



## Town Council Mission Statement

It is the South Kingstown Town Council's mission to provide all of the Town's citizens with the highest quality basic services, directed toward community need, at the least possible cost. This includes providing responsive constituent services, maintenance of small town character and environment, support of a vibrant local economy, providing well-maintained facilities and programs for citizens and working as a team focused on the long-term interests of the community.

## Town Council Goals & Objectives

The Town Council's Goals and Objectives for the 2016-2018 term, as originally adopted February 13<sup>th</sup>, 2017 and as amended January 8<sup>th</sup>, 2018, are organized and detailed within twelve main topics, identified below. These twelve main topics may be referenced elsewhere within Town documents using the following acronyms:

Town Council Goals & Objectives Main Topics	Acronym
Budget Development and Fiscal Management	BDFM
Communication and Education	CE
Provision of Core Services and Facilities	PCSF
Land Use	LU
Housing	H
Sustainability, Environmental and Natural Resources	SENR
Cultural and Historic Resources	CHR
Economic Development	ED
Circulation	C
Special Needs Populations	SNP
University of Rhode Island	URI
South County Hospital	SCH

## I. Budget Development and Fiscal Management

### GOALS

- Compose annual municipal budgets that are efficient, transparent, and engage the general public
- Provide the community with adequate resources for essential public services and programs
- Continue to identify and implement efficiency and effectiveness improvements throughout the Town's municipal operating program
- Consider, as a guiding principle, the 'ability to pay' of local residents and businesses in the budget development process
- Utilize the budget process to advance/implement the overall policy environment and administrative work program for the community
- Promote public involvement and participation in the development of the annual budget program

### OBJECTIVES

- Utilize the annual municipal budget process, including the Capital Improvement Program, to support and implement municipal policies, functional areas, and programmatic priorities, and to address areas of need in the community



- Develop and implement strategies and promotional efforts to increase public participation in the budget development process, including use of social media platforms
- Continue to work collaboratively with the School Committee and School administration to provide appropriate resources for the Town's educational program
- Engage the State administration and General Assembly to ensure that community aid for South Kingstown provided through State resources assists local budget development, addresses State mandates, and is equitable for local residents and taxpayers
- Monitor the availability of State and Federal grants for special projects and/or provide resources to underwrite (reduce) the operational costs of general Departmental functions and programming
- Manage Capital Projects to effectively complete projects on time and within budget
- Continue programs and services involving regional cooperation and evaluate expansion of such efforts to new functional areas, as feasible
- Maintain program of municipal support, via the budget process, to outside agencies and area non-profit organizations
- Provide a fiscal impact analysis relating to personnel or equipment requirements for any new or expanded program, project, or policy initiative under consideration
- Conduct research regarding the potential impacts natural hazards would have, if they were to occur, on the Town's budget, including but not limited to impacts to infrastructure and property values, and begin to integrate revenue loss estimates and infrastructure replacement costs into the budgeting process
- Continue to provide a budget document consistent with GFOA's Distinguished Budget Award requirements

## II. Communication and Education

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### GOALS

- Promote public engagement and awareness of programs and services through information dissemination, accessibility, and inquiry using a variety of channels including but not limited to in person, online, and print
- Utilize the Town's website and other online resources on a broader basis to communicate with and provide information and resources to residents, local business, and other interested parties
- Maintain and improve communications and cooperation with local policy boards and commissions, including but not limited to the Town's municipal boards and commissions and the School Committee
- Determine how to address the impact that continued declining student enrollment within the School Department will have on educational programming, facility usage, and capital planning
- Maintain and improve communications and cooperation with local institutional entities, including but not limited to URI, South County Hospital, and Union and Kingston Fire Districts

### OBJECTIVES

- Continue to leverage and expand upon the Town's newly redesigned website, to compliment traditional communication and informational efforts by the Town
- Research web-based options available to aid in the communication of information relative to applications under review by Town boards and commissions
- Continue to leverage and expand the Town's social media presence to compliment traditional communication and informational efforts by the Town



- Promote increased registration by residents and businesses in the Town's Emergency Notification System CodeRED as a communication tool for sending emergency notifications (storms, etc.)
- Install a Voice over Internet Protocol System (VoIP) to improve user accountability and reduce operational costs
- Continue the Town's efforts to incorporate, integrate, and utilize state of the art technological systems, programs, and tools across all municipal government functional areas
- Schedule and conduct periodic meetings with local policy boards and commissions to give and receive feedback, and provide direction as appropriate
- Schedule and conduct annual 'Town/Gown' meetings with the URI administration
- Schedule and conduct annual meetings with the South County Hospital administration
- Maintain an active communication model with the Union and Kingston Fire Districts
- Revise municipal documents, reports, and plans to increase ease of use amongst the public and other stakeholders, and make accessible online
- Continue discussion with the School Committee as to how to address the impact that continued declining student enrollment will have on the need for continued utilization of all school buildings and facilities; Identify potential long term planning options and adjust capital improvement priorities appropriately
- Continue discussion with the School Committee regarding the Town's comprehensive 20 year educational programming and facilities study, and how to best address the results this study as well as the State's facility master planning process and recommendations as detailed in the September 2017 reports "State of Rhode Island Schoolhouses" and "Jacobs Recommendations for Consideration", and how these findings impact the local educational programming and facilities plan and future capital improvement priorities

### III. Provision of Core Services and Facilities

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#### GOALS

- Continue exemplary levels of general municipal core services and programs for the citizens of our community
- Provide high quality municipal services in the most cost effective manner
- Maintain the Town's leadership position among RI communities by continuing to incorporate sustainability features into municipal services, programs, and facilities

#### OBJECTIVES

- Provide adequate resources, programs, facilities, and personnel levels to maintain excellent, responsive municipal services across all departments, divisions, and functional areas (Town Administration, Public Safety, Public Services and Utilities, Schools, Parks and Recreation, and Senior Services)
- Annually evaluate the need and cost for continuation, reduction, or expansion of municipal services levels
- Continue with existing programs and assess new opportunities for regional approaches for service provision in cooperation with other Washington County communities and the University of Rhode Island to provide high quality municipal services in the most cost effective manner
- Complete the installation of the phase 1 Matunuck Beach Road sheet pile wall protection system to protect infrastructure from ongoing coastal erosion



- Determine the future need and feasibility of extending this protective system easterly along Matunuck Beach Road toward Matunuck Point
- Complete design, permitting, and construction of the phase 2 Matunuck Beach Road sheet pile wall protection system from its current terminus, westerly toward the Matunuck Trailer Park property in order to further protect infrastructure from ongoing coastal erosion
- Continue working with all stakeholders including local businesses regarding the Mary Carpenter 'relic wall' construction efforts
- Complete the installation project of passive solar electricity systems at the closed regional landfills at Rose Hill and in Kingston (Plains Road)
- Finalize the off-site virtual net metering (VNM) contract for off-site solar power
- Continue and expand partnerships with the US Environmental Protection Agency, URI, the RI Office of Energy Resources (RIOER), South Kingstown School Department, and National Grid to provide funding and technical assistance resources for facility upgrades and retrofits, new equipment installations, public education concerning energy efficiency, carbon footprint reduction, and improved environmental conditions
- Continue efforts regarding municipal street light acquisition, LED streetlight conversion and feasibility of LED street lighting 'smart controllers'; contract with a third party electrical contractor for long-term LED maintenance
- Implement the Town's Capital Improvement Program relating to infrastructure upgrades, equipment acquisition, pay as you go programs, and facility improvement projects
- Support the Police Department's efforts towards achieving in-state accreditation via the process developed by the RI Police Chief's Association
- Complete construction of the Community Recreation Center at the former Dominic Savio property, opening the facility in the Spring of 2017
- Implement a full slate of inclusive wellness and athletic program offerings for residents of all ages at the new Community Recreation Center
- Provide adequate funding to the School Department, recognizing the community's 'ability to pay', via transfer to the School Fund, to maintain a high quality, cost efficient educational program for the community
- Initiate the Town's Hazard Mitigation Plan update process, and include as a priority, identifying specific impacts to coastal infrastructure, facilities, and property due to flooding, storm surge, coastal erosion, and sea level rise
- Complete the update to the Town's Hazard Mitigation Plan and begin implementation of Plan priorities
- Continue to actively review municipal facilities to address energy management goals and increase energy efficiency
- Complete the implementation of the Fire Alarm Radio Box project, and coordinate with local business owners regarding the transition to the new platform

### IV. Land Use

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#### GOALS

- Support a land use development model that maintains the rural small town qualities of the community, acknowledges the Town's historic villages, promotes sustainability, preserves open space and agricultural land, and enhances the health of our citizenry
- Support appropriately scaled aquaculture uses in the Town's salt ponds



### OBJECTIVES

- Continue efforts to update the Comprehensive Community Plan, with a focus on integrating planning for natural hazards, climate change, and energy, as well as streamlining the plan to increase effectiveness of implementation
- Begin implementation of the updated Comprehensive Community Plan, including actions associated with bringing consistency between the Plan and the Town's Zoning Ordinance, planning for natural hazards, climate change, and energy, and providing more affordable housing options
- Continue implementation of the recommended strategies developed for the Village Studies of Wakefield, Peace Dale, West Kingstown, and Matunuck
- Investigate amendments options to the Zoning Ordinance to allow for mixed use development, as appropriate, within the Town's unique and distinct village centers
- Investigate regulatory options for revitalizing the Old Tower Hill Road commercial corridor, including the potential of allowing a greater mix and intensity of uses as incentives for incorporating a more pedestrian-scaled development pattern
- Continue working with the Partnership for Preservation efforts to preserve open space and farmland within the Town
- Coordinate with the Coastal Resources Management Council regarding review of applications for aquaculture operations and evaluation of policy regarding such uses in Point Judith Pond and Potter Pond
- Continue to incorporate healthy community design philosophies, such as those identified within the Healthy Places by Design project, into development review, Town initiatives, and village-based planning policies
- Continue to evaluate regulatory options for allowing solar energy generation facilities throughout the community in a context-sensitive manner
- Continue efforts to revise the Subdivision and Land Development Regulations to increase clarity and effectiveness, and address issues of importance such as stormwater management, procedural efficiency, and appropriate design and landscaping standards
- Continue efforts to enhance the subdivision and land development review process, including providing clarity to submittal deadlines and procedural steps, streamlining review where appropriate, and clarifying requirements relative to Planning Board decision making

## V. Housing

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### GOALS

- Promote and enhance the values, sense of place, and community represented in South Kingstown's existing housing stock and traditional village development pattern
- Facilitate the development of affordable housing throughout the community with the goal of achieving 10% of the year-round housing stock as low- and/or moderate-income housing
- Promote the production of affordable housing opportunities for young families and special needs populations
- Encourage a wide range of affordable housing options through a combination of innovative regulatory mechanisms, public and private initiatives, and joint public and private partnerships



### OBJECTIVES

- Work with the Affordable Housing Collaborative Committee to solicit professional services for the preparation of a comprehensive analysis of the community's specific affordable housing needs, and identify action items as a result of the analysis which can be taken to better address the needs, utilizing a \$100,000 FY 2017-2018 transfer to the Affordable Housing Trust Fund
- Work cooperatively with the Affordable Housing Collaborative to support the implementation of affordable housing policies and recommendations, as well as educating the public on affordable housing diversity issues
- Work to establish a consistent and reliable funding stream to promote the financing and production of affordable housing in the community
- Investigate amendments to the Town's inclusionary zoning policy to achieve better results in regards to the development of low- and moderate-income housing
- Consider the implementation of a 'cottage housing' ordinance to permit village scaled housing development as an infill strategy in the core village areas of the Town
- Consider amendments to the zoning ordinance to allow multi-family residential development in village areas, where appropriate
- Investigate ways to incentivize green building design and sustainable development practices for new development and redevelopment proposals
- Encourage subdivision design that supports active, healthy lifestyles through providing pedestrian oriented environments, connectivity to nearby recreation resources, bicycle amenities, access to public transit, and home-based food production, where appropriate
- Continue to administer the South Kingstown Housing Rehabilitation Program to make grant and loan resources available to eligible residents in order to address minimum housing standards

## VI. Sustainability, Environmental and Natural Resources

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### GOALS

- Promote the sustainability and resilience of the natural resource systems within the Town of South Kingstown
- Identify and promote public discussions relative to issues concerning sea level rise, climate change, and coastal erosion threats to natural resources and municipal infrastructure
- Promote the protection of groundwater resources and water conservation measures
- Protect freshwater and saltwater resource systems in the community
- Consider the establishment of a community goal for reduction of our municipal carbon footprint in a manner that is consistent with, or exceeds, established State of RI goals
- Promote and encourage the establishment of locally sourced renewable energy resources such that by 2025 the production of such resources exceeds the annual energy use requirements of the South Kingstown municipal government

### OBJECTIVES

- Study, evaluate, and assess the need to formalize Town efforts around issues of community sustainability, including but not limited to energy efficiency, carbon footprint reduction, use of green infrastructure, addressing climate change and sea level rise, etc.
- Study and evaluate municipal renewable energy initiatives
- Further emerging partnerships and planning efforts centering on sea level rise and climate change



- Develop and incorporate policies for sea level rise and climate change into the Town's Comprehensive Community Plan, Multi-hazard Mitigation Plan, and Harbor Management Plan, as needed
- Review and revise the Town's Groundwater Protection Overlay District (GPOD) regulations as needed
- Develop and implement public educational resources to promote use efficiency and conservation of domestic potable water
- Develop and implement public informational resources that promote energy efficiency and the establishment of residential and community renewable energy
- Develop and implement public informational resources that create awareness and promote how the general public can help to protect, preserve, and enhance the Town's abundant fresh and salt-water based resources
- Continue with water rationing program during periods of peak demand (summer months)
- Work cooperatively with State regulators and conservation organizations to protect, preserve and enhance the Town's abundant fresh and salt-water based resources
- Continue efforts to develop a passive recreation plan for the 248 acre Noyes Farm property, and begin plan implementation
- Work with State regulatory agencies with regard to on-going coastal erosion and determine what, if any, impacts need to be addressed concerning local land use, transportation system components, and utility infrastructure
- In cooperation with RI Natural Landscape Association (RINLA) and the City of Newport, implement the Green Infrastructure Project a \$2.45 million dollar CDBG – Disaster Recovery Grant for public education, job training, and pilot project implementation to promote environmental resiliency through natural based systems and infrastructure; Evaluate local policies and programs relating to the municipal tree management and revise, as necessary, to better protect and enhance this community resource
- Continue the Narrow River stormwater mitigation project to address TMDLs
- Commence Narrow River stormwater best management practices (BMPs) construction to improve Narrow River water quality and address the Narrow River bacteriological TMDL
- Initiate an update of the Town's Harbor Management Plan, to maintain compliance with RI Coastal Resources Management Council requirements

## VII. Cultural and Historic Resources

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### GOALS

- Preserve and protect the cultural, historic, and prehistoric qualities and resources within the community, as appropriate and where possible
- Promote awareness of the community's cultural, historic, and prehistoric qualities and resources

### OBJECTIVES

- The Town will seek State funding for conducting an update of South Kingstown's historic resource inventory
- Review and evaluate information emerging from the Wakefield National Register nomination for consideration of potential next steps
- Submit an application for formal consideration of expansion to the Wakefield National Register District



- Review and revise, where applicable, existing policies and regulations for protecting historic resources within the planning and development review process
- Coordinate with the South County History Center in their efforts to initiate a financial assistance program for South Kingstown's historic properties
- Collect, preserve, and protect print and other resources representative of the Town's cultural heritage and history
- Continue to expand the Town's inventory of historic structures and buildings and historic and prehistoric archeological sites
- Continue to monitor and seek out funding sources for preserving and enhancing cultural and historic resources

### VIII. Economic Development

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#### GOALS

- Foster a local economy that supports a diverse business and industry base
- Support village based economic development in South Kingstown
- Provide the business community with a clear framework for establishing, maintaining, and expanding business operations in Town
- Recognize and support tourism as a major driver of economic development in South Kingstown
- Continue support of agriculture and aquaculture in the Town

#### OBJECTIVES

- Continue to explore and develop appropriate policies and programs aimed at improving the local business environment
- In cooperation with the EDC, maintain a dialogue and conduct/attend periodic meetings with members of the business community and representative merchant groups, including but not limited to PDNRI and the Wakefield Village Association, to give and receive feedback and identify areas for cooperation
- Engage in dialogue with representatives of the business community to determine what municipal regulatory requirements hamper or slow business development activities
- Enhance existing and develop new partnerships with local and state business organizations and regulatory entities to improve local and regional economic conditions
- Utilize the village planning model to identify and implement policies and programs to support appropriate scaled economic development opportunities
- Consider amendments to the zoning ordinance relative to the development review process in order to better support small-scale development proposals
- Provide high quality infrastructure and services that support local business continuity and growth
- Promote efficient, user-friendly regulatory and permitting practices on the local level
- Work cooperatively with URI concerning the University's planned capital improvement program, including potential University Inn and Research and Technology Park and other projects that may involve private sector participation
- For URI projects that involve private sector participation, require PILOT agreements and consideration of local land use controls and standards





### IX. Circulation

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#### GOALS

- Encourage and maintain multi-modal transportation opportunities throughout Town to support a healthy, equitable transportation system
- Promote street and infrastructure improvement designs that are safe, inviting, and attractive which support healthy, active modes of transit in the community
- Ensure that circulation improvements protect the quality of life in the community
- Work with state and federal agencies to improve safety and accessibility for residents, visitors, and students

#### OBJECTIVES

- Continue coordination efforts with RIDOT on state transportation projects by maintaining contact with RIDOT during all phases of planning, design, and construction
- Coordinate a comprehensive public works (road infrastructure) program in conjunction with RIDOT
- Strongly encourage RIDOT to utilize flexible road design standards that provide an appropriate fit to the community
- As appropriate, incorporate healthy community design features, such as those identified within the Healthy Places by Design project in all Town and State road construction projects
- Develop a framework for assessing active transportation improvements to Town roadways, including identifications of pedestrian and bicycle priority areas and a mechanism for inclusion of the consideration of existing roadway conditions in the decision-making process
- Pursue the designation of the entire length of Route 1 in South Kingstown as a State Scenic Roadway and begin implementation of the stewardship plan
- Initiate construction of the bike path connection project between Broad Rock Playfields and South County Commons, with the support of RI DEM Recreation Acquisition and Development grant
- Promote the Senior Transportation program, serving elderly residents with no other means of transportation, supporting independence and the reduction of social isolation
- Devise means through public education programs and potential infrastructure upgrades to promote increased usage of and accessibility to the William C. O'Neill Bicycle Path and other bike spurs within the community
- Work with RIDOT in the review of potential, future commuter rail service at Kingston Station in the Village of West Kingston; Ensure that the scale of such service is consistent with the Village, its environmental setting and the capacities of connecting infrastructure
- Work with RIDOT to ensure that State transportation projects incorporate stormwater management BMP's (Best Management Practices) to the most reasonable extent feasible
- Evaluate current post-storm snow clearance policies and practices and determine if greater efficiencies can be realized and determine if expansion of the municipal program in this area is feasible
- Assess potential impacts of natural hazards and climate change on the Town's circulation system, with special attention to evacuation routes and areas that may become isolated in the event of flooding, and begin to evaluate options for long term solutions



### X. Special Needs Populations

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#### GOALS

- Provide services and programs that seek to address unmet needs of special populations within the Town
- To ensure excellence in service delivery, advocacy and public policy dedicated to the needs of older residents of the Town of South Kingstown, their families, and caregivers through a single, visible and responsive department
- Acknowledge the unique and valuable contributions of the veterans in our community and commit to a public policy environment that honors such service

#### OBJECTIVES

- Evaluate the Town's existing tax exemption programs for qualified veterans against other RI community programs to determine if changes are warranted to improve the functioning of this effort
- In consideration of the Town's overall fiscal program conduct an annual evaluation of the Town's Elderly Tax Exemption program and provide adjustments as appropriate to best target this effort to need
- Continue and expand Town efforts to improve handicapped accessibility for all segments of the population with regard to local facilities and infrastructure, including installation of a new ADA compliant lift at the Neighborhood Guild
- Explore a partnership between Parks and Recreation and Special Olympics for the development of inclusive wellness and athletic programs at the new Community Recreation Center
- Require that State transportation project planning integrate features and improvements for mobility impaired resident's transit and accessibility needs
- Listen, respond, and react to the needs of older residents of South Kingstown, their families, and caregivers with respect, courtesy, patience, and dignity; target services to elders in greatest need, and those who are frail and at-risk
- Maintain a dedicated effort to coordinate the many essential elements of an effective and comprehensive community system for older persons by collaborating with existing senior service programs provided by other public and private agencies and promoting accessibility of services
- Participate in a regional Senior Advisory Council with the Town of Narragansett for the purpose of information sharing and collaboration related to existing senior programs and essential services in both communities; and identify possible gaps in resources, and develop recommendations to foster streamlined service delivery to effectively meet the needs of the older adult population
- Promote awareness of community programming and volunteering opportunities, identifying opportunities to create collaboration between populations, such as elder and youth
- Continue to support the South Kingstown Partnership for Prevention in their prevention education programs and efforts within the community
- Coordinate with the RI Office of Veterans Affairs to have informational outreach programs and/or one-on-one appointments locally hosted on a regular basis, in order to promote greater awareness and ease in access to programs and resources available to veterans and their families



### XI. University of Rhode Island

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#### GOALS

- Improve host community/institutional relationships and strategic planning
- Enhance transportation, traffic, public safety, and infrastructure system linkages
- Promote on-campus housing resources and affordable housing opportunities
- Preserve open space, provide for a sustainable campus environment, and enhance natural systems protection

#### OBJECTIVES

- Continue Town staff participation in the URI Master Plan Review Team
- Continue and expand existing URI/TSK partnerships for service provision
- Review the impacts of institutional growth at the University on public safety response capabilities
- Support URI efforts and programs to utilize and promote alternative forms of transportation for commuters and staff
- Work cooperatively with URI and RIDOT to further the design, and initiate the construction of the URI Bike Path Connector to the South County Bicycle Path
- Work cooperatively with RIDOT and URI concerning the planned reconstruction of Route 138 (Route 108 to Route 2), the replacement of the Kingston Railroad Bridge, and studies to determine the potential for future commuter rail at Kingston Station
- Explore opportunities for graduate students to gain professional field experience within municipal departments through internship opportunities

### XII. South County Hospital

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#### GOALS

- Work in cooperation with South County Health administration to help ensure the long-term viability of South County Health's community health-care delivery model
- Work in cooperation with South County Health administration across areas of mutual interest, including but not limited to the Town's Public Safety functional areas

#### OBJECTIVES

- Assist SCH administration in matters relating to legislation and State budgetary considerations that may impact the functional capabilities of the facility
- Continue the day-to-day coordination of Town's Public Safety functional areas (Police and EMS) with SCH in support of mutual service needs
- Update and coordinate hospital leases of Town property utilized for staff and patient parking
- Explore opportunities to partner with the Hospital for public health maintenance initiatives using the Community Recreation Center as a satellite resource, encouraging walking and other physical activity to foster year round community wellness