

**Appendix A: Program Addendum  
Town Of South Kingstown  
Growth Management Program 2007-2009**

**Preface:**

This document is intended to outline and list the Town's Growth Management Program and its various subcomponents in greater detail than that contained in the "Summary Outline, Town of South Kingstown, Growth Management Program, 2007-2009. In addition, this document identifies the entities that will take the lead or be principally involved with a particular program component.

**Overview of Procedure:**

The development and adoption of the Town's Growth Management Program is a requirement established in the Implementation Element of the Comprehensive Community Plan (per amendment adopted on October 28, 2006). The Growth Management Program is a process by which progress toward growth management for sustainable development can be assessed and goals and priorities can be set for the upcoming year. In addition, the program is a means by which the Town's budget related to growth management can be assessed.

Many of the items contained in the Growth Management Program are ongoing in nature or will require a multi-year effort to achieve. As such the general goal statements of the program have not changed significantly in the past several years and many of the implementation measures are carried over as well.

**Biennial Process to Develop Program:**

This version of the Town's Growth Management Program establishes a modified time frame for the effort (now a biennial or two-year focus). This change allows more staff and board/commission effort to flow toward the program components rather than the process of developing the program. In the off year of the biennial program a brief assessment of the program's progress will be undertaken by the Planning Board and reported to the Town Council.

Revising this process requires an amendment to the Comprehensive Community Plan. The amendment that originally established the process for developing the Growth Management Program (Annual Action Agenda) was adopted on October 28, 1996. The Planning Board has approved these procedural amendments and the Town Council will consider the same amendments in the fall of 2007.

**Revisions and Program Additions for 2007-2009 Planning Time Frame:**

For the new version of the Growth Management Program it is proposed to maintain the overall goal structure used in prior versions of the program. Also it is planned to focus more effort on institutional growth issues relating to the University of Rhode Island, South County Hospital and the Town's two independent fire districts, Union Fire District and Kingston Fire District. Other issues to be addressed in the program include: gearing up for the next required five year update of the Town's Comprehensive

Community Plan, addressing regulatory issues associated with residential and commercial/industrial applications of wind power and conducting a review of the existing cellular communications infrastructure within the community. These items are discussed in greater detail below under the appropriate heading for each.

<b>Growth Management Goal 1: Implement the Five Year Update of the Comprehensive Plan</b>	
<i>Goal Statement: The Comprehensive Community Plan is the principal policy document designed to guide the future growth and development of the Town. In order to be effective, the Plan must be kept current and must address critical issues on a timely basis. The Town will review and update the Plan on an ongoing basis and will make adjustments on an as-needed basis to meet new challenges.</i>	
<b>Implementation Measure</b>	<b>Status</b>
<b>Develop a procedural approach, process and schedule for the required update of the Comprehensive Community Plan</b>	<p>This is an ongoing policy development and implementation task. The next Update will be required on or before June 19, 2010. This effort will include the identification of issues and areas of concern to address in the update. The process will include the development of a Request for Proposals (RFP) to engage professional consulting services to assist the Planning Board and town professional staff in the update process.</p> <p><i><u>Responsible Party:</u> Planning Department, Planning Board, Town Council.</i></p>
<b>Utilize the Town’s Build-out model to Assess Future Development Patterns</b>	<p>This is an ongoing effort to assess, analyze and project the impacts of growth under our existing regulatory framework. The Town’s Build-out model provides a sophisticated tool to perform this type of assessment on a town wide, area, neighborhood, parcel basis or for a particular application. The model also allows for testing varying policy assumptions or regulatory changes relating to growth management. It is also planned to complement and enhance the model’s capabilities by adding in the use of 3-dimensional modeling software as a visual tool for development assessment.</p> <p><i><u>Responsible Party:</u> Planning Department, GIS Division, Planning Board, Town Council.</i></p>
<b>Initiate/implement affordable housing programs</b>	<p>The South Kingstown Affordable Housing Production Plan is a component of the Housing Element of the Comprehensive Plan. The Plan identifies a series of strategies and recommendations to promote affordable</p>

	<p>housing opportunities in the Town. Implementation of the priority items identified by the Town Council in accepting the plan has begun and will be an ongoing effort and will be focused as follows:</p> <ol style="list-style-type: none"> <li>1. Establishment of a local housing fund ordinance and administrative procedures.</li> <li>2. Establishment of an ordinance and procedure for update of exaction fees in lieu providing affordable units in major subdivisions or land development projects.</li> <li>3. Continue budgetary and grant related support of local non-profit housing organizations.</li> <li>4. Ongoing program development for public education on affordable housing related issues.</li> </ol> <p><i><u>Responsible Party:</u> Town Managers Office, Planning Board, Affordable Housing Collaborative and Town Council</i></p>
<p><b>Monitor the Effect of Growth Management Policies on Public School Enrollments</b></p>	<p>Under the direction of the Town Manager, the Planning Department will take the lead in developing this aspect of the Capital Improvement Program (CIP). This will permit the Town Manager's Office to focus on the financial aspects of the program and focus the Planning Department's review and assessment on those aspects of the program that relate specifically to growth management policy. This will include a review of Development Pacing and Phasing, Fair Share Development Fees for educational purposes and open space/recreation and fee exemptions relating to affordable housing.</p> <p><i><u>Responsible Party:</u> Town Manager, Planning Department, Planning Board, Town Council.</i></p>

<p><b>Growth Management Goal 2: Preserve Open Space</b></p>
<p><i>Goal Statement: Approximately 30.1 percent of the Town (10,931 acres) is currently devoted to protected public or private open space. Regional studies have shown that open space requires very little services in comparison to the taxes it generates, and the environmental value of open space has been very strongly documented. However, approximately 21 percent of the Town is vacant developable land, which could be lost to future development of one form or another. Since it is impossible to buy all this land for open space purposes, the Town will identify measures that can be taken in the future in order to prioritize the protection of open space and farmland and to delay or prevent the premature development of open space that would otherwise stay open.</i></p>

Implementation Measure	Discussion
<p><b>Identify priority lands for preservation</b></p>	<p>The capabilities of the Town’s GIS Division permit detailed evaluation of candidate parcels in context of natural and cultural resources and possible linkages with existing preserved parcels and greenways. Other resources utilized in this regard emanate from RIDEM’s South County Greenspace Protection Strategy and the report entitled: “Land Conservation Priorities for South County” (Washington County Land Trust Coalition) This implementation measure is viewed as an key, ongoing component of the Town’s efforts toward open space preservation and growth management.</p> <p><i><u>Responsible Party:</u> Planning Department, Town Council, Planning Board, Conservation Commission, Community Partnership for Preservation.</i></p>
<p><b>Review the potential for local use of a “Hybrid” Open Space Acquisition Model</b></p>	<p>The Town will review national and regional models of land trusts and land acquisition programs that seek to merge open space acquisition goals with affordable housing production objectives or economic development programs (the hybrid model is also know as conservation based affordable housing) The Town will consider the potential for local application of this “hybrid” approach and seek to engage conservation organizations in a dialogue to explore partnerships that may utilize this approach.</p> <p><i><u>Responsible Party:</u> Planning Department, Affordable Housing Collaborative, Planning Board, Conservation Commission, Town Council.</i></p>
<p><b>Preserve active farms</b></p>	<p>The Town will research programs that would provide incentives for and encourage active farmland preservation. The Town will continue its dialogue and outreach to the Division of Agriculture, (RIDEM) and local farm operators to assist our local efforts to preserve active farms in the community.</p> <p><i><u>Responsible Party:</u> Planning Department, Tax Assessor, Town Council, Town Solicitor.</i></p>

<p><b>Promote participation in the Town's Farm, Forest &amp; Open Space Program</b></p>	<p>This is an ongoing effort on the part of the community. For the 2007-2008 Fiscal Year 158 tracts of land comprising 3,901 acres are enrolled in the program. This represents 10.73% of the land area in the community. The average assessed value per acre of land in the program is \$993.73, resulting in an average tax per acre of \$11.51. Each year the Town conducts a review of the current participation in the FFOS program. Such participation has remained relatively stable over the past several years. The Town also disseminates information about the program at Town offices, libraries, and through direct mailings to existing program participants.</p> <p><i>Responsible Party: Planning Department, Tax Assessor, Town Council, Town Solicitor, Legislative Delegation, RIDEM Division of Agriculture.</i></p>
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**Growth Management Goal 3:  
Avoid Sprawl**

*Goal Statement: Avoid suburban sprawl by encouraging a development pattern having areas of higher densities within specific defined villages and more rural peripheral areas associated with and supporting each village. Development patterns based on the defined villages and their areas of influence will be identified and mapped for inclusion in the Comprehensive Plan.*

Implementation Measure	Discussion
<p><b>Develop strategies that will strengthen and preserve village identity while discouraging suburban sprawl</b></p>	<p>Village-based development patterns will be examined as an implementation mechanism whereby villages could be the epicenters and the zoning and land use plan designations could be based on interacting with and supporting each village. Reinforcing this traditional development pattern is a means to preserve and enhance the historic sense of place in the community. The Town has pending a grant request under the State's "Planning Challenge Grant" program to review Wakefield and Peace Dale Village areas as potential "growth centers". The grant would consider regulatory and infrastructure based means to reinforce and enhance the traditional development patterns of these core area villages within the Town.</p> <p><i>Responsible Party: Planning Department, Planning Board, Town Council</i></p>

<p><b>Evaluate and assess the appropriate amount of non-residential land for the Town</b></p>	<p>The current amount of non-residential development and vacant developable land zoned for new commercial or industrial development in the Town is limited. All categories of commercial and industrially zoned properties comprise only 2.7% of the land area within the Town. The Town will evaluate policies regarding the need for future non-residential growth to support existing residential population and provide opportunities for economic development. Such review will also focus on reuse potential of existing non-residential properties to allow for growth in existing industrial and commercial areas and opportunities for collaboration with the University regarding economic development. As appropriate, the Town will encourage responsible reuse options for existing non-residential zoned properties and also identify and consider parcels that may have potential to be rezoned for commercial and industrial uses.</p> <p><i><u>Responsible Party:</u> Planning Department, Planning Board, Town Council, Economic Development Committee, South Kingstown Chamber of Commerce</i></p>
<p><b>Continue review and assessment of the effect of innovations in individual sewage disposal systems (ISDS) on marginally developable properties.</b></p>	<p>The Town has developed, in concert with URI/CCE, regulations to better address the use of innovative/alternative (I/A) individual sewage disposal systems (ISDS) on marginally developable parcels. These regulatory amendments have been adopted and efforts in this area will continue with a focus on water quality/runoff impacts relating to development on such constrained parcels.</p> <p><i><u>Responsible Party:</u> Public Services Department, Planning Department, Special Legal Counsel, Conservation Commission, Planning Board, Town Council.</i></p>

<p><b>Scenic Highway Designation for Route 1</b></p>	<p>The Town's application for scenic highway designation for Route 1 remains pending before the State Scenic Roadway Board. Following the Board's decision on the application the Town will develop a management plan and regulations to implement the policies contained in the management plan, as necessary.</p> <p><i><u>Responsible Party:</u> Planning Department, Planning Board, Town Council.</i></p>
<p><b>Research and assess appropriate regulatory controls for wind power generation facilities</b></p>	<p>Conduct reviews and research on residential and commercial/wind power applications to determine the appropriate policy and regulatory framework for the Town for these types of applications. The current ordinance does not provide specific performance standards or siting criteria for such uses.</p> <p><i><u>Responsible Party:</u> Planning Department, Planning Board, Conservation Commission, Town Solicitor, Town Council</i></p>
<p><b>Assess and quantify the current coverage and determine future needs for cellular communications infrastructure</b></p>	<p>Develop an RFP for consulting services to undertake the following:</p> <ol style="list-style-type: none"> <li>1. Assess the existing cellular communications infrastructure within the community and proximate areas of abutting towns,</li> <li>2. Determine and quantify areas that are lacking or exhibit limited coverage,</li> <li>3. Determine the potential to expand, upgrade or intensify existing towers or antennae facilities,</li> <li>4. Inventory areas/locations that have the potential to accommodate new facilities that will upgrade the system or address documented need areas.</li> </ol> <p><i><u>Responsible Party:</u> Planning Department, Planning Board, Conservation Commission, Town Solicitor, Town Council</i></p>

**Growth Management Goal 4:  
Economic Revitalization**

*Goal Statement: The central core areas of the Town are the business, social and historical heart of the community. As development and redevelopment opportunities present themselves the land use regulations that accommodate non-strip shopping centers should be in place. The Town will promote the continued development of the central areas of the Town and will improve and enhance the villages of Wakefield and Peace Dale as part of this effort.*

<b>Implementation Measure</b>	<b>Discussion</b>
<p><b><u>Downtown Wakefield and Peace Dale Revitalization Programs</u></b></p> <p><b>Continue with efforts to support and implement revitalization planning efforts, programs and policies for the downtown business district and contiguous areas along Main Street in Wakefield and the Peace Dale Village area.</b></p>	<p>This is an ongoing effort for both Wakefield’s traditional downtown areas along Main Street and the Village of Peace Dale. This effort has been conducted in cooperation with various grassroots and business organizations including: the Main Street Merchants Association; Friend’s of Wakefield, Saugatucket River Heritage Corridor Coalition, Peace Dale Neighborhood Revitalization Committee and other community based organizations. Major components of the Town’s participation in this effort involve infrastructure projects that support and enhance the aesthetic and functional qualities of the area as well as grants and administrative support for specific projects and programs. For Peace Dale Village, the effort is guided generally by the “Peace Dale in Action” plan adopted in 2002 by the Town Council. For the 2007-2009 timeframe the Town’s effort will focus on promoting “investment in place” for existing businesses and assisting in the marketing of vacant industrial space in mill complexes.</p> <p><i><u>Responsible Party:</u> Planning Department, Town Council, Administrative Services, Economic Development Committee, Main Street Revitalization Committee, Peace Dale Neighborhood Revitalization Committee and other local organizations.</i></p>
<p><b>Peace Dale Mill Complex Adaptive Reuse</b></p>	<p>At the direction of, and in cooperation with, the Planning Board, Town Council, Economic Development Committee and property owner staff has significantly revised the “draft” regulations for the proposed “Palisades Mill Reuse District”. The revisions refocus the ordinance language to emphasize industrial based uses in the complex and</p>

	<p>flexibility regarding the provision of parking. The draft de-emphasizes residential uses of the property. It is that the Planning Board will conclude its review and recommendation process shortly and forward the matter to the Town Council for formal consideration in the fall of 2007.</p> <p><i>Responsible Party: Planning Department, Planning Board, Town Council.</i></p>
<p><b>Conduct a review and evaluation of the Town's Special Management Districts (Route 1 SMD and Kingstown Road SMD)</b></p>	<p>The Town's Special Management Districts for Route 1 and Route 108 (Kingstown Road) have been in place for some time now. It is viewed as appropriate to conduct an evaluation and analysis of the regulations governing the districts, inventory current land uses, quantify tax base impacts of development within each area, identify issues and problem areas and consider regulatory approaches to improve the function of the districts and how these areas relate to their surrounding vicinities. This review may result in the development and consideration of specific regulatory language amendments.</p> <p><i>Responsible Party: Planning Department, Planning Board, Town Solicitor, Town Council.</i></p>

<p align="center"><b>Growth Management Goal 5: Maintain/Improve Town/Institutional Relationships</b></p>
<p><i>Goal Statement: The University of Rhode Island and South County Hospital are the major institutional uses within the community providing employment and, services to the local citizenry and contributing significantly to the Town's economic base. Effective growth management on the Town level must consider institutional growth and long range planning. Maintaining and enhancing communication on an ongoing basis between the Town, URI and South County Hospital is an essential component of comprehensive planning for the Town of South Kingstown. The Town's Fire Districts (Union and Kingston) are also effected by community and institutional growth and including these organizations in the Town's growth management programmatic efforts will provide them with a means to plan for their service provision and capital development needs in providing fire protection and emergency response in the community.</i></p>

Implementation Measure	Discussion
<p><b>Maintain effective and ongoing communication with the University</b></p>	<p>The Town will continue to participate in the recently initiated “town/gown” meeting process through annual meetings between the Town Council and University administration.</p> <p><i><u>Responsible Party:</u> Town Council, Town Manager</i></p>
<p><b>Participate in the Campus Master Plan Review Team</b></p>	<p>The Town will continue to participate in the Campus Master Plan Review Team Process. This participation enables Town professional staff to be kept current with various University projects relating to new facility development, rehabilitation of existing facilities, infrastructure development and repair, general growth issues, transportation planning and long range institutional planning.</p> <p><i><u>Responsible Party:</u> Planning Director</i></p>
<p><b>Participate in the University’s Campus Technology Park Study</b></p>	<p>The Town will continue to participate in the University’s Campus Research/Technology Feasibility Study; this is expected to be completed in the fall of 2007.</p> <p><i><u>Responsible Party:</u> Town Manager, Planning Director</i></p>
<p><b>Inclusion of URI owned properties northerly of Flagg Road in University Master Plan</b></p>	<p>The Town will request that URI undertake a planning process to include those areas northerly of Flagg Road in its Master Planning Process.</p> <p><i><u>Responsible Party:</u> University Administration, Campus Master Plan Review Team, Planning Board, Planning Department</i></p>
<p><b>Review the adequacy of infrastructure connections to the University</b></p>	<p>The Town, in cooperation with URI and RIDOT, will review the adequacy of transportation and general infrastructure that link the Kingston Campus to Town and State roads. It is anticipated that this review will identify need areas for capital improvements for Town and State roads to address existing conditions or the consequences of institutional growth. It is noted that the University should address required infrastructure upgrades and improvements that are directly connected with the existing operation or planned growth of the school, either through their capital planning program or through the State Transportation Improvement Program (where State roads are involved).</p>

	<p><i>Responsible Party: University Administration, Campus Master Plan Review Team, RIDOT, Town Manager, Planning Board, Planning Department, Department of Public Services</i></p>
<p><b>Review of University of Rhode Island and Transportation Elements of the South Kingstown Comprehensive Community Plan</b></p>	<p>This review will focus on strengthening language in these elements that address impacts and conflicts of the University's existing operation and planned institutional growth on Town and State connecting infrastructure and adjoining residential areas.</p> <p><i>Responsible Party: Planning Board, Planning Department, Town Manager, Department of Public Services</i></p>
<p><b>Maintain/improve communications with South County Hospital about provision of community health care</b></p>	<p>The Town will work to maintain and improve communications with South County Hospital. To this end an annual meeting between the Town Council and hospital board and administration will be conducted to review and discuss issues related to community growth, planned institutional growth and service requirements for provision of health care services to local residents.</p> <p><i>Responsible Party: Town Council, Town Manager, Planning Department</i></p>
<p><b>Review of Proposed Update of South County Hospital's Institutional Master Plan</b></p>	<p>South County Hospital is in the process of developing an updated, institutional master plan to guide growth and redevelopment of facilities at its Kenyon Avenue Campus. It is expected that the Institutional Master Plan will be submitted for formal review by the Planning Board in the fall of 2007</p> <p><i>Responsible Party: Planning Board, Planning Department</i></p>
<p><b>Fire District Outreach</b></p>	<p>Promote regular communications with the Union and Kingston Fire Districts to discuss community growth issues and the resulting capital improvement and facility requirements to service this growth. Provide technical assistance to the districts to improve their ability to address capital programming and service level requirements.</p> <p><i>Responsible Party: Town Manager, Town Council, Planning Department, GIS Division, Department of Public Services, Fire Districts</i></p>