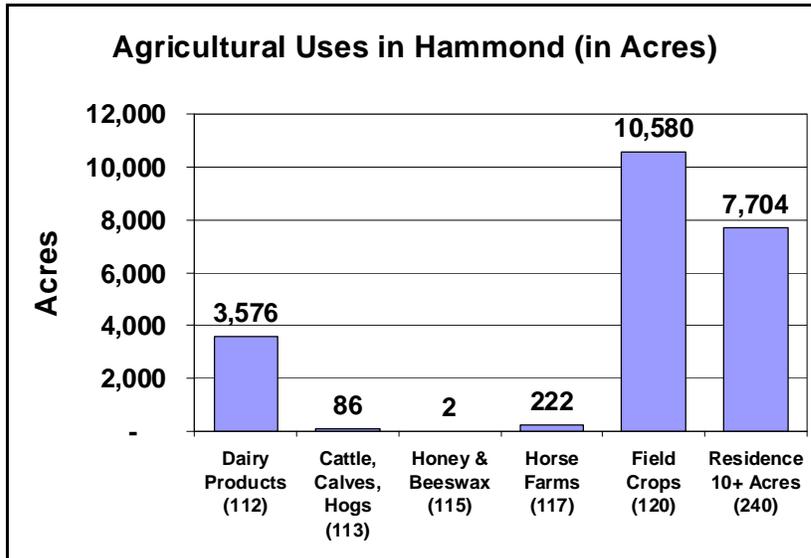
Planning: research demographics, interests and needs of tourists and consider these needs against what residents can support in the off-season; identify/develop optimal access points for various outdoor recreational activities.

Marketing: winter tourism, kayaking, birding and canoeing.

Access/Infrastructure: land acquisition for riverfront access; construct walking and biking trails; parking areas at recreational access points; build docks and put-ins; interpretative signage; establish a Town beach on the river; create a Town park with pavilion (possibly in combination with Town beach).

Agriculture

Hammond's property assessment records indicate there are 226 parcels totaling 22,170 acres that are being used for agricultural purposes. Crop production (e.g. growing hay, corn, wheat, oats, potatoes, dry beans, etc.) accounts for 48% (or 10,580 acres) of the total acreage used for farming in the community. Sixteen percent of farmland in



Hammond (3,576 acres) is used for dairy (milk, butter and cheese) production. An additional 7,704 acres consist of non-farm residences that are situated on parcels that are 10 or more acres in size. Based on the location of these parcels, it is assumed this land is being leased and/or used for agricultural purposes. Other farm

land activities present in the community include livestock, honey production, and a horse farm. A map depicting these farm uses can be found in the map document section.

A comparison of the 2012 property records to 2002 records shows no significant change in the total acreage used for farming in Hammond. While agricultural uses on these lands may have changed over the past decade, the total aggregate of agricultural land in Hammond has been stable for the last 10 years.

Soil Classifications and Prime Agricultural Lands

The Soils Classification Map shows the suitability of soils for cropland, and can be used as a general guideline for crop production. This map is not designed to show suitability and limitations of soils for woodland or for engineering purposes.

The U.S. Department of Agriculture groups soils into eight categories according to their limitations for field crops and the way they respond to management. Those categories are as follows:

- Class I: Soils with few limitations that restrict crop selection.
- Class II: Soils with some limitations that reduce the choice of plants or require moderate conservation practices.

- Class III: Soils with severe limitations that reduce the choice of plants, or require special conservation practices, or both.
- Class IV: Soils with very severe limitations that restrict the choice of plants, require special conservation practices with careful management, or both.
- Class V: Soils with limitations impractical to remove without major reclamation. Uses limited largely to pasture, woodland, or wildlife.
- Class VI: Soils with very severe limitations that make them generally unsuitable for cultivation. Generally suited to pasture, woodland, or wildlife.
- Class VII: Soils with extreme limitations. Restricted to woodland, wildlife, or specially managed pasture.
- Class VIII: Soils and landforms that are suited only for wildlife, recreation, water supply, or esthetic purposes.

Class I soils are not present in St. Lawrence County, and Class VIII soils are not present in Hammond. The six remaining classes that are present in the community were grouped as follows: Class II and III; Class IV and V; and Class VI and VII.

Class II and III soils (shaded in green on attached map) are the predominant soils found in Hammond and account for 57% of the community’s land area, and are primarily found between State Highway 12 and State Highway 37. These lands are limited in the choice of plants that may be grown, and require moderate to special conservation practices. Class IV and V represent 34% of the soil types in Hammond, and are severely limited in crop selection for growing, and require special conservation or major reclamation. These lands are most suitable for use as pasture rather than as cropland.

Type	Acres	Percent
Class I	-	0%
Class II and III	15,946	57%
Class IV and V	9,462	34%
Class VI and VII	2,518	9%
Total	27,926	

Agricultural Land Constraints

Due to strict regulations for development in and around wetlands, having an understanding of what is officially designated as wetland can help Hammond better plan for the utilization of land in its community. A map depicting state and federal wetlands and terrain relief (slope) can be found in the map document section. State wetlands are a minimum of 12.4 acres in size, and include a 100’ buffer around a wetland’s perimeter. State wetlands are ranked in one of four classes from Class I to Class IV. Regulations are more restrictive for Class I wetlands than for Class IV wetlands. Activities are regulated on the wetland and buffer, and most agricultural activities are permitted in these locations, but require a permit. Activities requiring a permit include: filling or deposition

of soil; clear-cutting trees; road construction which involves moving earth or altering water flow; filling spoil; and erecting structures not required to enhance or maintain the agricultural productivity of the land (State Freshwater Wetlands Permit Requirements are detailed in NYCRR Part 663.2).

A Federal wetland is not determined by size and does not include a buffer around its perimeter. Activities that are regulated in federal wetlands include (but are not limited to): dredging, filling, excavating, land clearing, use of mechanized equipment, ditching, stream channelizing and relocation, shoreline protection and dock construction. Land that is already under agricultural production is exempt from federal wetland regulations, but regulations do apply for converting wetlands to agricultural production.

It is important to note the map may not show the full extent of wetlands in the community as they are more accurately determined by the presence of hydric soils.

Slope is shaded on the map and typically appears along riverbanks and in areas where the terrain has sharp relief. Slope becomes a factor for operating equipment at around 8%, and land with a slope of more than 15% is not suitable for production agriculture as practiced in St. Lawrence County. It is important to note that slope depicted in this map does not indicate how it can impact soil erosion. Depending on the soil type, erosion can become an issue in areas with as little as 2% slope.

Community SWOT and Vision

Highlights from Hammond's community SWOT meeting that pertain to farming and agriculture are as follows:

Hammond's strengths include the abundance of farmland and vacant tillable acreage; an agriculturally-based economy; a stable agricultural community; and the presence of the Amish in the community.

Weaknesses include a lack of agricultural diversity; a decline in the number of dairy farm operations; not enough vacant farmland that is for sale; and the smell of manure when applied on fields.

A number of opportunities were identified to promote the community's farming industry. They are: biomass energy crop production and pelletization; more agricultural land becoming available; securing wind development leases as a means of maintaining viable agricultural lands; establishing a farmer's market, community supported agriculture (CSAs), and a local food cooperative; participating in the regional wine industry by growing grapes and establishing vineyards; creating a local food guide; and encouraging the Amish to use underutilized farm land.

Threats facing Hammond's farming industry included the loss of open space when farmland is subdivided; the abandonment of farmland; a decline in the number of

farms; and not integrating or accommodating the Amish community's building practices as a result of the International Building and Fire Code regulations.

In light of all the information provided by residents at the May 22nd and August 16th community meetings, vision statements relevant to Hammond's agriculture industry are as follows:

- A farmer's market in the Village is established
- A variety of agricultural products are grown and sold locally
- The community's local farming industry will be profitable
- Community Supported Agriculture (CSAs) is established in Hammond

Goals, Impediments and Recommendations

In light of community input, farmland information and the County's Agricultural Development Plan, the following goals, impediments and recommendations are offered to preserve and strengthen Hammonds farming industry.

Goal A: Establish a farmer's market and CSAs in Hammond.

Impediment: An established mechanism for residents to purchase locally grown foods and support Hammond's farming industry is currently not available, which inhibits the local money multiplier effect (circulating dollars in the local economy). Presently Aayla's Folly Farmstand is the only food vendor local to Hammond that is listed in the 2012 Local Food Guide (published by GardenShare). Increasing the number of vendors and variety of local foods and products for purchase in the community enhances Hammond's food security; establishes relationships between food producers and consumers; and supports local businesses that utilize and preserve Hammond's productive farmlands.

Recommendation:

1. The Town and Village of Hammond should request advice and technical assistance from GardenShare to discuss resources that are needed to establish, promote and operate a farmer's market in the community. GardenShare is a non-profit organization that strives to increase food choices in the North Country, and recently received a US Department of Agriculture Farmer's Market Promotion Program grant. Based on information on GardenShare's website, the grant is intended to: increase the use of federal food benefits at area farmers' markets; train producers who would like to try Community Supported Agriculture to market their product; pool resources among the county's markets, and train farmer's market managers. Information about GardenShare and general information about the USDA funding program can be found in Appendix E.

Goal B: Protect the community's productive farmlands.

Impediment: There is a finite amount of productive agricultural lands that should be preserved to maintain the local farming industry. Once converted into a non-agricultural use, these lands are no longer available for growing or producing agricultural products.

Class II and Class III soils in Hammond represent the most productive farmland in the community and careful attention should be paid to minimize the conversion of these lands into non-agricultural uses. Farmland protection practices should be implemented in areas where the best cropland is located, and suitable locations with less productive soils should be identified to accommodate future non-agricultural development.

Recommendation:

1. When considering subdivisions and land use projects, the Hammond Planning Board should institute a state requirement to review agricultural data statements to help examine and consider the impact of land use changes on or near farmland.

For projects that involve site plan or subdivision review and are within 500' of a farm operation that is in an agricultural district, planning boards are required to review and evaluate agricultural data statement to consider the possible impacts a project may have on adjacent farm operations. New York Town Law also requires distributing a notice of the proposed project to property owners within 500' of a project's location (as measured from the parcel's property boundaries). A sample Ag Data Statement to be completed by project applicant is attached as Appendix F.

Goal C: Pursue the development of a sustainable energy resource that a majority of community stakeholders can support and benefit from.

Impediment: Commercial wind development has been a divisive issue in Hammond. Owners of large tracts of farmland previously stated that rents generated from long-term wind leases would help preserve productive agricultural lands in the community. Other members of the community have suggested pursuing other green energy alternatives such as growing biomass crops or developing bio-digesters as a means of producing sustainable energy and preserving farmland in Hammond.

In September 2012, the North Country Regional Economic Development Council nominated a list of priority projects for funding that would advance the Council's strategic economic development plan. One of these projects is the Cape Vincent Green Energy Willow Project. Celtic Energy Farm in Cape Vincent proposes to enter into lease arrangements with property owners across a nine-county region to plant up to 3,500 acres of short rotation willow (SRW) which will serve as a fuel-source for Fort Drum's Biomass Energy Facility. As a Round 1 priority project, this energy facility received a \$30 million investment of Industrial Revenue Bonds and is an established biomass consumer that will rely on local resources.

Recommendation:

1. The community is encouraged to monitor and promote the local development of biomass energy crops that will supply Fort Drum's Black River Energy Plant. Attention should be paid to the fall 2012 funding award announcements for Regional Councils. If the Cape Vincent Green Energy Willow Project is funded, local farmers should contact Celtic Energy Farm and examine the possibility of entering into lease arrangements to grow and harvest short rotation willow. Information about the ReEnergy Facility at Fort Drum, and a description of the Willow Project are attached in Appendix F.

Business and Commerce

Current Conditions – Business and Commercial Uses

The Town and Village of Hammond are composed primarily of residential (59.5% of all parcels) and agricultural uses (43.1% of total acreage). However, a significant number of business and commercial uses are present in the community.

Real Property (RP) data classify parcels according to categories of uses. RP data for the Town and Village in 2010 indicate the presence of the following uses that may indicate business or commercial activity:

- 79 unique agricultural uses;
- 75 unique residences with 10+ acres (presumed to have potential for business or commercial uses)
- 34 unique commercial uses;
- 22 unique community service uses;
- 7 unique recreational and entertainment uses;
- 2 unique industrial uses.

Note: “Unique uses” attempt to combine multiple land parcels that share common ownership. For example, if James Jones, living at 123 Main Street, is listed as the owner of five parcels that are each classified as agricultural uses, it is presumed here that James Jones operates them all as one entity / one use.

Planning staff drove every road in the Town and Village of Hammond during the month of May 2012. They recorded the following business and commercial uses:

Business / Commercial Uses	Town	Village	Total
Recreation-Oriented	11	2	13
Miscellaneous Services	10	7	17
Housing Services	6	1	7
Retail/Sales	12	6	18
FIRE (Finance, Insurance, Real Estate)	1	4	5
Government/Institutional	3	5	8
Industrial	1	1	2
Totals	44	26	70

Note: See Appendix D for “Notes from Hammond Field Work: Businesses / Other Land Uses (May 2012)”

Real Property data and Planning staff observations are relatively congruent. RP data indicated a total of 65 commercial, community service, recreational and entertainment, and industrial uses. Planning staff observed a total of 70 business and commercial uses.

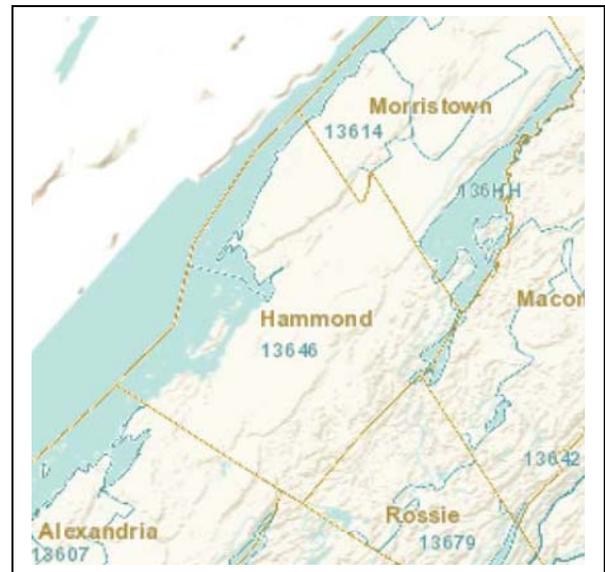
Current Conditions – Businesses in Hammond and in Its Zip Code Area

While only a sub-set of local businesses are involved with local Chambers of Commerce, such membership is another indicator of business vitality. The Town of Hammond does not have its own Chamber of Commerce; however, local businesses are represented by the St. Lawrence County Chamber, and more locally by the Black Lake Area Chamber.

Seven Hammond businesses are members of the County Chamber; these include camps/cottages/cabins (2); bank; telephone company, bridal/floral/nursery, auto repair, manufacturer (1 each).

Thirteen Hammond businesses are members of the Black Lake Chamber; these include accommodations (4); fishing (2); bank, boat tour, contractor, insurance, real estate, retail, telephone company (1 each).

The Census Bureau reports data on the number of establishments, number of employees and payroll for Zip Code Areas (ZCAs). The ZCA for Hammond is 13646; this ZCA includes the northern portions of the Towns of Macomb and Rossie, and the Black Lake area of the Town of Morristown. See map, right.



The 2010 County Business Patterns data for the Hammond ZCA indicate the existence of 39 establishments, with a total of 111 paid employees, and a total annual payroll of slightly more than \$3.5 million.

Among these 39 establishments, 30 have fewer than 5 employees; 7 establishments have between 5 – 9 employees; 2 establishments have 10 or more employees.

The 2010 County Business Patterns also reports that:

- 12 establishments are in the construction field (all with fewer than 5 employees).
- 1 manufacturing establishment is reported (with between 5 – 9 employees).
- 5 establishments are engaged in retail trade; three establishments employ 1-4 employees; one establishment has 5-9 employees; one establishment employees between 10-19 persons.
- 3 information establishments are counted; two establishments have fewer than 5 employees, while the other has 20-49 employees.
- 5 establishments conduct finance, and insurance. Of these, two have fewer than 5 employees, while three others employ between 5-9 persons.
- 3 real estate establishments are reported; all have fewer than 5 employees.

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- 1 professional, scientific or technical services firm is reported; it has between 5 – 9 employees.
 - 1 establishment deals with health care and social assistance; it employs fewer than 5 persons.
 - 7 establishments engage in accommodations and food services. Six of these employ fewer than 5 persons; the other employs between 5 – 9 persons.
 - 1 “Other services” establishment employs fewer than 5 persons.

While data from the Chamber of Commerce and from the Census Bureau are necessarily incomplete or inclusive of a larger area than the Town and Village of Hammond, they do provide a picture of the business and commercial activity in the Town, Village and surrounding areas.

The area has businesses that are focused on construction, on retail sales, on services, on financial/real estate, on tourism. Some industrial/manufacturing is reported, as well as some information/telecommunication capacity. The presence of existing businesses in these sectors may indicate an ability to attract additional businesses in these same or related sectors.

Current Conditions – Hammond Workforce Considerations

Among adults living in the Town and Village of Hammond, 598 have received at least some college education (more than 50% of Hammond’s total population). Another 383 adults (32.1% of total population) have graduated from high school. (Data from ACS 2006-10.) This educational attainment is predictive of a skilled labor force.

These skills can be seen in data on Employment by Industry; the Census Bureau estimated that 723 persons who lived in the Town of Hammond (Village included) worked in the civilian labor force (another 40 were reported in the armed forces).

Among the civilian labor force:

- 251 persons (34.8%) were employed in the Educational Services and Health Care industry.
- 102 persons (14.2%) were employed in the Construction industry.
- 87 persons (12.0%) were employed in Arts, Entertainment, and Recreation industries.
- 71 persons (9.8%) were employed in Public Administration.
- 43 persons (5.9%) were employed in Wholesale/Retail Trade.
- 30 persons (4.1%) were employed in Agriculture, Forestry, Fishing, and Hunting.
- 29 persons (4.0%) were employed in the Manufacturing industry.
- 29 persons (4.0%) were employed in the Professional, Scientific or Technical Services industries.
- 27 persons (3.7%) were employed in Finance, Insurance or Real Estate.

-
- 26 persons (3.6%) were employed in Transportation or Warehousing.
 - 17 persons (2.4%) were employed in Other Services.
 - 11 persons (1.5%) were employed in the Information industry.
- (Data from ACS 2006-10.)

The ACS 2006-10 also reported that 710 residents of Hammond provided the location of their employment during 2010. Of these, 210 workers, or 29.3% of residents in the workforce, worked within the Town. Among males living in Hammond, 32.4% worked in the Town; only 26.9% of female residents worked in the Town.

By contrast, as reported earlier, the 2010 County Business Patterns reported 111 paid workers in an area that includes the Town and Village of Hammond, as well as adjoining areas. How to reconcile this apparent discrepancy between 210 Hammond residents who reported working in the Town, and the 111 paid employees reported for a larger area?

One possible reason might be the size of the agricultural industry in Hammond. As noted earlier, 79 unique agricultural uses are reported within the Town. However, Planning staff did not record agricultural uses; no ag-related businesses are included with the Chamber of Commerce listings. In addition, the County Business Patterns included scant information on ag-related establishments. In fact, ag statistics on employment, establishments, earnings and payrolls, etc., are typically gathered elsewhere, and are not reported at a Town level (often due to considerations of confidentiality). It may be reasonable to conclude that there is some level of employment in the ag sector in the Town of Hammond, and that this employment has not been well-captured by the reports cited above.

The importance of agriculture and ag-related businesses to the history and the future of the Town and Village of Hammond cannot be underestimated, and must be factored in to any goals and recommendations for Hammond's business community.



Community SWOT Analysis

The May 22, 2012 Community SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis identified a number of business- and commerce-related items. Additional public input was gathered at a public meeting on August 16, 2012. SWOT results were presented; attendees were asked for further comments related to strengths, weaknesses, opportunities and threats; and were asked to provide input on a vision for the future with specific related achievements. Full SWOT results are available in Appendix A.

Regarding the **Strengths** of business and commerce in Hammond, attendees made 61 comments related to Recreation. Singer Castle was the single most often cited item (9 votes); other locational attributes were cited often (13 votes, among “beautiful location”; “near to river”; “borders Black Lake”; Cedar Island). Recreational opportunities were reported (18 votes, among fishing; diving; hunting; marinas; camping; golf courses; tourist destination; ice fishing; low-cost recreation; game club). Environmental/natural resource items received 15 votes. Other recreational items noted include local history (5 mentions/votes), “tourist destination” (1 vote).

Other **Strengths** of business and commerce could be classified as Infrastructure; 42 votes/mentions were made of these items. Locational attributes made up the largest part of this group, with 24 votes (citing proximity to Ottawa, the St. Lawrence River, bridges over the river, Black Lake, major highways, universities, Fort Drum etc.). Other Infrastructure Strengths included local government (5 votes); fire department/EMS (5 votes); local school (5 votes); quality of local roads, appearance of the Village, and strong tax base (1 vote each).

Twenty-five votes/mentions were made of **Strengths** that were directly-Business-related. These included 12 votes for “resources for Wind Energy”; 8 votes for local companies; 2 votes for the expanding rental market on the waterfront; and single mentions for entrepreneurs, for the casino at Akwesasne, and for the international border with Canada.

Six **Strengths** were directly related to Agriculture, including mentions of land (4 votes); the ag community generally (2 votes).

Among **Weaknesses** cited by stakeholders, 85 votes/mentions were directly-Business-related. These included 42 mentions of businesses needed (gas stations, restaurants, diners, bars, hotels); 15 mentions of telecommunication/Internet issues; 13 mentions of labor-pool items (few job opportunities; few opportunities for young people; small labor pool); 8 mentions of blight in the Village; 7 mentions of limited business activity.

Weaknesses involving Recreation were cited 17 times. Eight items mentioned limited access/opportunities for recreation on the St. Lawrence River. Six mentions were made of limited nature/biking trails. Three mentions were made of a lack of, or fragmented, tourism identity.

Weaknesses were cited 14 times regarding Infrastructure; these included lack of services (8 mentions); conditions of roads (3 mentions); and single mentions of the small local school, tax rates, and poor conditions of some buildings.

One **Weakness** was cited relating to the Agriculture sector. It noted that there are fewer dairy farms.

Participants reported 108 **Opportunities** directly related to Business and to Agriculture. These included 33 mentions of locally-produced renewable energy (wind power received 25 mentions; additional mentions of solar, hydro, biomass pellets, bio-digesters). Tourism and related items received 31 votes. Specific businesses received 27 mentions (e.g., wineries; restaurants; dance hall/bar; child care facility; farmer's market; food co-op; etc.) Other business-related mentions included agribusiness; Community Supported Agriculture; new farm products, local guides/web sites for existing businesses, better technology for businesses, etc.

Thirty-nine ideas were reported as **Opportunities** for Recreation. These included creating opportunities for non-motorized tourism: birding, biking, hiking, kayaking, ecotourism (29 votes). Other ideas would promote the area's history and historical resources such as stone houses (6 votes), and two mentions each to develop seasonal events and fishing events.

Opportunities related to Infrastructure were reported 23 times. Expansion of high-speed Internet service throughout the community was mentioned 6 times. Also mentioned were: consolidation of local government (5 votes); creation of community/performance space (4 votes); restoration of Main Street in the Village (4 votes); consolidation of local schools (2 mentions); establishment of a 24/7 health care facility; and creation of a dog-park.

Stakeholders recorded 79 **Threats** that were directly Business- and Agriculture-related. These included 45 comments on industrial-scale wind energy (26 votes), Article X (13 votes), general references to wind farms (6 votes). Conversely, 5 votes were recorded for "Not developing wind farms" as a threat to the community. Other business-related Threats included 15 votes for lack of opportunities (including for kids); lack of skilled trades (6 votes); general lack of economic development including the off-season (4 votes); loss or abandonment of farmland (4 votes).

Forty-five **Threats** were recorded related to Infrastructure. These included: junk, trash, deterioration of homes and buildings (14 votes); loss of the local school (12 votes); transportation issues (10 votes); declining grant funds (4 votes); taxes, and the current governor (2 votes each); excessive regulations (1 mention).

Goals, Impediments and Recommendations

The following goals, impediments and recommendations are based upon the comments and discussion generated at public meetings, substantiated by relevant business and commercial data and observations of County Planning Office staff, and vetted against the St. Lawrence County Public Policy Guide (adopted 1995 and modified 2011; see the Policy Guide at <http://www.co.st-lawrence.ny.us/data/files/departments/Planning/Policy%20Guide%20Final%20Draft%20Revisions%20June%202011.pdf>).

Goal D: Protect and enhance the current economic drivers of the Town and Village.

Description: Current drivers of the local economy include agriculture; support for recreation, tourism and seasonal visitors; retail sales.

Impediments: Agriculture is becoming concentrated into fewer, but larger, farms. Many of the businesses that support recreation, tourism and seasonal visitors are small, niche businesses that may be difficult to expand. Retail sales face seasonal fluctuations; need a minimum threshold of sales for survival.

Recommendations:

1. Conduct a survey of existing businesses in the Town and Village of Hammond. Create a business directory of all businesses in the community.
2. Establish a Hammond-area Chamber of Commerce that would promote businesses in the Town.
3. Establish a community land bank for agricultural purposes. The community can work to assemble parcels/combinations of parcels to make it easier for new farmers to get started.
4. Help existing farms and other open space uses to obtain open space/conservation easements, to help maintain existing open spaces.
5. Expand public access to waterfront on St. Lawrence River and on Black Lake. Access would include establishment of parks, beach area(s), launch sites for motorized and non-motorized boats.
6. Help waterfront communities on St. Lawrence River to maintain their access to the river. Some of these communities are faced with siltation or other issues that threaten to make them non-accessible.

Goal E: Develop new business and commercial opportunities that coordinate with existing businesses and commercial activities.

Description: Existing businesses can be predicted to need particular services or supplies. For example, Hammond has 12 establishments in the construction field: might these (as well as the typical level of demand anticipated by the number of homes, farms, etc. in the community) support a hardware/lumber/construction supply business? Another example: the community has a tourist industry: what common services or products might be sold to or by these businesses?

Impediments: The community has a very small population/employment base. Existing businesses are spread out, with few natural opportunities for concentration/economies of scale.

Recommendations:

1. Engage a consultant (paid, professional? / Clarkson business student project?) to conduct a “gap analysis” to indicate what sales are currently leaking out of the community, and what types of new business opportunities might be able to capture those leaked sales.
2. Research what ag services are needed by current farmers: dairy farms, other animal producers, crop farms, silviculture, vegetable farms, specialty growers. What services are needed by multiple types of farms? What services are especially needed by farmers in Hammond area? Try to attract/develop those services to provide added value for current farms.
3. Work to establish farmer’s market opportunities for local producers. Might be seasonal market (for waterfront communities with many seasonal residents) and/or more permanent venue (in the Village?).
4. Develop new tourism activities that visitors and residents can do while in Hammond. Birdwatching venues, bicycle routes, horseback riding trails, hiking paths, kayaking put-ins, snowmobiling trails, tours of stone houses, tours of Hammond’s Amish community, etc. Each of these has the ability to start small, with potential for expansion and coordination/cooperation between activities.

Goal F: Revitalize the downtown core in the Village.

Description: The Village of Hammond serves as the core for much of Hammond’s business and commercial activity. The Village is a population base; center of infrastructure; shopping and services; local government; educational services; industry;

agriculture; etc. The healthier the Village is as a place to live, to work, to find desired shopping/services, the healthier the entire Town will be.

Impediments: As a built environment, the Village is old: houses; infrastructure; etc. The Village has a very small population base.

Recommendations:

1. The Village can market its locational advantages, including infrastructure. To do so, the Village can make use of the results from the previously mentioned “gap analysis”, ag services analysis, and other indicators of business potential.
2. The Village can discuss current conditions / future plans with its existing businesses/services. Such discussions might lead to coordination of Village activity with business creation/expansion. Such discussions might also lead to increased cooperation among local businesses/services.
3. The Village can make/provide space for proposed activities, including a farmer’s market; local park(s).
4. The Village can seek grant or low-interest loan funds to help rehabilitate deteriorated housing in the community.
5. Local residents might create a “Neighborhood Improvement Association”, which would plant/maintain flowers, help clean up overgrown lots, make small repairs at homes or businesses to enhance the streetscape/visual appeal of the community.
6. Local stakeholders might begin to establish a “Hammond Growth Fund” or a “Local Development Corporation”. The purpose of such a fund/organization would be to assist in the establishment/expansion of business in the community.

Goal G: Pursue new/improved infrastructure to enhance current business and make future business possible

Description: Publicly-provided sewer service are available in the Village. Fire and rescue service is available townwide. Basic electricity and telephone services are available townwide. Broadband Internet service is limited to a small area near the Village.

Impediments: Availability of current infrastructure is very limited. Infrastructure expansion is hindered by high cost of installation/delivery, small population base at any one place to support that cost, distance between potential service nodes.

Recommendations:

1. Establish infrastructure nodes for basic services. For example, public water and/or sewer in small, densely-developed communities along St. Lawrence River. Each node of enhanced infrastructure established is more likely to become an attraction for business/commercial activity to locate where it can benefit from the infrastructure.
2. Work jointly with adjacent communities and with regional organizations (e.g., St. Lawrence County Industrial Development Agency; Development Authority of the North Country; existing telecommunications service providers) to seize opportunities to introduce/expand broadband Internet service in parts of the Town. The ultimate intent would be to make such service available to most/all of the community.
3. Conduct a land use analysis of the Town. Determine as a community which areas are suitable for which types/intensities of development; conversely, determine as a community those areas which need to be conserved. Such a land-use analysis could be used to develop a subsequent zoning law, but zoning is not a necessary result of such land use analysis. For example, the Planning Board might use an approved land use analysis as it considers development proposals under its existing site plan review authority.

Goal H: Pursue development/production of renewable energy from a variety of sources.

Description: It is possible to produce renewable energy from a variety of sources: electricity from wind, solar, moving water; heat from geo-thermal; heating fuel from biomass or wood; liquid fuel (ethanol) from plants. Hammond has many of the conditions and resources needed to produce energy for residential and smaller scale commercial and municipal projects from these sources.

Impediments: There is no existing energy development industry in Hammond, or elsewhere in St. Lawrence County. Public perceptions about renewable energy development have been polarized by years of argument over the establishment of industrial-scale wind energy proposals. It has become evident that Hammond does not have the resources or infrastructure to support industrial-scale projects; small scale and point of use projects may be viable however.

Recommendations:

1. The North Country Energy Task Force was established several years ago to research and inform the public regarding various methods to produce energy from renewable sources. Interested persons from Hammond might contact this group (e-mail to klaus_proemm@yahoo.com) to become involved/informed about potential for production of renewable energy. A Hammond-area Energy Task Force might ultimately be established.

Governance

Current Structure

The **Town of Hammond** is governed by a Supervisor and four-member Town Council. Elected or appointment positions include:

Town Supervisor
Town Council (4)
Clerk & Tax Collector
Justice (2)
Highway Superintendent
Assessor
Historian
Attorney
Dog Warden
Code Enforcement Officer

The **Village of Hammond** is governed by a Mayor and two Trustees. Elected or appointment positions include:

Mayor
Trustees (2)
Clerk & Tax Collector
Attorney
Dog Warden
Code Enforcement Officer

The Town and Village have a shared Planning Board comprised of eight members; a Variance and Project Oversight Board (VPOB); and an ad-hoc Economic Development Committee.

The Variance and Project Oversight Board (VPOB) was an idea generated by the Hammond Wind Advisory Committee, which was established by the Town Board in February 2010. The VPOB's purpose is to be the dedicated "eyes, ears and hands" for the community when dealing with any industrial wind project in Hammond.

The "Business & Economic Development Group of Hammond & Chippewa Bay" is a volunteer organization, whose purpose is to nurture and promote business recognition, growth and development in the Hammond & Chippewa Bay region. Its initial focus was the development of a website: <http://www.visithammondny.com/>. The site features a business directory; employment listings; tourism and visitors' information; calendar of events; and area news and photographs.

The Town also has a website (<http://www.townofhammondny.com>) which includes Town Board meeting minutes and agendas; public hearing minutes; calendar items and other notices; fee schedules for Code Enforcement; forms and permits; and information on proposed local laws and local law filings.

Community SWOT Analysis

The May 22, 2012 Community SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis identified a number of government-related items. Full SWOT results are available in Appendix A, with local government-related topics highlighted below.

Hammond's strengths include its "wide open" local government; major highways; and Town-owned roads.

Weaknesses include minimal Town services; and road conditions.

Opportunities identified in the SWOT related to local government include: consideration of shared services/consolidation/dissolution; and a website or catalog of local businesses and services. School consolidation was identified as an indirectly related opportunity.

Threats include: high taxes; and regulatory demands. An indirectly related threat is school consolidation or closure.

Additional public input on residents' vision for the future and related achievements was gathered at a public meeting on August 16, 2012. The future vision related to local government was that of a progressive Town with fresh ideas. Desired achievements include: tax incentives and other resources for small business and innovative agriculture; a local government that serves as a facilitator to business development; infrastructure (water) development that is balanced with costs; and the development of Town-owned amenities (beach, park, pavilion).

Goals, Impediments and Recommendations

The following goals, impediments and recommendations are based upon the comments and discussion generated at public meetings; information provided by the Town and Village; and observations of County Planning Office staff. They are further vetted against the St. Lawrence County Public Policy Guide (adopted 1995 and modified 2011).

Goal I: Improve/expand the Village's water infrastructure.

Impediments: The cost of water and/or sewer infrastructure is more than the Village's stable, yet small, tax base can afford.

Recommendations:

1. Work with the New York State Environmental Facilities Corporation (EFC) for consideration of eligibility on its Intended Use Plan (IUP). See <http://www.nysefc.org/>.
2. Consider shared infrastructure projects, including infrastructure management, with neighboring municipalities. Suggested resources include:
 - Development Authority of the North Country (DANC)
 - New York Dormitory Authority
 - USDA Rural Development
 - St. Lawrence County Planning Office

Goal J: Develop or expand local government efficiencies to reduce costs.

Impediments: Town and Village government already operate at minimal expense.

Recommendations:

1. Work with the New York State Department of State (DOS) to identify potential cost savings and efficiencies of service. See <http://www.dos.ny.gov/lg/>. The DOS has a number of online resources and other technical assistance, as well as grant funding for dissolution/consolidation feasibility studies and shared services projects.

NOTE: There is a trend in New York State to reduce layers of local government. One DOS program is the Local Government Citizens Re-Organization Empowerment Grant, a noncompetitive grant that provides funding to study, plan for and/or implement the restructuring of local governments subject to General Municipal Law Article 17-A. Its goal is to reduce municipal expenses and property taxes through government re-organization or alternative actions if re-organization is not a feasible or desirable option, or will not reduce expenses.

2. The Village of Hammond could consider the possibility of dissolution, an option recently explored by a number of Villages in the North Country, including Edwards, Waddington, Potsdam, Norwood, and Malone (Franklin County).

NOTE: The Village of Edwards, population 440, received a Local Government Efficiency grant to conduct a study to serve as a decision-making tool to decide whether or not to dissolve Village government. The final report includes the dissolution plan. The study was conducted by a 4-member committee with assistance from a nonprofit, nonpartisan consulting organization with expertise in government management. Village

voters decided to dissolve their government in a vote held March 15, 2011. Sixty-four residents voted and 55 voted for dissolution.

Recognition

The Town and Village of Hammond should be commended for:

1. Utilizing a shared Planning Board;
2. Maintaining an updated Town website that allows residents to download various applications and permits; and,
3. Expeditiously achieving a project identified in the 8/16/12 public meeting: an online resource of local businesses and services, through the effort of the “Business & Economic Development Group of Hammond & Chippewa Bay.”

Housing

Current Conditions - Data and Statistics

Data related to the Town of Hammond's housing stock has been collected both from the 2006-2010 American Community Survey and from a windshield survey conducted by staff of the St. Lawrence County Planning Office in May 2012.

The windshield survey identified 562 housing units. Of these, 335 (59.6%) were determined to be in standard condition, while 215 (38.2%) were in substandard condition and 12 (2.1%) were determined to be dilapidated. Fifty seven (10.1%) of the identified units were mobile homes; most of these were found to be in substandard condition.

ACS data identified a total of 1,453 housing units in the Town; of these, 144 are located within the Village. While this data also reveals a Town vacancy rate that is significantly higher than St. Lawrence County as a whole (57.7% versus 19.0%), this is easily explained by the seasonal nature of many of the properties located on the St. Lawrence River.

ACS data further reveals:

The Village of Hammond has a high percentage of significantly older homes than its surrounds. In the Village, 56.9% of the homes were built prior to 1939. In the Town and St. Lawrence County respectively, the comparative figures are 29.7% and 35.4%. In New York State, only 34.0% of homes were constructed prior to 1939.

It is notable that the Town had a significant number of homes constructed from 1980 to 1999: 532 (36.6%) of the Town's homes were built during this period. The Village and County had lesser, but nearly identical percentages of homes built during that time, 21.5% in the Village and 21.8% in the County. The building rate in the State during that time was significantly lesser yet: 13.5%.

Mobile homes have long been known to play a larger role in the housing stock of the North Country than they do in other parts of New York State. ACS indicates that 2.5% of the State's housing is characterized as a mobile home. In the County, 12.2% of houses are mobile homes. Hammond has an even greater percentage than the County at large: 13.0% of the Town's homes and 14.6% of the Village's homes are mobile homes.

Homes in Hammond are more likely to be single family homes than multi-units: in the Town, 84.4% of homes are single-unit structures. In the County and State respectively, 70.7% and 47.0% are single- vs. multi-units. In fact, excluding mobile homes (which are not classified by ACS as single- or multi-unit), only 2.7% of the housing in the Town of Hammond is multi-unit housing. Twenty-seven of these 37 multi-unit structures are located inside the Village boundary.

Occupancy data also indicates a low renter-occupied rate in the Town: 16.9% of occupied homes are renter-occupied; the County's renter-occupied housing is 28.3% and the State's is 44.8%. Again, Village data indicates something of a concentration of these rentals (24%) inside the Village.

Median home values in Hammond are significantly higher than the County as a whole: Median value of owner-occupied homes in the Town is \$102,900, in the County \$79,600. The Village, however, has a median home value of only \$69,600. The State's median value is \$303,900. Median owner costs for Town and Village of Hammond homes are on par with the County, for homes both with and without a mortgage. Comparatively, County housing costs for homes with a mortgage are significantly lower than the State: \$1,050 per month vs. \$1,958 per month.

Median rent in Hammond (\$625 in the Town and \$408 in the Village) is significantly lower than the State at \$977, but is generally consistent with the County, at \$610. However, it is notable that renters in the Village of Hammond are far more likely to be spending a large percentage of their household income on rent. Over 78% of Village renters pay 30% or more of their household income toward rent. In the Town, this figure is 56.7%; in the County it is 52.6%; and in the State it is only 51.6%. **Note:** Rental housing is considered affordable if total shelter costs do not exceed 30% of gross monthly household income.

Utility gas, or natural gas, is utilized as a heating fuel by the majority (53.4%) of New Yorkers, while an additional 31.3% of State residents rely on fuel oil or kerosene. In Hammond, the majority of Town residents (53.0%) rely on fuel oil or kerosene and the next largest group (19.3%) heat with wood, followed rather closely by bottled, tank or LP gas at 17.1%.

Community SWOT Analysis

The May 22, 2012 Community SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis identified a number of housing-related items. Full SWOT results are available in Appendix A, with housing-related topics highlighted below.

Hammond's strengths include a strong tax base; affordable residential housing options; and the overall appearance of the Village.

Weaknesses include the poor condition of many properties, including refuse/garbage-disposal issues; a lack of low- to moderate-income (LMI) housing choices (i.e. Section 8); little or no new residential development in the Village; old stone houses are being lost; and Hammond is a bedroom community.

Other weaknesses indirectly related to housing include: poverty; an aging population; limited job opportunities; a (high) tax rate; and a limited amount of vacant land available for housing development.

Opportunities identified in the SWOT indirectly related to housing include: the extension of high-speed internet access to residential areas; a Main Street revitalization project; and the development of a Historic Stone House District for tourism purposes.

The primary threat related to housing in Hammond is the removal or demolition of old homes and buildings, as opposed to rehabilitation or adaptive re-use. Indirectly related threats include: (high) taxes and declining grant/funding opportunities.

Additional public input was gathered at a public meeting on August 16, 2012. SWOT results were presented; attendees were asked for further comments related to strengths, weaknesses, opportunities and threats; and were asked to provide input on a vision for the future with specific related achievements.

Housing-related components of residents' vision for the future of Hammond include: a thriving downtown; rehabilitated/adaptively re-used buildings; improved/increased housing options; and increased tourism and visitor traffic, including tours of historic stone houses.

Desired achievements include: quality housing and childcare; implementation of a housing rehabilitation program; construction of senior housing; and the rehabilitation and/or removal of buildings in poor condition.

Goals, Impediments and Recommendations

The following goals, impediments and recommendations are based upon the comments and discussion generated at public meetings, substantiated by relevant housing data and observations of County Planning Office staff and vetted against the St. Lawrence County Public Policy Guide (adopted 1995 and modified 2011).

Goal K: Enhance and preserve the appearance and condition of housing in the Town and Village.
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Impediments: Many properties are in poor condition; in some cases, there is an accumulation of rubbish on private properties; old buildings tend to be demolished rather than rehabilitated or adaptively re-used; stone structures require unique skills and additional expense to rehabilitate; minimal private capital available.

Recommendations:

1. Implement a housing rehabilitation program. Possible funding source: Community Development Block Grant (CDBG), NYS HOME.

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2. Implement a downtown revitalization project. Possible funding source: New York Main Street, Rural Area Revitalization Project (RARP), Empire State Development.
 3. Develop a Historic Stone House District. Technical assistance, information on weatherization of historic properties and historic preservation tax credits are available through the New York State Historic Preservation Office (SHPO).
 4. Adopt a Section 421-f partial tax exemption for increased assessments related to reconstruction of and improvements to residential property (this is relevant to all applicable taxing jurisdictions, i.e. Town, Village and school district). Section 421-f allows a municipality to phase in any assessed value increase due to renovation of a residential property over an eight-year period, with local authority over precise definitions and allowances.
 5. Institute a Town-wide rubbish collection on a semi-annual basis.

Goal L: Increase affordable housing options/housing choice/senior housing.

Impediments: The community lacks an organization or agency to spearhead affordable housing efforts; minimal private capital available.

Recommendations:

1. Contact housing authorities and property management agencies in proximate areas to discuss possible partnerships. Suggested agencies include:
 - St. Lawrence County Community Development Program (CDP)
 - St. Lawrence County Office for the Aging
 - Housing Authorities (Canton, Edwards, Gouverneur, Ogdensburg, DeKalb)
 - North Country Housing Council
 - Development Authority of the North Country (DANC)
 - Jefferson County Planning Office
 - United Helpers
 - USDA Rural Development
2. Contact local development agencies to discuss marketing of the community to private developers and to explore potential funding options. Suggested agencies include:
 - St. Lawrence County IDA
 - St. Lawrence River Valley Redevelopment Agency
 - Development Authority of the North Country (DANC)
 - New York Dormitory Authority

Industry

Industry can be defined in a number of different ways. When identified without context one often associates the term industry with heavy industry; which is not a large component of the North Country's economy. When spoken of with a qualifier such as the tourism industry, agricultural industry or energy industry there is a local connection and all components of these respective industries make up the local economy.

The tourism industry has been discussed in detail in other sections of this plan, specifically in the Business and Commerce section, and to a lesser extent in the Land Use section. The agricultural industry is addressed in the Agriculture section and also in the Land Use portion of the Plan.

The energy Industry, and the potential to capture more marketable energy from the natural environment, is under exploration in many parts of the country, of which one is Hammond. Biomass fuels have potential due the large amount of agricultural land in Hammond. Further information and recommendations on bio fuels are also found in the Agriculture section. What will be addressed in this section is the potential for wind energy development in Hammond.

For multiple years the Town has been solicited by an industrial wind developer with the intent to establish power generating wind towers in the community. This has been controversial. The potential for wind development has been welcomed by some as an opportunity to generate revenue through lease agreements and viewed as a threat by others who have concern over negative health, safety, environmental, property value and aesthetic impacts. The Town Board, after extensive deliberation, passed a thorough, comprehensive and restrictive Wind Energy Local Law. This Law, formally adopted in 2011, identifies specific setback requirements for wind towers, noise standards and ultimately where towers can be located in Hammond.

During the development of the comprehensive plan the industrial wind developer involved in Hammond cancelled its wind leases with landowners and dismantled its meteorological test towers and stated publically that "Hammond would not be a good site for a wind farm". It would be unproductive to pursue this avenue of development as this time.

Community SWOT Analysis:

The May 22, 2012 Community SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis identified a number of wind industry related items, which are highlighted below. Full SWOT results are available in Appendix A.

Hammond's strengths included resources for renewable energy, including open land.

No weaknesses with regard to the wind industry were identified.

Wind development was identified as a specific Opportunity

Both the development of the wind industry and not pursuing its development were identified as a Threat. Also, Article X, the colloquial term given to the potential for the State to overrule local land use regulation of wind development should it be deemed “unreasonably restrictive”, was viewed as a threat. This clearly underlines the divisiveness of wind development in Hammond.

Goals, Impediments and Recommendations

The following goals, impediments and recommendations are based upon the comments and discussion generated at public meetings, substantiated by relevant data and observations of County Planning Office staff and vetted against the St. Lawrence County Public Policy Guide (adopted 1995 and modified 2011).

Goal M: To accommodate industry in a manner where it can exist in harmony with the Hammond community and in compliance with local laws and regulations.

Impediments: The following issues could prevent the above goal from being realized. Hammond may not have the resources and infrastructure necessary for industrial development in the town.

Recommendations: The following recommendations will help circumvent the impediments listed above to allow for the attainment of the identified industry goal.

1. Establish a working relationship with any developer to ensure that both the developer and the State adhere to the adopted laws and regulations in Hammond.
2. Portray Hammond as a community welcoming to responsible renewable energy development.

Infrastructure

High Speed Internet Access

According to the National Telecommunications and Information Administration (NTIA), the minimum speed that qualifies as broadband Internet is a download transmission rate of 768 kilobits per second (kbps), and an upload speed 200 kilobits per second. This threshold is relatively low as online applications are continually growing in size and require fast transmission speeds for downloading convenience.

Broadband Basics

1,000 bits per second = 1 kbps

1,000 kbps = 1 Mbps
(this often meets the needs of most residential users)

1 Gbps = 1,000 Mbps

While connection speeds are expressed in kilobits and megabits, home computer file sizes are displayed in kilobytes and megabytes. A byte is made up of 8 bits. A 1 megabyte file therefore takes roughly 8 seconds to download at 1 Mbps (see <http://broadbandmap.ny.gov/content/in-depth.html>).

Presently there are three conventional methods for broadband transmission: wireline (transmitting information through wires), wireless, and satellite. As of September 2012, the New York State “Connect NY” online broadband map (www.broadbandmap.ny.gov) lists the following service providers (and maximum download speeds) in Hammond:

Wireline: Citizens Telephone via DSL (digital subscriber line) to portions of the community with download speeds of up to 768 – 1.5 kbps.

Time Warner Cable offers broadband via cable model primarily west of the village with download speeds of up to 50 Mbps.

Wireless: AT&T Mobility (1.5 – 3 Mbps)
Verizon Wireless (600 kbps – 1.4 Mbps)

Satellite: Hughes (3 – 6 mbps)
Starband Communications (768 kbps – 1.5 Mbps)
Wildblue Communications (1.5 kbps)

A map depicting the extent of broadband wireline availability in Hammond and maximum download speeds throughout the community is attached in the map document section. With the exception of Time Warner Cable, none of these existing services exceed the State’s minimum standard for broadband download speed of 6 Mbps. A table prepared by the Empire State Development Corporation (attached as Appendix H)

indicates less than 1% (16) out of 1,553 households in the Town and Village of Hammond have broadband access with download speed that exceed 6 Mbps, and upload speeds that exceed 1.5 Mbps. For comparison purposes, this broadband capacity is available to 48% of all households in the County, and to 86% of all households in the State.

Because less than 50% of Hammond’s households have access to broadband service at advertised speeds equal to or greater than 6 Mbps for download and 1.5 Mbps for upload, the community is designated as an “underserved” area by the State’s Connect NY Broadband Grant Program.

Transportation

State and County Highways

Two State Highways run parallel through the town between the St Lawrence River and the Town’s southeastern border with Rossie and Macomb. State Highway 12 represents the Scenic Byway that travels along the community’s shoreline and provides access to Hammond’s riverfront. State Highway 37 extends through the Village of Hammond, and three County Routes - CR 1, CR 6, CR 3 – connect the community to both State Highways. County Routes 3 and 6 also extend into Jefferson County, the Town of Morristown, and the Town of Rossie.

Black Creek Bicycle Loop

The Black Creek Bicycle Loop is a featured element of the Great Lakes Seaway Trail, a National Scenic Byway that begins at the Erie Canal and extends along the southern shores of Lake Ontario and the St. Lawrence River. The bicycle route in Hammond is 21-miles and travels through the center of the community. Cyclist may begin the loop in the Village of Hammond, South Hammond or Chippewa Bay, and ride through the South Hammond State Forest. The route can also be split into two shorter loops by riding on State Highway 37 between Hammond and South Hammond (a map depicting the bike route is included in the map documents section).

Multi-modal/Recreational Trails

With the exception of the 3-mile Macsherry Trail in the Crooked Creek Preserve, other year-round multi-modal trails are not known to exist in the community. Developing additional trails throughout the town was suggested as an amenity by residents that could enhance the community’s quality of life and draw visitors to the area.

Community SWOT and Vision

Infrastructure issues that were identified and discussed by residents at the community SWOT meeting on May 22nd and on August 16th were as follows:

Hammond's strengths include convenient access to fishing, camping, hunting and boating activities on the River and Black Lake; the presence of two major highways and proximity to an international bridge to Canada; being home to the Chippewa Bay Game Club, Singer Castle and Cedar Island State Park.

Weaknesses include the absence of nature or bike trails; limited public parking and boat launch access points to the St. Lawrence River; the existing condition of local and privately-owned roads; insufficient business parking in the village; the absence of a waste transfer station; a limited choice of Internet providers and insufficient broadband Internet access.

Hammond's opportunities include developing key areas for birding; swimming; picnicking; diving and kayaking; establishing a trail system for walking and biking; expanding public camping and docking facilities; expanding high-speed internet access in the community; creating a community park; and renovating the Town Hall into an opera house that would serve as a year-round performing arts venue.

Threats to the community include limited broadband service that inhibits business and economic development; the potential loss of a post office; and the construction of a rooftop highway that would bypass Hammond and could force people to move.

Vision statements made by meeting participants that are relevant to the community's infrastructure are as follows:

- Telecom infrastructure is upgraded to promote telecommuting, institutional operations, telemedicine and economic/business development
- Bike and walking paths/trails are established through the town
- Increase public access to the St. Lawrence River and promote tourism
- A public venue/park space is created to host more community events

Goals, Impediments and Recommendations

In light of the community's input at public meetings and a review of the State's broadband information, the following goals, impediments and recommendations are offered to strengthen Hammond's business opportunities, tourism industry, and quality of life:

Goal N: Expand and improve broadband availability throughout the town.

Impediment: The essential absence of high speed broadband access for year-round and seasonal residences, businesses and visitors affects Hammond's economic well-being and quality of life. In many St. Lawrence County waterfront communities, money spent by seasonal residents and visitors are a significant contributor to the local economy. Expanding and improving broadband service in Hammond can: improve the ability for local merchants, businesses and institutions to conveniently promote and engage in

business transactions; encourage telecommuting; and allow visitors and seasonal residents to extend their stays in the community and support the local economy.

Recommendation:

1. Partner with towns along the St. Lawrence River and a local service provider to pursue a “Connect NY” grant to expand broadband service in the region.

New York State recently announced the availability of “Connect NY” funding to expand and improve broadband availability to unserved and underserved communities throughout the state. To compete for funding, Connect NY requires applicants to: leverage existing broadband networks; benefit community anchor institutions; facilitate telemedicine; and spur economic growth in areas that are economically distressed.

Hammond should examine the possibility of establishing a public-private partnership with a local service provider as a way to apply for these funds and expand broadband services along the River. Such a partnership (the HERD Community Network) was established by the communities of Hermon, Edwards, Russell and DeKalb with telecommunications company TDS and it successfully established and expanded Internet access to these communities (additional information about the HERD Community Network is available at: www.herd.org). A review of the State’s Broadband Availability table (www.broadbandmap.ny.gov/documents/broadband-availability-by-municipality.xls) shows the Village of Hermon with 97% of households with broadband access; Village of Edwards with 92%; Russell with 38%; and DeKalb with 28%.

Because it is unclear how long the Connect NY program will continue to be funded in the future, the Town and Village should promptly initiate discussions with adjacent towns and a local service provider to determine how a public-private partnership could be pursued to expand broadband service along the St. Lawrence River. The development of this partnership could nicely coincide with a subsequent round in 2013 (if funded). For more information about the Connect NY program, visit: www.nysbroadband.ny.gov/ConnectNY2012.

Other Resources Available for Broadband Expansion

Federal resources are also available to expand broadband infrastructure. USDA broadband funding options include:

The Community Connect Grant Program
(www.rurdev.usda.gov/utp_commconnect.html)

The Rural Broadband Loan Program
(http://www.rurdev.usda.gov/supportdocuments/BBLoanProgramBrochure_8-11.pdf)

The Distance Learning and Telemedicine Loan and Grant Program
(http://www.rurdev.usda.gov/UTP_DLT.html)

The Telecommunications Loan Program
(http://www.rurdev.usda.gov/utp_infrastructure.html)

Goal O: Develop a regional recreational trail that begins in Hammond.

Impediment: A majority of the St. Lawrence River shoreline in New York is located in St. Lawrence County. Unlike many Canadian communities along Ontario’s riverfront, a multi-use recreational trail does not extend along the American shoreline. The absence of such an amenity hinders Hammond’s quality of life and hinders the Thousand Island Region’s ability to attract cyclist to the area.

Recommendation:

1. The Town and Village should pursue the opportunity to serve as the lead applicant in developing a regional recreational trail that extends from Hammond to Massena, and submit it for consideration as a priority project to the Regional Economic Development Council.

For the past two years, the North Country Regional Economic Development Council identified investments in tourism as a strategy to stimulate the North Country’s economy. The Council’s strategic plan finds the development of tourism infrastructure (lodging, retail, restaurants, recreation, arts and culture) can transform the North Country region by driving community development, which enhances the area’s quality of life, attracts more visitors and residents, and serves as the lever for attracting private investment and a diversity of jobs (see http://regionalcouncils.ny.gov/themes/nyopenrc/rc-files/northcountry/NCREDC_Vision_Strategies.pdf).

For discussion purposes, the Town and Village could acquire the roughly 17-mile retired rail bed (presently owned by High Liner, LLC) that extends from the Town’s southwestern border to the Village of Morristown and parallels State Highway 37. This segment could represent the first phase of a multi-phase regional project that would terminate at Robert Moses State Park in Massena.

Goal P: Increase opportunities for the public to access the St. Lawrence River.

Impediment: A characteristic of a community’s quality of life is providing residents and visitors with the opportunity to congregate in public places (e.g. a park) and participate in community events throughout the year. Examples of popular waterfront parks in the County include the Town of Waddington’s municipal park on the St. Lawrence River, the Village of Norwood’s municipal park on Norwood Lake, and the Town of Canton’s Taylor Park along the Grasse River. Concerts and festivals, holiday events, and

competitions are featured at these locations, which attracts visitors and contributes to the host community's identity and sense of well-being. Without a waterfront park in the town, Hammond is missing out on the opportunity to enhance the area's overall quality of life and vitality.

Recommendation:

1. Establish a municipal waterfront park that can simultaneously serve as Hammond's community playground, beach, recreation area, as well as a farmer's market and concert venue.

Residents should identify what features the community desires in a municipal park, and then identify a location that can accommodate all of the park's desired components. The advantage of including all of these features/amenities in one location minimizes a park's development costs, as well as the facility's long-term operational and maintenance expenses.

Impediment: The absence of infrastructure to accommodate birders misses on an opportunity for Hammond to attract a niche market in the visitor industry spends money while on vacation.

Crooked Creek has been designated as important natural habitat by a variety of organizations including the Audubon Society, the New York Department of State, and the Seaway Trail. The Seaway Trail website states Crooked Creek gives birders the opportunity to reach habitats ranging from extensive creek side marshes to water bird loafing and nesting shoals. The website also identifies Chippewa Bay & Chippewa Creek, Hammond and Lisbon Grasslands, and Oak Point as some of the ornithological least known waterfront areas in the state, yet offers excellent opportunities for viewing a wide variety of birds.



From: <http://www.seawaytrail.com/maps/interactive/>

According to a 2006 survey (the 2011 New York survey has not been released yet) by the US Fish and Wildlife Service, 4.6 million people (residents and non-residents 16 years and older) reported fishing, hunting, or wildlife watching in New York. Eighty-five percent (3.9 million) of these persons were wildlife watchers. 1.3 million of these wildlife watchers reported spending 10 days a year away from home to watch wildlife. On average, these wildlife watchers spent \$514 (or \$51 per day) while on vacation. Of this amount, \$271 went towards food and lodging, \$213 for transportation, and \$29 for other incidental fees.

Selected characteristics of New York residents who participated in wildlife watching in 2006 are as follows: 86% lived in urban areas; 40% were between the ages of 35 to 54 years; and 53% had 1 or more years of college education. Of the 67% of survey respondents who disclosed their annual income, 34% reported an annual household income of \$50,000 or more. The complete survey can be found at: www.census.gov/prod/2008pubs/fhw06-ny.pdf

Recommendation:

1. Enhance the existing boat launch off State Highway 12 at Crooked Creek with the installation of an interpretive sign; improved loading area; and expanded parking area in order to better accommodate kayakers, fishers, canoeists and bird watchers.
2. Construct foot paths and/or raised boardwalks with benches, bird blinds, and interpretive panels near the mouths of Crooked Creek and Chippewa Creek to give birders and the general public the opportunity to observe the area's diverse and abundant migratory bird population.
3. Sponsor and coordinate annual birding events or festivals to encourage an influx of birding enthusiasts to Hammond.

Implementing Recommendations through Partnerships

Developing and enhancing the community's recreational infrastructure can be implemented through strategic partnerships. A partnership recently formulated in Canton to expand the Town's recreational infrastructure can serve as a model for Hammond. In summer 2012, the Town of Canton, St. Lawrence County Highway Department and ENEL Green Power partnered together to pursue state funds to create a handicap accessible car-top boat launch along the Grasse River just north of Pyrites. This partnership involved recording a recreational easement on land owned by ENEL Green Power; the County Highway Department providing in-kind labor and equipment for survey work, engineering and project construction; and the Town of Canton providing in-kind labor to administer the grant and procure construction materials. The Town submitted a Consolidated Funding Application (CFA) to develop this project as a component of the Town of Canton's Local Waterfront Revitalization Plan.

A similar partnership could be established between the Town, the Thousand Islands Land Trust, Crooked Creek and Chippewa Creek property owners, Seaway Trail, Inc. and the New York Department of Transportation to enhance the existing boat launch and increase outdoor recreation opportunities for residents and visitors. It is important to note that because Crooked Creek and Chippewa Bay are identified as Significant Coastal Fish and Wildlife Habitats, publicly-funded projects in these locations are subject to evaluation by the Department of State to minimize adverse impacts to fish and wildlife.

Funding Resources Available

A variety of state and federal funds are available to help finance these projects. Potential grant and loan resources to develop a municipal park, enhance the boat launch, and establish bird watching infrastructure include:

- The Environmental Protection Fund (EPF) Municipal Grant Program administered by the Office of Parks, Recreation and Historic Preservation. The EPF is used for the acquisition, development and planning of parks and recreational facilities to preserve, rehabilitate or restore lands, waters or structures for park, recreation or conservation purposes and for structural assessments and/or planning for such projects. Examples of eligible projects include: playgrounds, courts, rinks, community gardens, and facilities for swimming, boating, picnicking, hunting, fishing, camping or other recreational activities. To ensure the public benefit from the investment of state funds, public access covenants and conservation easements are conveyed to the State for all park development projects undertaken by not for profit corporations. Any park project undertaken by municipalities is subject to the State's Parkland Alienation Law. Each year the Commissioner establishes program priorities for which projects will receive additional points. For more information, visit:
<http://nysparks.com/grants/parks/default.aspx>
- U.S. Fish & Wildlife Service Small Grants Program. The U.S. Small Grants Program is a competitive, matching grants program that supports public-private partnerships to carry out projects that further the goals of the North American Wetlands Conservation Act (NAWCA). These projects must involve long-term protection, restoration, enhancement and/or establishment of wetlands and associated uplands habitats for the benefit of all wetlands-associated migratory birds. Grant requests may not exceed \$75,000 and a 1:1 match is required. Research funding is ineligible, and funding priority is given to grantees or partners that are new to the Grants Program. In FY 2012, \$3 million was approved to support eligible projects. For more information, visit: www.fws.gov/birdhabitat/grants/nawca/Small/index.shtm
- Low-interest financing from the USDA Rural Development Community Facilities Program. The Community Facilities Program provides loans (and some grants) for essential community facilities such as fire and police stations, emergency vehicles, hospitals, libraries, nursing homes, schools, community centers, public buildings, childcare centers as well as other community-based initiatives. The CF Program can make and guarantee loans to develop essential community facilities in rural areas and towns of up to 20,000 in population. Loans, grants and guarantees are available to public entities such as municipalities, counties and special-purpose districts, as well as to non-profit corporations and tribal governments. Grants are authorized on a graduated scale. Applicants located in small communities with low populations and low incomes may receive a higher percentage of grant funding. Visit: www.rurdev.usda.gov/NY_CF_Home.html

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- State of New York Municipal Bond Bank Agency (MBBA). MBBA provides access to the capital markets for special programs and purposes that benefit the municipalities of the State of New York. The agency was created in 1972 to help municipalities gain access to the capital markets. The Agency has the authority to issue bonds and use the proceeds to purchase bonds and notes issued by local governments to finance public improvements (see <http://www.nyshcr.org/Agencies/MBBA/>)

Land Use

Understanding what land uses exist in Hammond is informative and allows a community to better plan for future development. For the purpose of this Comprehensive Plan, Land Use will be broken into two categories, existing and future. Existing land uses summarize what Hammond looks like today; future land uses identify the desire for change and show a forward looking perspective.

Existing land uses can be categorized in a number of different ways. For this document the land use classification model associated with the assessment of land for taxation purposes was used. Using this categorization allows for the spatial querying and identification through Real Property tax records. Each parcel is assessed and assigned an assessment classification. By evaluating this data it is possible to determine how much of what kind of land use exist in Hammond. This information is summarized in the list below.

Summary of Land Use by Assessment Category:

100 series (agriculture) – 14,466 acres
200 series (residential) – 11,152 acres
300 series (vacant land) – 1,476 acres
400 series (commercial) – 587 acres
500 series (recreation and entertainment) – 23 acres
600 series (community services) – 53 acres
700 series (industrial) – 149 acres
800 series (public services) – 18 acres
900 series (forest, conservation and park lands) – 10,564 acres

A more detailed breakdown of the assessment series can be found in Appendix C. A map showing current land use can be found in the map document section.

Existing Land Use:

Both existing and future land use is dictated by numerous factors. The economy, natural features, ownership, marketability and location, amongst other factors, all play a role in what has been and will be developed in Hammond. The Town and Village also play a role through their ability to implement land use regulation. The Town and Village have formally adopted a site plan review and subdivision law, and a Wind Energy Facilities Law exists in the Town.

The Town and Village of Hammond are unique with regard to land use regulation because the community does not officially regulate land use through a zoning code but rather controls land use on a parcel by parcel basis through a site plan review and subdivision law. While numerous towns and some villages in St. Lawrence County have site plan review, where Hammond is unique is that it utilizes land use zoning authority

through its Wind Law. The wind law limits certain development within an overlay district. The base definition of zoning is the ability to allow or restrict certain land use within a certain district. Therefore, the Town in essence, has a zoning document in its wind law. Creating a comprehensive zoning code for a community that has traditionally not had land use controls is a daunting task, but a task that should be considered in the Town and Village of Hammond.

Numerous land use ideas were identified at two public meetings held in Hammond.

Community SWOT Analysis

The May 22, 2012 Community SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis identified a number of land use-related items. Full SWOT results are available in Appendix A, with land use related topics highlighted below.

Hammond's strengths include a wealth of farmland, open space, and a recreational land uses associated with the St. Lawrence River.

Weaknesses include limited residential development in the Village, the availability of vacant land and limited access to the St. Lawrence River.

Opportunities and threats will be discussed under the future land use heading below.

Existing Land Use: Goals, Impediments and Recommendations

The following goals, impediments and recommendations are based upon the comments and discussion generated at public meetings, substantiated by relevant land use data and observations of County Planning Office staff and vetted against the St. Lawrence County Public Policy Guide (adopted 1995 and modified 2011).

Goal Q: The Town and Village of Hammond have the following goals for existing land uses:

- Maintain the downtown building envelope
- Ensure that the use of land for agriculture continues
- Sustain natural features and habits

Impediments: The following issues could prevent the above goals from being realized. Many properties are in poor condition and may need to be removed for health and safety issues. A lack of private and public capital exists to rehabilitate Main Street buildings. Agricultural land use could be lost to numerous factors such as industrial wind farms, water inundation, and a loss of farm profitability. Natural features and habits can be degraded by industrial development as well and poor land management practices.

Recommendations: The following recommendations will help circumvent the impediments listed above to allow for the attainment of the identified existing land use goals.

1. Form a Main Street/downtown advocacy group that will pursue building restoration initiatives and implement a downtown revitalization program.
2. Encourage agricultural landowners to ensure that their agricultural properties are located in St. Lawrence County Agricultural District 1.
3. Forge a working relationship with the County Agricultural and Farmland Protection Board, the County Soil and Water Conservation District and the State Department of Agriculture and Markets to ensure agricultural interests in Hammond are met.
4. Utilize the DEC Visual Environmental Assessment Form to ensure that view sheds are properly examined when development occurs (see form at: http://www.dec.ny.gov/docs/permits_ej_operations_pdf/visualeaf.pdf)
5. Participate in the Adopt-A-Natural-Resource Stewardship Program (AANR) administered by the DEC, or other similar programs (see additional information at: <http://www.dec.ny.gov/regulations/2568.html>)
6. Revise current land use regulations to be thorough, defensible and enforceable and ensure that the Hammond municipal boards, the Planning Board and the Variance and Project Oversight Board (Wind Law) have the skills and training necessary to implement the regulations.

Future Land Use:

No one can predict the future, but indentifying how a community wants to use its land in the future and then encouraging such use is at the very nature of a comprehensive plan and the principles of land use planning.

The May 22, 2012 Community SWOT identified several Opportunities and Threats related to land use.

Opportunities identified include: renewable energy development (wind, solar, biomass) and new agricultural crops such as grapes.

The primary threat related to land use in Hammond that was identified is industrial scale development that is incompatible with current agricultural and residential land use. Related is the potential for loss of local land use control to the State. Specifically, the

implications associated with Article 10, and how such State law will impact on potential industrial wind development in Hammond.

Additional public input was gathered at a public meeting on August 16, 2012. Attendees were asked to provide input on a vision for the future with specific related achievements.

Land use-related components of residents' vision for the future of Hammond include: a thriving downtown; rehabilitated/adaptively re-used buildings; a diversified agricultural industry; and, an increase in commercial and tourist related land uses.

Desired achievements include: new recreational facilities such as walking, biking trails, and a more accessible riverfront with more recreational based businesses.

Future Land Use: Goals, Impediments and Recommendations

The following goals, impediments and recommendations are based upon the comments and discussion generated at public meetings, substantiated by relevant land use data and observations of County Planning Office staff and vetted against the St. Lawrence County Public Policy Guide (adopted 1995 and modified 2011).

Goal R: The Town and Village of Hammond have the following goals for land use in the future:

- A greater variety of agricultural crops will be cultivated
- River/recreational related businesses will grow
- A mix of renewable energy sources will be compatibly integrated into the community
- Greater control of development through more robust land use regulation

Impediments: The following issues could prevent the above goals from being realized. A lack of desire to diversify due to poor market demand or few or no financial incentives may prevent an increased variety in alternative agricultural crops. A continuously depressed economy resulting in a lack of tourist trade, shrinking permanent resident population and changing demographic profile of Hammond could inhibit river and recreational business growth. The loss of renewable energy incentives could reduce the development potential of such initiatives. Also, State review and approval proceedings overriding local control could result in the siting of large scale wind development in areas outside of where the Town has identified for such development.

Recommendations: The following recommendations will help circumvent the impediments listed above to allow for the attainment of the identified future land use goals.

1. Solicit growers to develop underutilized lands in Hammond. Work with the County IDA, County and local Chamber of Commerce to market Hammond's agricultural potential.

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2. Partner with the County and local Chambers of Commerce, the Small Business Development Center and other organizations that have a river presence to focus on growing the river businesses.
 3. Market Hammond as a community welcoming to responsible renewable energy development. Invite representatives of solar, biomass, geothermal, and residential and small scale wind to visit Hammond and determine development potential.
 4. Examine the possibility of expanding current land use regulation to be a full zoning law for all areas of the Town.

Implementation Matrix Overview

A comprehensive plan only has worth if its recommendations can be implemented. In order to implement what is identified in the plan a clear representation of tasks must be made. This is best done in a chart form or matrix.

The matrix found in this chapter contains the following information: area of study; responsible party; time frame; potential funding sources; and other agency assistance.

The area of study corresponds with the Community Characteristics, Policies and Recommendations section of the plan. In the body of the plan is a goal, followed by impediments and recommendations. Below each goal in the matrix will be the listed recommendations.

The responsible party refers to the group within Hammond that will be responsible for addressing the recommendation. This does not mean that they are to carry out the recommendation directly, but will ensure that it is addressed. This responsible party will usually contain at least the municipal board, as they are the elected officials responsible for municipally sanctioned undertakings.

Time frame is important for action is more likely to happen if a finite amount of time is allotted to a task. There are four categories of time frames. They are:

- Within 1 year
- 1-3 years
- 4-10 years
- Ongoing

Potential funding sources will be suggested for those recommendations that require financial assistance. Many initiatives can be undertaken with human capital, but others will require financial assistance from Hammond and other funders. This list will not be exhaustive as additional grant funds may become available or may no longer be available in the future.

Other agency assistance lists other organizations, government entities and groups that may be able to help implement the recommendation. Hammond should always feel that it can reach out to other entities to advance its community.

Hammond Comprehensive Plan Implementation Matrix

AREA OF STUDY	RESPONSIBLE PARTY	TIME FRAME	POTENTIAL FUNDING SOURCES	OTHER AGENCY ASSISTANCE
<i>AGRICULTURE</i>				
Goal A: Establish a farmer's market and CSA in Hammond.				
Recommendation:				
1. Seek assistance from Gardenshare to develop a Farmer's Market.	Town/Village Board or designee	Within 1 yr	USDA, New York State Ag and Markets	Gardenshare, USDA
Goal B: Protect the community's productive farmlands.				
Recommendation:				
1. Implement the use of agricultural data statements when making site plan or subdivision review decisions.	Planning Board	Within 1yr		NYS Dept. of Ag and Markets, County Ag and Farmland Protection Board
Goal C: Pursue the development of a sustainable energy resource that a majority of community stakeholders can support and benefit from.				
Recommendations:				
1. Promote biomass energy crops that will supply Fort Drum's Black River Energy.	Town/Village Board or designee	1-3 years	North Country Regional Economic Development Council, NY Biomass Energy Alliance, USDA	NYS Dept. of Ag and Markets, County Ag and Farmland Protection Board, Northern Forest Center
<i>BUSINESS & COMMERCE</i>				
Goal D: Protect and enhance the current economic drivers of the Town and Village.				
Recommendations:				
1. Conduct a survey of existing businesses in the Town and Village of Hammond. Create a business directory of all businesses.	Town/Village Board or designee	Within 1 yr		County Chamber of Commerce, surrounding municipal Chambers of Commerce

Hammond Comprehensive Plan Implementation Matrix

AREA OF STUDY	RESPONSIBLE PARTY	TIME FRAME	POTENTIAL FUNDING SOURCES	OTHER AGENCY ASSISTANCE
2. Establish a Hammond-area Chamber of Commerce that would promote businesses in the Town and Village.	Town/Village Board or designee	1-3 years	Town and Village Government, Chamber membership	County Chamber of Commerce, surrounding municipal Chambers of Commerce
3. Establish a community land bank for agricultural purposes.	Town/Village Board or designee	1-3 years		Thousand Islands Land Trust, St. Lawrence County Land Trust
4. Help existing farms and other open space uses to obtain open space/ conservation easements.	Town/Village Board or designee	1-3 years		County Soil and Water Conservation District, Thousand Islands Land Trust, St. Lawrence County Land Trust, Ducks Unlimited, American Farmland Trust
5. Expand public access to waterfront on St. Lawrence River and on Black Lake. Access would include establishment of parks, beach area(s), launch sites for motorized and non-motorized boats.	Town/Village Board or designee	Ongoing	State Office of Parks and Recreation and Historic Preservation (OPRHP), Department of State Blueways and LWRP programs	OPRHP, Department of State
6. Help waterfront communities on St. Lawrence River to maintain their access to the river. Some of these communities are faced with siltation or other issues that threaten to make them non-accessible.	Town/Village Board or designee	Ongoing	EPA Great Lake Restoration Initiative	State DEC, Soil and Water Conservation District, Save the River
Goal E: Develop new business and commercial opportunities that coordinate with existing businesses and commercial activities.				
Recommendations:				
1. Engage a consultant to conduct a “gap analysis” to indicate what	Town/Village Board or designee	4-10 years		Clarkson University School of Business,

Hammond Comprehensive Plan Implementation Matrix

AREA OF STUDY	RESPONSIBLE PARTY	TIME FRAME	POTENTIAL FUNDING SOURCES	OTHER AGENCY ASSISTANCE
sales are currently leaking out of the community, and what types of new business opportunities might be able to capture those leaked sales.				County IDA, U.S. Dept. Commerce, Economic Development Administration
2. Research what ag services are needed by current farmers. Try to attract/develop those services to provide added value for current farms.	Town/Village Board or designee	1-3 years	DANC Value Added Production Loan Program	County Ag and Farmland Protection Board, State Ag and Markets, Cooperative Extension, County Soil and Water Conservation District
3. Develop new tourism activities that visitors and residents can do while in Hammond. Bird watching venues, bicycle routes, horseback riding trails, hiking paths, kayaking put-ins, snowmobiling trails, tours of stone houses, etc.	Town/Village Board or designee	Ongoing	U.S. Fish and Wildlife Service NAWCA U.S. Small Grants, North Country Regional Economic Development Council	OPRHP, Audubon Society, County Trails Coordinator
Goal F: Revitalize the downtown core in the Village.				
Recommendations:				
1. The Village can market its locational advantages, including infrastructure.	Town/Village Board or designee	Ongoing		County IDA, County Chamber of Commerce
2. The Village can discuss current conditions / future plans with its existing businesses/services.	Village	1-3 years		
3. The Village can make/provide space for proposed activities, including a farmer's market; local park(s).	Village	1-3 years		Gardenshare, OPRHP
4. The Village can seek grant or	Village	1-3 years	New York State Office of	County Planning Office,

Hammond Comprehensive Plan Implementation Matrix

AREA OF STUDY	RESPONSIBLE PARTY	TIME FRAME	POTENTIAL FUNDING SOURCES	OTHER AGENCY ASSISTANCE
low-interest loan funds to help rehabilitate deteriorated housing in the community.			Community Renewal	North Country Housing Council
5. Local residents might create a “Neighborhood Improvement Association”, which would plant/maintain flowers, help clean up overgrown lots, make small repairs at homes or businesses to enhance the streetscape/visual appeal of the community.	Village Board or designee	1-3 years	St. Lawrence River Valley Redevelopment Agency (SLRVRA), Home Depot Community Impact Grants Program, DEC Urban & Community Forestry Grant Program	Surrounding communities that have already carried out this initiative; Hamlet of Star Lake
6. Local stakeholders might begin to establish a “Hammond Growth Fund” or a “Local Development Corporation”.	Village Board or designee	4-10 years	SLRVRA, Empire State Development	County IDA, State Department of State, North Country Alliance
Goal G: Pursue new and/or improved infrastructure to enhance current business and make future business possible.				
Recommendation:				
1. Establish infrastructure nodes for basic services. For example, public water and/or sewer in small, densely-developed communities along St. Lawrence River.	Town/Village Board or designee	4-10 years	State Environmental Facilities Corporation,	State Environmental Facilities Corporation, USDA
2. Work jointly with adjacent communities and with regional organizations to seize opportunities to introduce/expand broadband Internet service in parts of the Town.	Town/Village Board or designee	1-3 years	USDA, NYS Broadband Program Office	St. Lawrence County IDA; Development Authority of the North Country; local and regional telecommunication providers

Hammond Comprehensive Plan Implementation Matrix

AREA OF STUDY	RESPONSIBLE PARTY	TIME FRAME	POTENTIAL FUNDING SOURCES	OTHER AGENCY ASSISTANCE
3. Conduct a land use analysis of the Town. Determine as a community which areas are suitable for which types/intensities of development; conversely, determine as a community those areas which need to be conserved.	Planning Board	1-3 years		County Planning Board, State Department of State
Goal H: Pursue development/production of renewable energy from a variety of sources.				
Recommendation:				
1. Establish a Hammond-area Energy Task Force.	Town/Village Board or designee	1-3 years		County Energy Task Force
GOVERNANCE				
Goal I: Improve/expand the Village's water infrastructure.				
1. Work with the New York State Environmental Facilities Corporation (EFC) for consideration of eligibility on its Intended Use Plan (IUP).	Village Board	1-3 years	State Environmental Facilities Corporation	State Environmental Facilities Corporation
2. Consider shared infrastructure projects, including infrastructure management, with neighboring municipalities.	Town/Village Board or designee	Ongoing	NYS Department of State Local Government Efficiency Program	Development Authority of the North Country (DANC); New York Dormitory Authority; USDA RD; St. Lawrence County Planning Office
Goal J: Develop or expand local government efficiencies to reduce costs.				
Recommendations:				
1. Work with the New York State Department of State (DOS) to identify potential cost savings and	Town/Village Board or designee	On going	State Department of State	State Department of State, County Planning Office

Hammond Comprehensive Plan Implementation Matrix

AREA OF STUDY	RESPONSIBLE PARTY	TIME FRAME	POTENTIAL FUNDING SOURCES	OTHER AGENCY ASSISTANCE
efficiencies of service.				
2. The Village of Hammond could consider the possibility of dissolution, an option recently explored by a number of Villages in the North Country, including Edwards, Waddington, Potsdam, Norwood, and Malone.	Town/Village Board or designee	4-10 years	State Department of State	State Department of State, other municipalities that have studied dissolution
HOUSING				
Goal K: Enhance and preserve the appearance and condition of housing in the Town and Village.				
Recommendations:				
1. Implement a housing rehabilitation program.	Town/Village Board or designee	1-3 years	CDBG, NYS HOME	County Planning Office, North Country Housing Council
2. Implement a downtown revitalization project.	Village Board or designee	1-3 years	New York Main Street, Rural Area Revitalization Project (RARP), Empire State Development	County Planning Office, State Department of State
3. Develop a Historic Stone House District.	Town/Village Board or designee	4-10 years	OPRHP, Preservation League of New York State, National Trust for Historic Preservation	OPRHP, County Historical Association
4. Adopt a Section 421-f partial tax exemption for increased assessments related to reconstruction of and improvements to residential property (this is relevant to all applicable taxing jurisdictions, i.e. Town, Village and school district).	Town and Village Board	1-3 years		County Planning Office, County Real Property Office

Hammond Comprehensive Plan Implementation Matrix

AREA OF STUDY	RESPONSIBLE PARTY	TIME FRAME	POTENTIAL FUNDING SOURCES	OTHER AGENCY ASSISTANCE
5. Institute a Town-wide rubbish collection on a semi-annual basis.	Town and Village Board, DPW	1-3 years		
Goal L: Increase affordable housing options/housing choice/senior housing.				
Recommendations:				
1. Contact housing authorities and property management agencies in proximate areas to discuss possible partnerships.	Town/Village Board or designee	1-3 years		St. Lawrence County Community Development Program (CDP); St. Lawrence County Office for the Aging; Housing Authorities; North Country Housing Council; DANC; Jefferson County Planning Office; United Helpers; USDA RD
2. Contact local development agencies to discuss marketing of the community to private developers and to explore potential funding options.	Town/Village Board or designee	Ongoing		St. Lawrence County IDA; St. Lawrence River Valley Redevelopment Agency; DANC; New York Dormitory Authority
INDUSTRY				
Goal M: To accommodate industry in a manner where it can exist in harmony with the Hammond community and in compliance with local laws and regulations.				
Recommendations:				
1. Establish a working relationship with any developer to ensure that both the developer and the State adhere to the adopted laws and regulations in Hammond.	Town Board, Planning Board Variance & Project Oversight Board (Wind Board)	Ongoing		State DOS, County Planning Office

Hammond Comprehensive Plan Implementation Matrix

AREA OF STUDY	RESPONSIBLE PARTY	TIME FRAME	POTENTIAL FUNDING SOURCES	OTHER AGENCY ASSISTANCE
2. Market Hammond as a community welcoming to responsible energy development.	Town Board, Planning Board and Wind Board	Ongoing		State DOS, County Planning Office, IDA
INFRASTRUCTURE				
Goal N: Expand and improve broadband availability throughout the town.				
Recommendation:				
1. Partner with towns along the St. Lawrence River and a local service provider to pursue a “Connect NY” grant to expand broadband service in the region.	Town/Village Board or designee	1-3 years	The Community Connect Grant Program, The Rural Broadband Loan Program, The Distance Learning and Telemedicine Loan and Grant Program, The Telecommunications Loan Program	HERD Community, Network, USDA, NYS Broadband Program Office
Goal O: Develop a regional recreational trail that begins in Hammond.				
Recommendation:				
The Town and Village should pursue the opportunity to serve as the lead applicant in developing a regional recreational trail that extends from Hammond to Massena, and submit it for consideration as a priority project to the Regional Economic Development Council.	Town and Village Board	4-10 years	North Country Regional Economic Development Council, OPRHP	County Planning Office, County Highway Department, County Trails Coordinator, Parks and Trails NY
Goal P: Increase opportunities for the public to access the St. Lawrence River.				
Recommendations:				
1. Establish a municipal waterfront	Town/Village	4-10 years	St. Lawrence River Valley	OPRHP, County Planning

Hammond Comprehensive Plan Implementation Matrix

AREA OF STUDY	RESPONSIBLE PARTY	TIME FRAME	POTENTIAL FUNDING SOURCES	OTHER AGENCY ASSISTANCE
park that can simultaneously serve as Hammond's community playground, beach, recreation area, as well as a farmer's market and concert venue.	Board or designee		Redevelopment Agency, North Country Regional Economic Development Council, Environmental Protection Fund, DOS	Office, Parks and Trails NY
2. Enhance the existing boat launch off State Highway 12 at Crooked Creek with the installation of an interpretive sign; improved loading area; and expanded parking area in order to better accommodate kayakers, fishers, canoeists and bird watchers.	Town Board or designee	4-10 years	Environmental Protection Fund, USDA Community Facilities Program, DOS LWRP program	Seaway Trail, DOT, DEC, DOS
3. Construct foot paths and/or raised boardwalks with benches, bird blinds, and interpretive panels near the mouths of Crooked Creek and Chippewa Creek to give birders and the general public the opportunity to observe the area's diverse and abundant migratory bird population.	Town Board or designee	4-10 years	U.S. Fish and Wildlife Service Small Grants Program, State of New York Municipal Bond Bank Agency, OPRHP, DOS	DOS, DEC, Seaway Trail
4. Sponsor and coordinate annual birding events or festivals to encourage an influx of birding enthusiasts to Hammond.	Town/Village Board or designee	1-3 years		Audubon Society, County and local Chambers of Commerce, Cornell Ornithology Lab
LAND USE (Existing)				
Goal Q: Maintain the downtown building envelope; ensure that the use of land for agriculture continues; sustain natural features and habits.				
Recommendations:				

Hammond Comprehensive Plan Implementation Matrix

AREA OF STUDY	RESPONSIBLE PARTY	TIME FRAME	POTENTIAL FUNDING SOURCES	OTHER AGENCY ASSISTANCE
1. Form a Main Street/downtown advocacy group that will pursue building restoration initiatives and implement a downtown revitalization program.	Village Board or designee	1-3 years	New York State Office of Community Renewal	State Department of State, Main Street Alliance, County Planning Office
2. Encourage agricultural landowners to ensure that their agricultural properties are located in County Agricultural District 1.	Town/Village Board or designee	Ongoing		County Ag and Farmland Protection Board
3. Forge a working relationship with the County Agricultural and Farmland Protection Board, the County Soil and Water Conservation District and the State Department of Agriculture and Markets to ensure agricultural interests in Hammond are met.	Town/Village Board or designee	Ongoing		State Department of Ag and Markets, County Ag and Farmland Protection Board, Soil and Water Conservation District, Farm Bureau, Cooperative Extension
4. Utilize the DEC Visual Environmental Assessment Form to ensure that view sheds are properly examined when development occurs.	Planning Board, Variance and Project Oversight Board	Ongoing		DEC, County Planning Office
5. Participate in the Adopt-A-Natural-Resource Stewardship Program (AANR) administered by the DEC, or other similar programs.	Town/Village Board or designee	Ongoing		DEC
6. Revise current land use regulations to be thorough, defensible and enforceable and ensure that the Hammond municipal boards, the Planning	Town/Village Board, Planning Board, Variance and Project Oversight Board	Ongoing		State Department of State, Tug Hill Commission, County Planning Office

Hammond Comprehensive Plan Implementation Matrix

AREA OF STUDY	RESPONSIBLE PARTY	TIME FRAME	POTENTIAL FUNDING SOURCES	OTHER AGENCY ASSISTANCE
Board and the Variance and Project Oversight Board (Wind Law) have the skills and training necessary to implement the regulations.				
LAND USE (Future)				
Goal R: A greater variety of agricultural crops will be cultivated; river/recreational related businesses will grow; a mix of renewable energy sources will be compatibly integrated into the community; greater control of development through more robust land use regulation.				
Recommendations:				
1. Solicit growers to develop underutilized lands in Hammond.	Town/Village Board or designee	Ongoing		County IDA, Soil and Water Conservation District
2. Partner with the County and local Chambers of Commerce, the Small Business Development Center and other organizations that have a river presence to focus on growing the river businesses.	Town/Village Board or designee	Ongoing		County and local Chambers of Commerce, the Small Business Development Center, Clarkson Reh Center
3. Market Hammond as a community welcoming to responsible renewable energy development. Invite biomass producers to visit Hammond and determine development potential.	Town/Village Board or designee	Ongoing		State Department of State, County IDA
4. Examine the possibility of expanding current land use regulation to be a full zoning law for all areas of the Town.	Town/Village Board or designee	4-10 years		State Department of State, County Planning Office

Idea Prioritization at the Hammond Comprehensive Plan Public Meeting

The brainstorming exercise held during the Strength, Weakness, Opportunity and Threat meeting held in junction with the Hammond Comprehensive Plan implemented a dot voting technique. Specifically, all participants were each given five dots that could be placed on the ideas of their choice. All five could be placed on one idea, or one dot on five ideas.

Dot voting, also known as multi-voting, is an effective technique to answer the question: “What is the most important thing to do next?” Dot voting is frequently used in conjunction with a brainstorming exercise and allows participants to make a choice between many options, or set priorities for which ideas to move forward with (www.aplnhouston.org). Placing votes as participants see fit allows individuals to emphasize what they think is most important, and the end result quickly identifies the most important items on a list. Voting results are often found in clear groupings and visibly documents levels of agreement on a large number of ideas. The voting results allow meeting participants to focus on the most important issues that were raised during a brainstorming session.

A summary of the May 22, 2012 SWOT meeting can be found on the following pages. The number of votes that each topic received is shown.

Strengths**Environment / Natural Resources**

4	Natural Resources
12	Resources for Renewable Energy
4	Low Cost Recreation - Boating, Camping, Hunting, Fishing
1	Fishing/Camping
1	Hunting/Fishing
0	Great Fishing (Winter & Summer)
4	Ice Fishing
5	World Class Wetlands and Habitats
3	Environment/Wildlife
4	Near to River
1	Borders Black Lake
20	Location, Near: Ottawa, SLR, Black Lake
1	Seaway
1	Two Marinas
0	Diving
3	Farmland
1	Lots of Open Land
3	Scenic
7	Beautiful Location
5	Tranquility

Human Resources

0	Entrepreneurs
1	Smart People
0	People are Wonderful
1	Great School
4	Great Schools, Individual Attention

Institutions/Infrastructure

0	Strong Tax Base
5	Wide Open Local Government
1	Stable Ag Community
1	Lots of Local Service Organizations
3	Active Churches
0	Two Churches
3	Food Pantry
0	Fire Department Contribute to Community
4	Fire Department/EMS
0	Proximity to Universities, Fort Drum, Ottawa, Adk Park
0	International Border with Canada
1	Two Highways, Easy Bridge Access To/From Canada
1	Two Major Highways
0	Roads Owned By Town

Private Sector

4	Local Companies
1	Lots of Small Businesses
0	Ned's
0	No Bars in Village
1	Massage
0	Casino - Akwesasne
0	Bank
2	Chippewa Bay Game Club
2	Golf Courses - Inexpensive
1	Agriculturally Based

2 Expanding Rental Market on Water = New People, New Money
 1 Tourist Destination

Culture

8 Small Town Values
 1 Safe, Rural Lifestyle
 1 Low Crime
 1 Quiet
 8 Quiet Rural Lifestyle
 1 Close Knit, Family Oriented
 6 Diverse Population; Seasonal and Year-Round Residents
 1 Seasonal Residents Contribute
 0 Not the City
 0 Affordable Residential
 2 Affordable
 0 Appearance of Village
 1 Community Events - Dinners, etc.
 0 Hammond Fair
 0 Rich History
 0 Lot of Local History (Remington's Paintings)
 4 Museum of Hammond History
 9 Singer Castle
 0 Cedar is a State Park
 1 Amish Communities
 0 Amish Population

Weaknesses**Environment / Natural Resources**

6	Nature/Bike Trails
7	Limited Public Access to SLR (Campground or Park)
1	Not Enough Tourism Activities on SLR
0	Not a Destination

Human Resources

3	Poverty
3	Impoverished County
7	Few Job Opportunities
5	Few Employment Opportunities for Young People
2	Not Enough Young People Moving to Area
0	Aging Population
0	Small Labor Pool
2	Lack of Volunteerism
0	Small School is at a Disadvantage (Funding Aid)
5	Limited Child Care

Institutions/Infrastructure

0	Roads
2	Private Roads Not as Good as Town
1	Must Travel for Many Needs
0	Town - few services
0	Conditions of Many Buildings/Grounds: poverty, don't care, no local options for trash
1	No Transfer Station
5	Quality Health Care Not Local
10	Telecom: lack of choices - "essential infrastructure"
5	Current Internet Bandwidth Deficient
0	Need More Low-Mod Income Housing Choice (ie Section 8)
0	Tax Rate

Private Sector

5	Not Enough Commerce or Business Activity
8	Downtown Blight
1	Little Support for Local Businesses
5	No Local Gas Station
3	No Restaurant/Diner
31	No Gas Station, Restaurant, Bar
4	No Restaurants/Hotels
2	Fewer Dairy Farms
0	Local Pricing = Uncompetitive
1	Not Enough Vacant Land For Sale
0	No New Residential Development in Village

Culture

5	Civic Pride is Lacking (Property Maintenance)
0	Apathetic Owners
4	Refuse in Yards (Residential)
0	Loss of Stone Houses
2	Small-Town Atmosphere can be Limiting
1	Town Functions as Separate Communities (ie SLR, town Black Lake, Seasonal Residents)
1	Not Very Culturally Diverse
2	Bedroom Community
2	Lack of Clear Tourism Identity ("Chippewa Bay" not "Hammond")

Opportunities**Environment / Natural Resources**

3	Wind & Renewable Energy Development (Solar, Hydro)
19	Wind Farms
3	Wind Development
3	Solar Development
1	Solar Power
0	Water Energy Development
12	Develop Key Areas for Recreation Options: Birding, Biking, Hiking, Kayaking
3	Benign River Tourism: low impact, eg kayaking
5	Develop Tourism Around Birding: Ecotourism, Recreation - Canoeing
3	Birding
2	Bike Trails and Outdoor Recreation
4	Trails: Bikes/Walking/Nature
0	Being "off the beaten path" can make Hammond More Desirable/Attractive
2	Develop Fishing Resources (SLR/Black Lake)

Human Resources

1	School Consolidation/Reuse Buildings
0	Consolidation of School Districts
1	BOCES Should Offer Vocational Trades Work Experience to Help Keep Youth in Area
1	Child Care Facility

Institutions/Infrastructure

2	Develop Local Chamber of Commerce
5	Consolidation of Town & Village
6	Establish Chamber of Commerce
6	Internet (High-Speed) to Homes
0	More/Better Technologies in Community Spaces: Internet, Wi-Fi
0	Health Care Facility 24/7
0	Community Park (to Walk Dogs)
0	Recreation Area/Farmers Market
3	Farmer's Market
4	Local Farms Produce for Comm Supp'd Agriculture
0	Local Food Co-Op
1	Central Place for Amish, etc. to Sell Products Instead of Disbursed Roadside Locations
0	Catalog/List/Website of Area Businesses, Services

Private Sector

4	Restore/Rehabilitate Main Street
9	Tourism Development
8	Develop Places for Tourist to Stay: B&B's, Motels
0	Expand Tourism
1	Hotel, B&Bs - Take Advantage; Build on Castle's Presence
6	Restaurants
3	Dance Hall/Bar
2	Strategic Industrial Clusters: Custom Millwork/Woodwork
0	Agribusiness
0	CSA's/Local Ag
6	Wineries/Grape Production
3	New Farm Products ie Orchards, Vineyards
0	Grape Production/Winery
5	Vineyards

0	Develop Markets for "Waste Products"
0	Biomass and Digester Energy Development
2	Biomass Pellets

Culture

2	Seasonal Events/Festival
0	Integrate/Take Advantage of Seasonal Residents
2	Community Picnic
1	Build on Local Food Guide
4	Community/Performance Space
2	Renovate Opera House (Town Hall)
2	Stone House Tour
0	Promote Museum History Tour
1	Historic Stone House District & Tourism
4	Singer Castle
1	Encourage Amish to Use Currently Underused Lands in Town
0	Develop Native American Heritage

Threats**Environment / Natural Resources**

4	Irresponsible Development
0	Loss of Open Space from Farm Break-Ups
2	Abandonment of Farmland
5	Not Developing Wind Resource
2	Wind Development
4	Wind Farms

Human Resources

14	Lack of Opportunity for Kids
1	Lack of Job Opportunities
3	Dwindling Population = Aging and Outmigration of Youth
3	Population Loss
1	Aging Population
1	Declining Health
12	Loss of School (State \$)
3	School Closure/Consolidation
6	Lack of Skilled Trades Workforce
2	Rooftop Highway and People Leaving/Bypassing Community

Institutions/Infrastructure

26	Industrial, Scale Wind Energy or Other Large-Scale Industry
13	Article X
2	Current Gubernatorial Regime
2	Taxes
0	Excessive Regulation
4	Limited/Declining Grant Funds
6	Removal of (vs Rehabilitating) Homes and Buildings
5	Few Choices for Transportation
3	Geographically Isolated (on a national basis, with respect to marketing of/by local industry)

Private Sector

3	Lack of Any Economic Development
1	Loss of Farms
1	Off Season Tough on Tourism Economy

Culture

2	Overcoming Inertia and Apathy
1	Apathy
2	"We've always done it that way."
0	Not Integrate Amish Community, Building Code Issues
8	Junk, Garbage, Junk Boats

What do we want Hammond to look like in 10 years? (the vision)

Look like Clayton
Thriving village downtown
Aware of /see history
Buildings remodeled not torn down
No holes on the streets
Productive ag uses/developed: variety of ag prod.
Bike and walking paths thru town
Farmer's market in village
Young people will be able to stay
Ag industry will be profitable
Waterfront developed for tourism/public access
Widespread use of renewable energy
Have its own identity: positive sense of place
Progressive township w/new ideas
Supported agriculture
Technology businesses - Telecom
Rural characteristics
Tourists - boutiques
Robust Chamber of Commerce
Assisted living for elderly
Daycare center
B&B's, restaurants, rehabilitated downtown
Tours of stone houses, nature
Bike trails
A sweet little town and village fully serviced
Keep quaint characteristic
Have more tourism/visitors & improved housing
More tourism infrastructure
Preserve environmental resources
Enhance economic vitality
Balance tourism; not be over run (e.g. Clayton)
More info about business that are here
Chamber of Commerce established.
More community events (music concerts; venue/park) opera house
Increased community identity and cohesion
More small businesses supported by local market
Create more customer loyalty

How do we achieve this vision?

People stay active over time
 Consensus between year-rounders/seasonal residents. "Put unity back into community"
 Patronize local businesses
 Try new ideas/things
 Develop Chippewa Bay
 ¢ → \$ → \$ → \$
 Mark Chippewa Bay
 Paint it (red?)
 We must/want to stay
 Tax incentives: small businesses, innovative agriculture
 Pilots
 "Celebrate Hammond": involve kids in nature, CGC talks to Hammond school
 Orgs. Within town promoting town, partnering: COC
 Government: business facilitator
 Available data to potential entrepreneurs
 SASS - Appreciation
 Nurture small business group: increase involvement, does group meet, talk to point person about continuing group
 Need government resources to assist small businesses
 Create a public relations and business development organization/position
 Need to provide quality housing and childcare
 Create regional alliance with near by towns to promote tourism and business
 Find out what do visitors need; what can residents support

Enhance information tec infrastructure via alliance with nearby towns. Constrained by company capacity
 Examine creating paid position that is jointly paid for business/develop tourism
 Make sure school continues to remain
 Need land to build more affordable housing
 Initiate housing rehab program
 Construct senior housing
 0/few vacant lots in village
 Tear down/repair buildings
 Balancing infrastructure (water) development with costs
 Develop/promote winter tourism
 Snow trail established but need snow
 Create farmers market
 Construct bike and walking trails (crushed stone)
 Promote kayaking, birding, canoeing tourism
 Build docks and put-ins interpretive signage
 Need to acquire land for access
 Need parking for vehicles
 Establish town beach along river
 Identify recreation locations for development
 Increase access for all to the river
 Create a town park with pavilion

Town and Village of Hammond
Assessed Land Detail

	Agricultural (100 and 240)	Residential (200) (no 240)	Vacant Land (300)	Commercial (400)	Recreation & Entertainment (500)	Community Services (600)	Industrial (700)	Public Services (800)	Wild, Forested, Conservation Lands & Public Parks (900)	Total
Count	226	1041	417	38	7	22	2	8	98	1859
Total	22169.98	3448.82	1475.99	586.62	22.60	53.17	148.80	18.39	10564.23	38488.60
Percent of Total	57.60	8.96	3.83	1.52	0.06	0.14	0.39	0.05	27.45	100.00
Average	98.10	3.31	3.54	15.44	3.23	2.42	74.40	2.30	107.80	0.00
Max.	461.10	239.50	96.30	223.20	14.90	17.80	147.40	7.20	849.40	0.00
Min.	1.80	0.00	0.00	0.00	0.10	0.00	1.40	0.00	0.80	0.00
				Dairy Products (112)	Cattle, Calves, Hogs (113)	Honey & Beeswax (115)	Horse Farms (117)	Field Crops (120)	Residence-10+ Acres (240)	Total
Count				24.00	1.00	1.00	2.00	124.00	74.00	226.00
Total				3576.30	85.60	1.80	222.40	10580.30	7703.58	22169.98
Percent of Total				0.16	0.00	0.00	0.01	0.48	0.35	0.00
Average				149.01	85.60	1.80	111.20	85.33	104.10	0.00
Max.				241.50	85.60	1.80	122.00	348.90	461.10	0.00
Min.				14.10	85.60	1.80	100.40	1.90	9.90	0.00
						One Family (210)	Seasonal (260)	Mobil Home (270)	Residential (280)	Total
Count						392.00	487.00	124.00	38.00	1041.00
Total						763.38	1099.66	1203.01	382.77	3448.82
Percent of Total						22.13	31.89	34.88	11.10	100.00
Average						1.95	2.26	9.70	10.07	0.00
Max.						66.60	239.50	184.70	197.40	0.00
Min.						0.00	0.00	0.00	0.20	0.00
							Residential Vacant (310)	Rural Vacant (320)	Commercial Vacant (330)	Total
Count							392.00	20.00	5.00	417.00
Total							981.71	478.01	1651.00	3110.72
Percent of Total							31.56	15.37	53.07	100.00
Average							2.50	23.90	3.25	0.00
Max.							96.30	89.30	8.90	0.00
Min.							0.00	10.07	0.11	0.00
			Living Accommodations (410)	Motor Vehicle	Storage/Warehouses (440)	Retail Services (450)	Banks and Office Buildings (460)	Miscellaneous Services (470)	Multiple Use/ Multipurpose (480)	Total
Count			14.00	10.00	4.00	1.00	3.00	1.00	5.00	38.00
Total			306.21	4.69	44.97	0.44	1.93	223.20	5.18	586.62
Percent of Total			52.20	0.80	7.67	0.08	0.33	38.05	0.88	100.00
Average			21.87	0.47	11.24	0.44	0.64	223.20	1.04	0.00
Max.			215.21	1.40	41.00	0.44	1.36	223.20	3.50	0.00
Min.			0.48	0.06	0.68	0.44	0.27	223.20	0.00	0.00

Town and Village of Hammond
Assessed Land Detail

								Amusement Facilities (530)	Marinas (570)	Total
Count								5.00	2.00	7.00
Total								6.50	16.10	22.60
Percent of Total								28.76	71.24	100.00
Average								1.30	8.05	0.00
Max.								4.90	14.90	0.00
Min.								0.10	1.20	0.00
	Education (610)	Religious (620)	Welfare (630)	Health (640)	Government (650)	Protection (660)	Cultural & Recreational	Miscellaneous (690)	Total	
Count	1.00	2.00	2.00	1.00	6.00	1.00	2.00	7.00	22.00	
Total	17.80	2.80	2.31	0.25	11.07	1.10	7.20	10.64	53.17	
Percent of Total	33.48	5.27	4.34	0.47	20.82	2.07	13.54	20.01	100.00	
Average	17.80	1.40	1.16	0.25	1.85	1.10	3.60	1.52	6.38	
Max.	17.80	1.50	1.90	0.25	5.10	1.10	6.20	3.80	53.17	
Min.	17.80	1.30	0.41	0.25	0.12	1.10	1.00	0.00	0.00	
							Manufacturing & Processing (710)	Mining and Quarrying (720)	Total	
Count							1.00	1.00	2.00	
Total							1.40	147.40	148.80	
Percent of Total							0.94	99.06	100.00	
Average							1.40	147.40	0.00	
Max.							1.40	147.40	0.00	
Min.							1.40	147.40	0.00	
						Communication (830)	Waste Disposal (850)	Electric & Gas (870)	Total	
Count						5.00	2.00	1.00	8.00	
Total						7.79	10.60	0.00	18.39	
Percent of Total						42.36	57.64	0.00	100.00	
Average						1.56	5.30	0.00	0.00	
Max.						3.00	7.20	0.00	0.00	
Min.						0.39	3.40	0.00	0.00	
Wild, Forested, Conservation Lands and Public Parks					Private Wild and Forest (940)	Reforested Land (940)	Public Parks (960)	Other Wild or Conservation Lands (970)	Total	
Count					76.00	7.00	10.00	5.00	98.00	
Total					7,227.19	1,610.60	1,600.00	126.44	10,564.23	
Percent of Total					68.41	15.25	15.15	1.20	100.00	
Average					95.09	230.09	160.00	25.29	0.00	
Max.					849.40	557.60	782.70	76.80	0.00	
Min.					4.20	35.20	0.80	1.14	0.00	
					0.00	0.00	0.00	0.00	0.00	

Notes from Hammond Field Work
Businesses/other land uses

Village businesses/other land uses

Old High School now Mason's Lodge (Academy St)
Just outside the Village (north SH 37): Hair it Is, Demick Farms, auto repair shop, Fineview Cemetery 1903, other cemetery
Creek runs through Village; stone/cement sluiceway
Museum
Catholic church ruins
Thompson Insurance
Prominent stone building downtown-appears to be multi-family residential
Town Hall
Citizen's National Bank
2 vacant storefronts downtown
Parts Plus
Truax Insurance
Ned's General Store
Laundromat
Village hall
Citizen's Telephone
Old grange hall (?)
Furgison CPA
School
Post Office
United Helpers Mill Site Manor
Fire hall
BBQ pits
Bus garage (Mill St)
Vintage Doors
Closed gas station-Amoco
Catholic Church
Presbyterian Church
Hammond Health Center
Group of satellite dishes (St. Lawrence Ave) – related to Citizen's Telephone?
Hammond Fair
Hairport
Food Pantry
Vacant (appears vacant) train dept
Antique shop
TLC Antiques
St. Lawrence Supply (farm supply)

Town businesses/other features

Blind Bay Associates, marina approximately 40 slips expanding to almost 60 (Blind Bay Rd)
Chippewa Creek Rd – private, odd little camp community, mobile homes,, seasonal
Amish Farm (Conger Rd)
Public boat launch (Dake Circle) Also historic signpost noting tannery, ashery, cooperage,
customs; nearby was a very old appearing small cemetery.
Casteview Townhomes, other multi-unit housing (Dubois Rd)
Town Highway site (Hyde Rd)
NYS DOT salt barn (McGregor Rd)
Cell tower, big farm (Oak Point Rd)
Florist & Bridal outlet (Pleasant Valley Rd)
River Rock Dock Marine Contractor (River Rd)

County Route 3 – Back Bay campground
Ferrell Gas (propane)
Chippawa Bay Marine Technology (docks)

State Highway 37 –South Hammond Bottle Redemption
Gallery Fine Art
Triple Ridge Spray Foam Insulation
Galloway Motors

County Route 6 – Marsaw’s Fuels
Phoenix Fabrics

Chippawa Bay – Heart Homes Office
Chippawa Power Repair
CB Fish and Game Club
St. Lawrence Insurance Agency
Chippawa Bay Store
Public Boat Launch
CB Community Club - contact Larry Williams, wife works for Christianson Realty
Post Office, Marline Post Mistress
Langtry’s Upholstery and Canvas
Dave Industries Marine Parts and boat launch
Howard Design
River Bay Adventure Inn
Aiken Marine/self storage

Cemetery Road – Dean Rogers Contractor
Milsap Road – Boat Storage Business

Schermerhorn Landing Road-- Camps, Marina, General Store
Marine Store
Public Boat Launch
Fashion Garden (at 12 and Sherm. Rd)

Triangle Road—indoor storage
Stewart’s Auto Repair
Woodley Way – Lots of State Forest



Search

Who We Are

About Us

GardenShare is a locally led, nonprofit organization seeking to end hunger and strengthen food security in northern New York State, a remote rural region known as the North Country.

Our Mission

GardenShare works to build a North Country where all of us have enough to eat and enough to share—where our food choices are healthy for us, for our communities, and for the environment.

Board of Directors

- Heather Sullivan-Catlin, *President*
- Sarah Bentley-Garfinkel, *Vice President*
- Daisy Cox, *Secretary*
- John Casserly, *Treasurer*
- Carol Pynchon
- Jen Clarke
- Bob Josephson
- Sandy Stauffer



Staff

- Aviva Gold, *Executive Director*
- Carlene Doane, *Office Manager*

Founder (retired)

- Phil Harnden







Search

GardenShare receives USDA FMPP Grant

GardenShare is one of 139 programs nationwide to receive grants through the USDA's Agricultural Marketing Service 2012 Farmers' Market Promotion program. The grant will help us increase the use of federal benefits at area farmers' markets, train producers who would like to try Community Supported Agriculture to market their product, pool resources among the county's markets, and provide training for our area's market managers.

"I'm most excited about the opportunities to learn about best practices for small, rural farmers' markets," says GardenShare executive director, Aviva Gold. "Most of the training that's out there is geared toward larger markets than our own. It's time for areas like ours to reap the benefits of our markets!"



http://www.gardenshare.org/sites/default/files/imagecache/Full_Size/news/images/mar/e.jpg

St. Lawrence County hosts ten farmers' markets.

Donate





Contact

Contact GardenShare

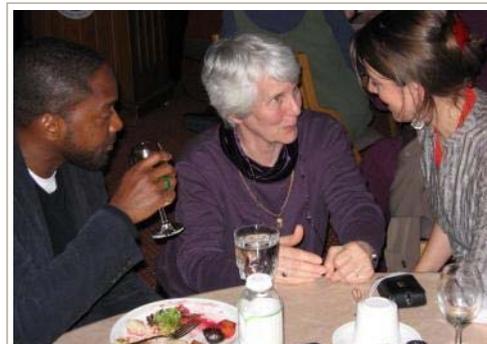
We welcome your comments, questions, and suggestions.

info@gardenshare.org (<mailto:info@gardenshare.org>)

GardenShare
P. O. Box 516
Canton NY 13617

(315) 261-8054

Join our mailing list by emailing your contact information to info@gardenshare.org.



http://gardenshare.org/sites/default/files/imagecache/Full_Size/pages/images/IMG_077_1_0.jpg

Friends. Food. Conversation.

Donate





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Farmers Markets and Local Food Marketing

Farmers Market Promotion Program (FMPP)

The Farmers Market Promotion Program (FMPP) offers grants to help improve and expand domestic farmers' markets, roadside stands, community-supported agriculture programs, agri-tourism activities, and other direct producer-to-consumer market opportunities. Agricultural cooperatives, producer networks, producer associations, local governments, nonprofit corporations, public benefit corporations, economic development corporations, regional farmers' market authorities and Tribal governments are among those eligible to apply. Approximately \$10 million in FMPP grants are available in fiscal year 2012. The maximum amount awarded for any one proposal cannot exceed \$100,000.

FMPP Issues 2012 Grant Awards

- [9/21/12: USDA Grants Awarded to Promote New Economic Opportunity for Farmers and Ranchers through Local and Regional Projects](#)
- [2012 FMPP Awardee List \(PDF\)](#)

Current & General Information

- [FMPP Brochure \(PDF\)](#)
- [Pre-Application Guide \(PDF\)](#)
- [How to Submit via Grants.gov \(PDF\)](#)
- [Eligible FMPP Grant Fund Uses \(PDF\)](#)
- [Performance Measurement and Evaluation \(PDF\)](#)

AMS Call for Reviewers

- [Invitation to Potential Reviewers \(PDF\)](#)
- [Reviewer Application and Resume: TM-32 \(PDF\)](#)
- [Declaration of Intent and Conflict of Interest \(TM-33 and AMS-34\) \(PDF\)](#)
- [Reviewer ACH Payment Enrollment Form, SF-3881 \(PDF\)](#)

Resources

- [Guidelines, Grants and Reports](#)
- [FMPP Forms & Addition Information](#)
- [Apply for a DUNS number](#)
- [Register with Central Contractor Registration \(CCR\)](#)
- [Register with Grants.gov](#)
- [U.S. Bureau of Labor and Statistics-Wages and Salaries by State](#)

Frequently Requested Information

- [Catalog of Federal Domestic Assistance: Assistance Number 10.168](#)
- [FMPP News Releases and Federal Register Notice](#)
- [Frequently Asked Questions](#)
- [Other Funding Opportunities \(PDF\)](#)
- [FMPP Contact Information](#)

Grant Regulations

- [7 CFR part 3015 for all grantees](#)
- [7 CFR part 3016 for government grantees](#)
- [7 CFR part 3019 for nonprofit grantees](#)
- [FAR 31.2 for commercial-profit grantees](#)

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Our Facilities

ReEnergy Black River
Oneida Avenue and 2nd Street West, Fort Drum, NY 13602

ReEnergy Black River



ReEnergy Holdings LLC has acquired the idled Black River Generation Facility — now called ReEnergy Black River — located at Fort Drum, the U.S. Army installation near Watertown, NY, which is home to the Army's 10th Mountain Division. The Black River Generation Facility, which has 60 megawatts of generation capacity, had primarily burned coal to produce electricity. ReEnergy plans to convert the primary fuel source to sustainably harvested local biomass, investing millions of dollars to renovate the facility and develop a state-of-the-art producer of green energy.

ReEnergy Ashland
40 MW facility in Ashland, ME

ReEnergy Black River
60 MW facility in Fort Drum, NY

ReEnergy Chateaugay
20 MW facility in Chateaugay, NY

ReEnergy Fort Fairfield
36 MW facility in Fort Fairfield, ME

ReEnergy Gateway – ERRCO Recycl
Located in Epping, NH

ReEnergy Gateway – LL&S Facility
Located in Salem, NH

ReEnergy Livermore Falls
40 MW facility in Livermore Falls, ME

ReEnergy Lyonsdale
22 MW facility in Lyons Falls, NY

ReEnergy Sterling
31 MW facility in Sterling, CT

ReEnergy Black River will be a catalyst for sustainable economic growth in New York's North Country, providing clean, reliable, low-cost energy; supporting local small businesses; and creating — directly and indirectly — hundreds of stable, consistent, well-paying jobs.

To the extent possible, ReEnergy will source local wood fuel from managed lands subject to third-party certification, such as the Forest Stewardship Council, the Sustainable Forestry Initiative, and the American Tree Farm System. We expect to make approximately \$11 million in annual forest residue purchases from local foresters in the four-county region.

ReEnergy Black River is anticipated to be operational by early 2013, at which time it would be capable of producing approximately 400,000 MWh of electricity each year — enough to supply the power needs of more than 50,000 homes. The facility could be a secure and reliable source of renewable energy to satisfy 100 percent of Fort Drum's electricity demand. Efforts are underway to secure a contract with the U.S. Army to provide power to the installation, which would allow Fort Drum to be on the leading edge of Department of Defense initiatives in the areas of renewable energy and sustainability.

We look forward to securing long-term procurement contracts with local harvesters, and we also look forward to establishing a workforce development pipeline that will allow North Country citizens — and Fort Drum veterans and spouses — to secure employment at our facility.

Our Team



Fast Facts



Contact Us



ReEnergy Stratton

50 MW facility in Stratton, ME

Map



[View Larger Map](#)



PROJECT NAME:

CAPE VINCENT GREEN ENERGY WILLOW

APPLICANT:

CELTIC ENERGY FARM

PROJECT LOCATION:

CAPE VINCENT

DESCRIPTION:

Celtic Energy Farm will plant, grow and harvest short rotation Coppice Willow as a carbon neutral energy fuel for electricity production. The willow will be grown on a three year rotation and harvested using a self-propelled harvester with a specialized header to create a wood chip to fuel the ReEnergy power plant located on Fort Drum.

REGIONAL BENEFIT:

Conversion of the Fort Drum plant by ReEnergy was a 2011 Priority Project, and utilized \$30 million in Industrial Revenue Bonds. Celtic Energy Farm utilizes formerly fallow farmland to grow the willow, and the project is replicable across most of the seven county North Country Region.

Visions Addressed

- Create the greenest energy economy in the State
- Propagate an agricultural revolution as we help feed the Region and the world

Strategy Addressed

- Invest in large and small clean energy businesses

Outcome

- 16 full and part time jobs



Level of Broadband Availability by Municipality in New York State as of September 2012

DISCLAIMER: Numbers, percentages, and summed totals depicting broadband availability are rounded estimates adjusted to compensate for the prescribed data reporting methodology which assumes ubiquitous broadband availability in every reported census block.

Municipality Name	Municipality Type	Total Households 2010	Households Served ≥ 6 mbps download ≥ 1.5 mbps upload	% Households Served ≥ 6 mbps download ≥ 1.5 mbps upload	County
Potsdam	Village	2,586	2,500	97%	St. Lawrence
Hermon	Village	186	180	97%	St. Lawrence
Massena	Village	5,014	4,800	96%	St. Lawrence
Norwood	Village	759	730	96%	St. Lawrence
Massena	Town	5,894	5,600	95%	St. Lawrence
Potsdam	Town	5,434	5,100	94%	St. Lawrence
Canton	Village	1,808	1,700	94%	St. Lawrence
Norfolk	Town	2,042	1,900	93%	St. Lawrence
Louisville	Town	1,503	1,400	93%	St. Lawrence
Edwards	Village	195	180	92%	St. Lawrence
Canton	Town	3,657	3,100	85%	St. Lawrence
Stockholm	Town	1,654	1,300	79%	St. Lawrence
Brasher	Town	1,129	790	70%	St. Lawrence
Colton	Town	1,370	950	69%	St. Lawrence
Pierrepont	Town	1,266	850	67%	St. Lawrence
Parishville	Town	1,390	880	63%	St. Lawrence
Lawrence	Town	737	460	62%	St. Lawrence
Madrid	Town	759	370	49%	St. Lawrence
Russell	Town	990	380	38%	St. Lawrence
Edwards	Town	576	200	35%	St. Lawrence
Hopkinton	Town	854	280	33%	St. Lawrence
Hermon	Town	653	200	31%	St. Lawrence
De Kalb	Town	965	270	28%	St. Lawrence
Lisbon	Town	1,773	450	25%	St. Lawrence
Clifton	Town	881	40	5%	St. Lawrence
Oswegatchie	Town	1,998	50	3%	St. Lawrence
Ogdensburg	City	4,356	0	< 1%	St. Lawrence
Gouverneur	Town	2,741	0	< 1%	St. Lawrence
Gouverneur	Village	1,832	0	< 1%	St. Lawrence
Morristown	Town	1,829	0	< 1%	St. Lawrence
Hammond	Town	1,421	0	< 1%	St. Lawrence
Fine	Town	1,205	0	< 1%	St. Lawrence
Waddington	Town	1,129	0	< 1%	St. Lawrence
Fowler	Town	1,059	0	< 1%	St. Lawrence
Macomb	Town	904	0	< 1%	St. Lawrence
Rossie	Town	526	0	< 1%	St. Lawrence
Waddington	Village	511	0	< 1%	St. Lawrence
Pitcairn	Town	499	0	< 1%	St. Lawrence
Piercefield	Town	474	0	< 1%	St. Lawrence
De Peyster	Town	343	0	< 1%	St. Lawrence
Heuvelton	Village	321	0	< 1%	St. Lawrence
Morristown	Village	249	0	< 1%	St. Lawrence
Rensselaer Falls	Village	141	0	< 1%	St. Lawrence
Hammond	Village	132	0	< 1%	St. Lawrence
Richville	Village	123	0	< 1%	St. Lawrence
Clare	Town	122	0	< 1%	St. Lawrence
St. Lawrence	County	52,133	24,600	47%	St. Lawrence
New York	State	8,108,103	6,984,230	86%	