

Actions	Action Lead	Action Support	Other Stakeholders	Action Type	Timeframe	Labor Resources (Staff Hours)
NATURAL RESOURCES						
<i>GOAL NR-1 – Produce a comprehensive set of programs and policies that guide how we grow our community in a manner which conserves and protects in perpetuity the abundant natural resources that sustain us and enhance our quality of life.</i>						
<i>Policy NR – 1.1 – Ensure that new development and redevelopment in Portsmouth takes place in a manner which protects environmentally sensitive areas and resources. (Related Policies: WS – 1.1, LU – 5.1, SF – 1.10, NH/CC – 1.2, LU – 1.1)</i>						
<u>NR – 1.1a</u> – Investigate hiring a Town Engineer.	Town Administrator	Planning Department, Building Inspector DPW Director	Town Council	Program	4-7 years	0-80
<u>NR – 1.1b</u> – Continue to pursue acquisition of development rights, particularly parcels containing environmentally sensitive characteristics. (See Action LU 5.1a)	Town Council	Town Administrator Planning Department Conservation Commission	Aquidneck Land Trust RIDEM	Policy	Ongoing	-
<u>NR – 1.1c</u> – Study Portsmouth’s site plan review processes and amend as necessary to strengthen protection of freshwater wetlands and other natural resources.	Planning Department	Planning Board	Town Solicitor	Regulation	Ongoing	-
<u>NR – 1.1d</u> – Develop criteria and identify environmentally sensitive areas as a guide reference for the site plan review process.	Planning Department	Planning Board	Conservation Commission	Policy	4-7 years	80-320
<u>NR – 1.1e</u> – Adopt a Post-Construction Storm Water Runoff Control Ordinance.	Town Council	Planning Department Building Inspector DPW	Town Solicitor	Regulation	1-3 years	80-320
<u>NR – 1.1f</u> – Review Portsmouth’s Residential Open Space Development zoning regulations for their effectiveness and amend as necessary.	Planning Department	Town Council Planning Board	Zoning Board of Review	Regulation Zoning Amendment	1-3 years	0-80
<u>NR – 1.1g</u> – Review land development regulations to ensure groundwater quality on Prudence and Hog islands is protected.	Planning Department	Planning Board	PIWD	Policy	8-10 years	0-80
<u>NR – 1.1h</u> – Continue to work with adjacent towns, state, federal, NGO and private organizations to develop effective natural resource protection plans and strategies. (See Action LU-1.4a)	Planning Department	Town Administrator	Conservation Commission	Program	On-going	-
<i>Policy NR – 1.2 – Preserve, protect and restore Portsmouth’s valuable coastal resources and shoreline features. (Related Policies: SF – 1.10, SF – 1.11, NH/CC – 1.2, LU – 5.2)</i>						
<u>NR – 1.2a</u> – Study salt marsh migration and make land use / zoning recommendations to guide future development. (See Action LU-5.1e)	Planning Department	Planning Board	Conservation Commission	Program	8-10 years	80-320
<u>NR – 1.2b</u> – Update the Flood Hazards Areas section of the Portsmouth Zoning Ordinance as directed by FEMA.	Planning Department	Town Council Building Inspector	Emergency Management	Regulation	4-7 years	0-80
<u>NR – 1.2c</u> – Periodically review implementation of Portsmouth’s Stormwater Management Plan for its effectiveness in preventing pollutants from entering coastal waters.	Planning Department	DPW	RIDEM	Regulation	On-going	-
<u>NR – 1.2d</u> – Develop an outfall monitoring program in cooperation with RIDEM for the Island Park / Portsmouth Park neighborhoods.	Planning Department	DPW	RIDEM	Policy	1-3 years	80-320
<u>NR – 1.2e</u> – Evaluate rezoning identified undeveloped barrier beach, salt marsh, and coastal wetland areas as open space	Planning Department	Town Council Planning Board	Town Solicitor	Regulation Zoning Amendment	4-7 years	-

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NR – 1.2f – Support periodic beach clean – ups and other natural resource maintenance activities in cooperation with relevant volunteer organizations.	Town Council	Town Administrator	Conservation Commission	Policy	On-going	-
NR – 1.2g – Continue to implement the recommendations of Portsmouth’s RIPDES Phase II Storm Water Management Program Plan	Planning Department	DPW		Policy	On-going	80-320
<i>Policy NR – 1.3 – Maintain the natural and functional characteristics of Portsmouth’s soils. (Related Policies: AG – 1.1, LU – 6.2)</i>						
NR – 1.3a – Perform a complete inventory and assessment of Portsmouth’s town – owned storm water infrastructure and develop a capital improvement program to upgrade the system as needed.	Planning Department DPW	Town Administrator Town Council	Finance Department	Program	4-7 years	>320
NR – 1.3b – Review Portsmouth Wastewater Management District and Storm Water Management ordinances for their effectiveness in abating non – point source pollution of our soils.	Planning Department	Wastewater Manager	RIDEM	Regulation	1-3 years	0-80
NR – 1.3c – Map prime agricultural soils as a guide reference for the site plan review process. (See Action LU-6,.1c)	Planning Department	Planning Board	Agriculture Committee Conservation Commission	Program	1-3 years	0-80
<i>Policy NR – 1.4 – Protect the natural and rural open space character of Portsmouth and encourage the use and enjoyment of its abundant natural resources. (Related Policies: HRC – 2.2, R – 1.2, ED – 2.1, LU – 1.1, R – 1.3)</i>						
NR – 1.4a –Develop an open space acquisition plan. (See Action LU-5.1b)	Planning Department	Town Administrator Town Council	Finance Department Conservation Commission	Program	1-3 years	>320
NR – 1.4b –Continue to monitor water quality at the Melville ponds in cooperation with the URI Watershed Watch program.	DPW	Planning Department	Town Council	Policy	On-going	-
NR – 1.4c – Pursue conservation easements on Town – owned parcels in the Glen Park/Seveney/Fields/Glen Manor House area. (See Action LU-5.1c)	Town Council, Town Administrator	Planning Department	Aquidneck Land Trust Town Solicitor	Policy	8-10 years	80-320
NR – 1.4d – Develop comprehensive educational packages on the subject of Portsmouth’s natural resources to be presented to the	Planning Department	Town Council	Conservation Commission	Policy	4-7 years	0-80
NR – 1.4e – Develop land use management plans for Town – owned opens space properties.	Town Council, Town Administrator	Planning Department DPW	Recreation Department	Policy	4-7 years	80-320
NR – 1.4f – Support the preservation of open space in watersheds, along the shore, and in other environmentally sensitive areas through acquisition, conservation easements, and purchase of development rights.	Town Council, Town Administrator	Planning Department	Aquidneck Land Trust, Town Solicitor	Policy	On-going	-
NR – 1.4g – Update the standards for outdoor lighting to limit light pollution in all areas of town.	Planning Department	Town Council Planning Board	Planning Board	Regulation Zoning Amendment	1-3 years	0-80
<i>Policy NR – 1.5 – Support the conservation of Portsmouth’s forested areas, tree resources, native plants and wildlife species. (Related Policies: NH/CC – 1.2)</i>						
NR – 1.5a – Continue to manage trees on town – owned property and roadways. Endeavor to replant with native species wherever possible.	DPW			Policy	On-going	-
NR – 1.5b – Review and update Portsmouth’s land development regulations to require developers to retain existing trees where possible and to provide deciduous street trees in all new development and redevelopment.	Planning Department	Planning Board	Planning Board	Regulation	4-7 years	0-80
NR – 1.5c – Continue to control invasive, nuisance and exotic species on all town – owned properties.	DPW			Policy	On-going	-
NR – 1.5d – Continue Portsmouth’s ongoing mosquito control program.	DPW	Town Administrator		Policy	On-going	-

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NR – 1.5e – Work with state, federal and NGO partners to identify natural habitat restoration opportunities to ensure their 8-10 years viability.	Planning Department	DPW Town Administrator	RIDEM	Program	8-10 years	80-320
<i>Policy NR – 1.6 – Promote efforts to maintain good air quality in Portsmouth and its surrounding communities. (Related Policies: T – 3.1)</i>						
NR – 1.6a – Encourage the use of alternative transportation modes such as carpooling, public transportation and bicycling.	Town Council	Planning Department, DPW		Policy	On-going	-

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Actions	Action Lead	Action Support	Other Stakeholders	Action Type	Timeframe	Labor Resources (Staff Hours)
RECREATION						
<i>GOAL R-1 – Organize a system of high quality well-maintained active recreation facilities and passive recreation areas sufficient to meet the ongoing needs of present and future citizens of Portsmouth.</i>						
<i>Policy R – 1.1 – Maintain an active Parks & Recreation Department to manage recreational activity in Portsmouth. (Related Policies: ED – 2.1)</i>						
R – 1.1a – Develop a comprehensive recreation master plan to identify long and short – term needs for recreational programs and facilities.	Planning Department Town Administrator	Recreation Department Town Council	-	Program	1-3 years	80-320
R – 1.1b Restrict all Recreation Department Revenue to maintaining Recreation Department programs and facilities as expressed in a comprehensive recreation master plan.	Town Council	Town Administrator Finance Department	Recreation Department	Policy	1-3 years	0-80
R – 1.1c – Establish an efficient and accessible scheduling and permitting system for recreational facilities use.	Recreation Department	Town Council Town Administrator	-	Policy	On-going	-
R – 1.1d – Adopt a recreational facility use fee policy and fee schedule and update as needed.	Town Council	Town Administrator	Recreation Department	Policy	1-3 years	0-80
R – 1.1e – Create meaningful programs within the recreation department that will benefit all age levels.	Recreation Department	Town Council Town Administrator	-	Policy	On-going	-
R – 1.1f – Develop programs and facilities that extend the value of the recreation department beyond athletics and into general community wellness.	Recreation Department	Town Council Town Administrator	-	Policy	4-7 years	0-80
<i>Policy R – 1.2 – Continue to provide for high – quality maintenance of current public recreation areas and facilities. (Related Policies: NR – 1.4, SF – 1.2)</i>						
R – 1.2a – Develop long – term maintenance for all Town – owned recreation facilities.	Town Administrator DPW	Planning Department	Recreation Department	Program	4-7 years	80-320
R – 1.2b – Pursue stewardship of recreational facilities through “friends of” groups and work with sports leagues to enhance maintenance efforts.	Recreation Department	Town Council Town Administrator	-	Policy	4-7 years	0-80
R – 1.2c – Maintain existing CRMC – designated rights – of – way to the shore to keep them clear and safe for all users.	DPW	Planning Department Harbor Commission Town Administrator	CRMC	Policy	On-going	-
R – 1.2d – Pursue state, federal, and private funding opportunities for recreation facilities maintenance	Planning Department	Town Administrator	Recreation Department	Policy	On-going	-
R – 1.2e – Work with RIDEM, CRMC and other state agencies on a long – term plan to address issues at the Weaver Cove Boat Ramp and the Old Stone Bridge .	Town Administrator Planning Department	Town Council	DPW	Program	1-3 years	80-320
<i>Policy R – 1.3 – Explore opportunities to physically improve and increase access to existing recreational facilities as well as identify areas for potential expansion of our recreational system. (Related Policies: NR – 1.4)</i>						
R – 1.3a – Pursue opportunities to establish active and passive recreational facilities accessible to all neighborhoods in Portsmouth.	Town Administrator Planning Department	Town Council Recreation Department	DPW	Policy	8-10 years	80-320

Actions	Action Lead	Action Support	Other Stakeholders	Action Type	Timeframe	Labor Resources (Staff Hours)
R – 1.3b – Work with the Narragansett Bay National Estuarine Research Reserve to improve open space access and educational opportunities on Prudence Island.	Town Administrator Planning Department	Town Council	-	Program	4-7 years	0-80
R – 1.3c – Work with the Melville Park Committee to expand recreational opportunities at Melville Park.	Town Council Town Administrator	Planning Department	DPW	Program	4-7 years	80-320
R – 1.3d – Investigate the development of an indoor, multi – purpose Community Recreation Center.	Town Council Town Administrator	Economic Development Director Planning Department	Recreation Director	Program	On-going	-

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HISTORIC AND CULTURAL RESOURCES						
<i>GOAL HRC-1 – Achieve a self-sustaining level of public awareness in promoting historic and cultural heritage as a vital part of Portsmouth’s community character and quality of life.</i>						
<i>Policy HRC – 1.1 – Support the education of students, residents, and visitors alike in the importance of preserving the historic and cultural heritage of Portsmouth. (Related Policies: SF – 1.13, NH/CC – 1.4)</i>						
HCR – 1.1a – Develop and encourage a local history element into the curricula of Portsmouth’s school system.	School Dept.	Town Administrator Planning Department Portsmouth Historical Society	-	Program	4-7 years	0-80
HCR – 1.1b – Pursue funding for the Portsmouth Free Public Library specifically earmarked to expanding the local history resources section.	Planning Department	Town Council Portsmouth Historical Society	-	Program	4-7 years	0-80
HCR – 1.1c – Continue to work with the Portsmouth Historical Society and the Rhode Island Historical Preservation & Heritage Commission to provide educational programs to the public.	Planning Department	Portsmouth Historical Society	Town Council	Program	On-going	-
HCR – 1.1d – Promote tourism in Portsmouth through consideration of the establishment of a Heritage Trail and/or similar efforts.	Planning Department	Economic Development Director Portsmouth Historical Society	Town Council	Program	4-7 years	0-80
HCR – 1.1e – Task the Town Council with promoting historic and cultural awareness by issuing proclamations, declarations, resolutions and other public announcements of an historic nature on a regular basis.	Town Council	Portsmouth Historical Society Planning Department	-	Program	On-going	-
HCR – 1.1f – Pursue providing an annual stipend for the position of Town Historian.	Town Council Town Administrator	Planning Department	Portsmouth Historical Society	Budget/Capital	1-3 years	0-80
<i>Policy HCR – 1.2 – Promote and encourage all public, private and non-profit entities in historic preservation activities in Portsmouth at all levels of effort. (Related Policies: NH/CC – 1.4)</i>						
HCR – 1.2a – Establish a Historic & Cultural Oversight Committee to be chartered by the Town to coordinate with the Portsmouth Historical Society in developing a long – range plan for historic preservation activities.	Town Council	Town Administrator Planning Department	-	Program	4-7 years	80-320
HCR – 1.2b – Support groups in areas identified as historic neighborhoods to promote historic awareness and historic preservation activities.	Planning Department	Town Council Portsmouth Historical Society	-	Program	4-7 years	0-80
<i>Policy HCR – 1.3 – Foster civic participation and community engagement through enhanced access to Portsmouth’s rich historic and cultural resources. (Related Policies: SF 1.13, NH/CC – 1.4)</i>						
HCR – 1.3a – Organize and catalog the documents, maps and other archival materials in Town Hall and make available to the public.	Town Clerk Planning Department	Portsmouth Historical Society	-	Policy	4-7 years	>320
HCR – 1.3b – Establish a voluntary “historic marker” or “historic plaque” program to identify historically significant buildings, sites and landscapes.	Town Council	Portsmouth Historical Society	Town Administrator	Program	4-7 years	80-320
HCR – 1.3c – Seek grants and other sources of funding to improve the Town Hall storage environment for Portsmouth’s town records and archives.	Town Clerk Planning Department	Portsmouth Historical Society	Town Administrator	Policy	On-going	-
<i>GOAL HCR 2 – Produce an effective set of policies and programs that insure the protection and preservation of Portsmouth’s historic sites, structures & landscapes.</i>						

Actions	Action Lead	Action Support	Other Stakeholders	Type of Action	Timeframe	Labor Resources (Staff Hours)
<i>Policy HCR – 2.1 – Protect and preserve historic and cultural resources through the use of design standards, zoning controls, easements, tax incentives and other tools at the Towns disposal. (Related Policies: LU – 5.1, LU – 1.1)</i>						
HCR – 2.1a – Amend the Town’s Design Review Standards to include elements specific to the proper restoration of historic buildings in Town.	Planning Department	Design Review Board	Planning Board	Regulation	4-7 years	80-320
HCR – 2.1b – Seek National Register of Historic Places nomination of sites currently considered eligible for listing.	Planning Department	Portsmouth Historical Society	Town Administrator	Program	8-10 years	0-80
HCR – 2.1c – Develop and maintain a detailed inventory of historically and culturally significant sites, structures & landscapes. Annually monitor the inventory for changes in condition and status.	Planning Department	Portsmouth Historical Society	Portsmouth Historical Society	Program	8-10 years	80-320
HCR – 2.1d – Review the Town’s Stone Wall and Tree Ordinances for adequate enforcement provisions and amend as necessary.	Planning Department	Town Council Town Administrator	Town Solicitor	Regulation	1-3 years	0-80
HCR – 2.1e – Investigate the establishment of Portsmouth’s identified historic neighborhoods as formal Historic Districts in order to promote awareness and preservation and to make them eligible for state and federal historic preservation assistance.	Planning Department	Town Council Town Administrator Portsmouth Historical Society	-	Program	4-7 years	0-80
HCR – 2.1f – Review the Town’s development review processes and amend as needed in order to strengthen historic resource protection.	Planning Department	Planning Board		Regulation	4-7 years	0-80
<i>Policy HCR – 2.2 – Preserve Portsmouth’s historic landscapes, including farms and agricultural lands, as essential elements of our community character, economic vitality and quality of life. (Related Policies: NR – 1.4, ED – 2.1, AG – 2.1, LU – 6.1, LU – 1.1, ED – 2.5)</i>						
HCR – 2.2a – Maintain the Municipal Farm Tax exemption program. (See Action AG-2.1b, Action LU-6.1a)	Town Council	Town Administrator Tax Assessor	-	Policy	On-going	-
HCR – 2.2b – As opportunities arise, partner with governmental and private funding sources to purchase development rights to farmlands and other properties of historic significance. (See Action LU-6.2a)	Town Council	Town Administrator Planning Department	Aquidneck Land Trust Town Solicitor	Program	On-going	-
<i>Policy HCR – 2.3 – Maintain financial support for historic preservation activities, arts, and cultural organizations and neighborhood associations. (Related Policies: NH/CC – 1.4)</i>						
HCR – 2.3a – Pursue a private partner such as the Portsmouth Historical Society to act as the principle entity responsible for conducting an annual status report of all the historic & cultural sites, structures and landscapes listed above in this plan. Seek a permanent line item in the annual Town Budget along with an auditing process to ensure that the Society has the financial resources necessary to carry out this task.	Town Council Planning Department	Town Administrator Portsmouth Historical Society	-	Program	4-7 years	-
HCR – 2.3b – Pursue a tax abatement program for owners of historic structures who voluntarily wish to adhere to historic architectural standards in the renovation and restoration of historic homes in town.	Town Council	Town Administrator Tax Assessor	Portsmouth Historical Society Planning Department	Program	4-7 years	80-320
HCR – 2.3c – Pursue a tax abatement program for property owners who have historic cemeteries on their property and wish to take on the task of cemetery maintenance.	Town Council	Town Administrator Tax Assessor	Portsmouth Historical Society Planning Department	Program	1-3 years	0-80
HCR – 2.3d – Dedicate public funding and resources to the preservation of historic and cultural assets on Town Property, including cemeteries, stone walls, and historic buildings.	Town Council	Town Administrator DPW Planning Department	Portsmouth Historical Society	Program	4-7 years	80-320

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HOUSING						
<i>GOAL H-1 – Provide a range of housing types that meet the needs of present and future residents of all economic status and household groups.</i>						
<i>Policy H – 1.1 – Preserve existing affordable housing opportunities</i>						
<i>H – 1.1a</i> – Monitor the status of all existing LMI units for expiration of deed restrictions and participate in activities that would extend the LMI status.	Planning Department	Town Council	Town Administrator	Policy	Ongoing	-
<i>H – 1.1b</i> – Work with active residential developments to determine if they can add low-and-moderate-income housing for the community (Quaker Manor, Boys Town, Anthony House, etc.)	Planning Department	Town Council	Town Administrator	Policy	Ongoing	-
<i>H – 1.1c</i> – Develop a tax abatement program that incentivizes owners who voluntarily deed restrict units that qualify as affordable to LMI residents.	Town Council	Town Administrator Tax Assessor	Planning Department	Program	1-3 years	80-320
<i>Policy H – 1.2 – Support and incentivize future residential development projects that result in additional affordable housing units. (Related Policies: SF – 1.8)</i>						
<i>H – 1.2a</i> – Consider adopting provisions in Portsmouth’s Zoning Ordinance that make it mandatory for all new residential developments of 6 units or more to designate a percentage of the units as LMI units (Inclusionary Zoning). (See Action LU-4.2a)	Town Council	Planning Board Planning Department		Regulation Zoning Amendment	1-3 years	80-320
<i>H – 1.2b</i> – Consider adopting provisions in the Zoning Ordinance that allow for payment – in – lieu – of, off – site construction or rehabilitation and other strategies that allow developers to fulfill their affordable housing obligations. (See Action LU-4.2b)	Town Council	Planning Board Planning Department		Regulation Zoning Amendment	1-3 years	80-320
<i>H – 1.2c</i> – Require all proposed major residential developments to submit a cluster or open space plan in addition to the standard yield plan for land subdivision. (See Action LU-1.2c)	Planning Board	Town Administrator Tax Assessor	Town Solicitor	Regulation	1-3 years	0-80
<i>H – 1.2d</i> – Continue to waive all building permit fees for the construction Low Moderate – Income housing units.	Town Council	Building Inspector Planning Department	-	Budget/Capital	On-going	-
<i>H – 1.2e</i> – Consider adjusting the assessment of Impact Fees to reduce development costs for affordable senior and LMI housing units.	Town Council Planning Department	Building Inspector	-	Regulation	1-3 years	0-80
<i>H – 1.2f</i> – Explore restructuring the present Senior Center site to include affordable senior housing plus the Senior Center at the same site.	Town Council Town Administrator	Planning Department	-	Program	On-going	-
<i>Policy H – 1.3 – Encourage the development of more types of housing choices to accommodate changing household demographics. (Related Policies: ED – 2.1, LU – 4.2, LU – 1.1)</i>						

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H – 1.3a – Consider allowing accessory family dwelling units (so – called in – law apartments) by Special Use Permit in all residential zoning districts. (See Action LU-1.2c)	Town Council	Planning Board Planning Department	Town Solicitor	Regulation Zoning Amendment	1-3 years	80-320
H – 1.3b – Encourage the conversion of the Town’s existing mobile home parks to affordable housing, a portion of which to qualify as LMI units.	Planning Department	Town Council Town Administrator	Town Solicitor	Program	8-10 years	0-80
H – 1.3c – Consider increasing the density bonus for duplex housing particularly if one of both of the units is designated as an LMI unit. (See Action LU-4.2d)	Town Council	Planning Board Planning Department	Town Solicitor	Regulation Zoning Amendment	1-3 years	0-80
H – 1.3d – Update the Zoning Ordinance to allow more opportunities for mixed – use housing development in our Commercial and Light Industrial Districts	Town Council	Planning Board Planning Department	Town Solicitor	Regulation Zoning Amendment	1-3 years	80-320
Policy H – 1.4 – Recognize a particular obligation to meet the housing needs of our elderly population, first – time home buyers and those who are disabled or with special needs. (Related Policies: SF – 1.14)						
H – 1.4a – Continue the Town’s property tax abatement program for our elderly and impoverished residents.	Town Council	Town Administrator Tax Assessor	Planning Department	Policy	On-going	-
H – 1.4b – Work with community partners to establish a low – interest loan program for rehabilitation of housing units owned by low – moderate income homeowners or by owners seeking to age in place.	Economic Development Director Town Council	Town Administrator Planning Department	Town Solicitor	Program	4-7 years	80-320
H – 1.4c – Address needs of first – time buyers, special needs, or people over the age of 65 by providing information on available programs and housing opportunities in a central location.	Economic Development Director Planning Department	Town Council	-	Policy	4-7 years	80-320
GOAL H-2 – Ensure that future housing development is in character with that of Portsmouth and the traditional character of neighborhoods.						
Policy H – 2.1 – Promote opportunities to integrate affordable housing into existing neighborhoods. (Related Policies: LU – 4.1)						
H – 2.1a – Develop a program, to be administered by an affordable housing non – profit partner, or an Affordable Housing Commission to vigorously pursue the creation of LMI units from the existing housing stock.	Economic Development Director Town Council	Town Administrator Planning Department	-	Program	4-7 years	>320
H – 2.1b – Develop design guidelines for the rehabilitation and/or reconstruction of LMI housing units in existing neighborhoods.	Planning Department Building Inspector	Planning Board	Design Review Board	Regulation	4-7 years	80-320
Policy H – 2.2 – Prioritize locations for affordable housing that are closely related to existing infrastructure, facilities and services. (Related Policies: LU – 2.3, T – 2.2)						
H – 2.2a – Identify specific sites and specific projects for the development of affordable housing, particularly those sites in close proximity to facilities and services. (See Action LU-4.3a)	Planning Department	-	-	Program	4-7 years	80-320
Policy H – 2.3 – Recognize that scattered site and infill development accompanied by effective housing rehabilitation programs is the desired way to achieving Portsmouth’s housing goals. (Related Policies: LU – 4.3, LU – 1.1)						
H – 2.3a – Create a database of existing structures and vacant in – fill sites that appropriate for the conversion and/or development for affordable housing and LMI units. (See Action LU-4.3b)	Planning Department	-	-	Program	4-7 years	80-320
GOAL H-3 – Build a level of support for an affordable housing development that is self-sustaining, all-inclusive and proactive.						
Policy H – 3.1 – Create a municipal board to champion affordable housing development, to launch programs and to create media that raises awareness of housing needs in the community and expands civic participation. (Related Policies: NH/CC – 1.4)						
H – 3.1a – Establish an Affordable Housing Commission with the powers and duties necessary to guide housing strategies in Portsmouth.	Town Council	Town Administrator Planning Department	Town Solicitor	Program	1-3 years	>320
H – 3.1b Dedicate funding to an Affordable Housing Trust Fund to aid in the financing of affordable housing and the creation of LMI units.	Town Council	Town Administrator Finance Department	Planning Department	Program	1-3 years	80-320
H – 3.1c – Work with local non – profit housing providers to identify collaborative projects and programs that will lead to more affordable or low – moderate income housing units.	Town Administrator Planning Department	Town Council	-	Policy	4-7 years	80-320

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H – 3.1d – Participate in statewide housing legislative activities and planning efforts that advocate for fair and effective housing legislation reforms.	Town Council Planning Department	Town Administrator	Planning Department	Policy	On-going	-
H – 3.1e – Identify local financing sources, such as general obligation bonds, that will ensure a steady source of income to the Housing Trust Fund.	Economic Development Director	Planning Department	Town Administrator	Program	4-7 years	80-320
H – 3.1f – Advocate for fair and effective affordable housing legislation at the state level.	Town Council Planning Department	Town Administrator	-	Policy	On-going	-
H – 3.1g – Conduct periodic housing summits with non – profit housing providers and others stakeholders to discuss the effectiveness of current programs and policies and provide an educational forum for the public on housing needs and opportunities	Planning Department	Town Council Town Administrator	Town Council	Program	8-10 years	80-320

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ECONOMIC DEVELOPMENT						
GOAL ED-1 – Achieve a high and growing standard of living for Portsmouth’s citizens and entrepreneurs by empowering a 21st century workforce to match a 21st century economy.						
Policy ED – 1.1 – Seek local business input to assess the workforce skills gap and support strategies to meet local employer’s talent needs.						
ED – 1.1a – Institute an annual roundtable of local business leaders to discuss local employer’s workforce needs, ways local government can assist local businesses in hiring quality employees	Economic Development Director Economic Development Committee	Planning Department	Town Council	Program	4-7 years	80-320
Policy ED – 1.2 – Coordinate with local educational institutions and other entities that provide career growth counseling, technical education and training opportunities and management of apprenticeship / internship programs. (Related Policies: SF – 3.1)						
ED – 1.2a – Inventory, maintain and actively publicize a list of all state and local workforce education and training programs.	Economic Development Director Economic Development Committee	Planning Department	-	Policy	1-3 years	0-80
ED – 1.2b – Pursue the establishment of public / private partnerships to support adult education and training as well as apprenticeship / internship programs to improve the Portsmouth workforce.	Economic Development Director Town Council	Economic Development Committee	Planning Department	Program	8-10 years	80-320
GOAL ED-2 – Produce an effective set of economic development programs and policies designed to promote and enhance Portsmouth’s strengths as a community.						
Policy ED – 2.1 – Recognize and promote the belief that the very best business attractor we can create is to make Portsmouth an exceptional place to live, work and play. (Related Policies: R – 1.1, HRC – 2.2, H – 1.3, AG – 2.1, ED – 5.3, NR – 1.4, LU – 1.1, WS – 1.2, NH/CC – 1.3, T – 1.1, T – 1.3)						
ED – 2.1a – Pursue State and Federal grants to help fund programs to improve the landscape, built environment and quality of life in Portsmouth. (See Action LU-1.4b)	Planning Department Economic Development	Town Council Town Administrator	Finance Department	Policy	On-going	-
ED – 2.1b – Identify and prioritize items in the 5 – year Capital Improvement Plan that express direct efforts to improve the quality of life as a business attractor.	Town Administrator Planning Department	Town Council	Finance Department	Budget/Capital	1-3 years	0-80
ED – 2.1c – Develop short, medium and long – term marketing plans that focus on Portsmouth as an exceptional place to live/work/play and provide business initiatives when/wherever possible.	Economic Development Director Economic Development Committee	Town Administrator Planning Department	Town Council	Program	4-7 years	80-320
ED – 2.1d – Establish a “Beautify Portsmouth” committee to draft a 10 – year plan to enhance the physical attractiveness of the community.	Town Council	Town Administrator Planning Department	Economic Development	Program	4-7 years	80-320
ED – 2.1e – Review and update Portsmouth’s Design Review standards.	Planning Department	Planning Board Design Review Board	-	Regulation	1-3 years	80-320
Policy ED – 2.2 – Prioritize programs and policies that focus on retaining and strengthening existing local businesses. Keep local business in Portsmouth. (Related Policies: AG – 2.1, NH/CC – 1.4)						
ED – 2.2a – Develop a 5 – year Economic Development Strategic Plan.	Economic Development Director Town Administrator	Planning Department Town Council	Economic Development Committee	Program	1-3 years	>320
ED – 2.2b – Create and annually update a Portsmouth business roster.	Economic Development Director	Planning Department	Economic Development Committee	Policy	1-3 years	80-320
ED – 2.2c – Develop and update a set of industry standard economic indicators to analyze trends in the Portsmouth economy and institute a report card on business activity every two years.	Economic Development Director Planning Department	Economic Development Committee	-	Program	1-3 years	80-320
Policy ED – 2.3 – Support the growth of home occupations as an important component of business activity in Portsmouth. (Related Policies: LU – 2.2)						

Actions	Action Lead	Action Support	Other Stakeholders	Type of Action	Timeframes	Labor Resources (Staff Hours)
ED – 2.3a – Review and amend (as necessary) provisions in the Portsmouth Zoning Ordinance regulating home occupations, balancing support for the expansion of business activity and the potential impacts to residential neighborhoods. (See Action LU-2.2a)	Town Council	Planning Board Planning Department	Town Solicitor	Regulation Zoning Amendment	1-3 years	>320
ED – 2.3b – Conduct a business survey of current home occupations to determine the best ways Portsmouth can aid in the expansion of this business sector.	Economic Development Director Planning Department	Economic Development Committee	-	Policy	4-7 years	80-320
Policy ED – 2.4 – Continue to focus on attracting maritime, technology and defense – related businesses as desirable economic activity in Portsmouth. (Related Policies: LU – 3.1)						
ED – 2.4a – Collaborate in and support the efforts to transfer the Navy land referred to as the “Melville Backyard” for private commercial use.	Town Administrator Planning Department	Town Council	Economic Development	Policy	8-10 years	80-320
ED – 2.4b – Review the Planned Marina Development provisions of the Zoning Ordinance for unwarranted limitations on marina development.	Planning Department	Town Council Planning Board	Town Solicitor	Regulation Zoning Amendment	4-7 years	0-80
ED – 2.4c – Work closely with the Southeastern New England Defense Industry Alliance (SENEDIA), which is the primary defense industry group that advocates for defense industry support in the area.	Economic Development Director	Planning Department	Town Council	Policy	Ongoing	-
ED – 2.4d – Work closely with Navy officials to ensure that excessing of Navy property is handled consistent with the needs of businesses in the Melville area.	Town Administrator Planning Department	Economic Development Director	Town Council	Policy	Ongoing	-
ED – 2.4e – Evaluate development plans for the West Side Defense Highway (i.e., the “Burma Road”) and Stringham Road to ensure any plans are consistent with the support of local marine, technology, defense and other businesses.	Planning Department Town Administrator	Planning Board Town Council	-	Policy	Ongoing	-
Policy ED – 2.5 – Promote tourism and the local tourist economy at every opportunity. (Related Policies: HRC – 2.2, LU – 3.2)						
ED – 2.5a – Investigate the establishment of a Portsmouth Tourism Board to oversee efforts to promote tourism in Portsmouth.	Economic Development Director Planning Department	Town Council	Town Administrator	Program	8-10 years	0-80
ED – 2.5b – Partner with the Newport County Chamber of Commerce and/or similar organizations engaged in the promotion of tourism.	Economic Development Director Town Council	Town Administrator	-	Policy	On-going	-
GOAL ED-3 – Produce the type of economic growth that makes Portsmouth more resilient, self-sufficient and resistant to the impacts of external natural and economic forces.						
Policy ED – 3.1 – Ensure that built infrastructure and municipal services are maximized to support local business activity in Portsmouth. (Related Policies: T – 1.1, NH/CC – 1.4, LU – 2.3)						
ED – 3.1a – Collaborate in and prioritize the development of high-speed, broadband internet to all of Aquidneck Island.	Economic Development Director Town Administrator	Planning Department	Town Council	Program	On-going	-
ED – 3.1b – Develop a plan to establish Wi-Fi “hotspots” to enhance the hard-connected internet infrastructure and provide internet access to more businesses and residences.	Economic Development Director Town Administrator	Planning Department	-	Program	1-3 years	80-320
ED – 3.1c – Work with RIDOT to ensure traffic improvements to both East and West Main Roads	Town Administrator Planning Department	Town Council DPW	Economic Development	Policy	On-going	-
ED – 3.1d – Investigate public ownership of utilities and infrastructure in the Melville area as a catalyst for future growth.	Town Administrator Planning Department	Economic Development Director Town Council	Town Solicitor	Program	On-going	-
Policy ED – 3.2 – Encourage local business- to- business programs and policies that facilitate local relationships and local business coordination. Keep Portsmouth dollars in Portsmouth. (Related Policies: NH/CC – 1.4)						

Actions	Action Lead	Action Support	Other Stakeholders	Type of Action	Timeframes	Labor Resources (Staff Hours)
ED – 3.2a – Task the Director of Business Development, working in conjunction with the Newport County Chamber of Commerce and the Portsmouth Business Association, with identifying and bringing together local businesses that can work together for mutual benefit.	Economic Development Director	Town Council Planning Department Economic Development Committee	Town Administrator	Policy	1-3 years	80-320
Policy ED – 3.3 – Address the increasing impacts of climate change and seek ways to protect both public and private business and infrastructure assets within Portsmouth. (Related Policies: E – 1.2, NH/CC – 1.4)						
ED – 3.3a – Collaborate with Rhode Island Sea Grant and other regional, state, and federal agencies or non – profits that educate business owners on the negative impact of climate change and what can be done to protect business assets and infrastructure.	Economic Development Director Planning Department	Town Administrator	Town Council	Policy	1-3 years	80-320
ED – 3.3d – Task the Town Director of Business Development to seek grants to protect businesses and infrastructure from the impacts of climate change.	Economic Development Director	Planning Department	Economic Development Committee	Policy	Ongoing	-
GOAL ED-4 – Attain a level of business growth that supports a balanced and sustainable tax base without compromising Portsmouth’s natural, historic, architectural and aesthetic character.						
Policy ED – 4.1 – Through zoning, work to make sure there is a sufficient amount of land to support growth in the commercial/industrial tax base to maintain a balance with Portsmouth’s residential tax base at appropriate levels. (Related Policies: LU – 1.1, LU – 1.3)						
ED – 4.1a – Compile and maintain a list of publicly and privately – owned vacant and underutilized parcels with commercial and industrial zoning designations. (See Action LU-2.3a)	Planning Department	Economic Development Director	-	Policy	1-3 years	80-320
ED – 4.1b – Prepare an economic buildout analysis to determine how much commercial/industrial development remains possible under current zoning. (See Action LU-2.1a)	Economic Development Director Planning Department	Town Administrator	-	Program	8-10 years	>320
ED – 4.1c – Undertake an analysis of the magnitude of commercial and industrial development required to impact the balance of residential to commercial tax revenue by a given percentage point.	Economic Development Director Planning Department	Town Administrator Tax Assessor	-	Program	4-7 years	80-320
ED – 4.1d – Prepare a Community Purchasing Power study to determine how much, and what types of businesses Portsmouth has the capacity to support in the future and adjust Commercial zoning accordingly.	Economic Development Director Planning Department	Town Council	Town Solicitor	Program	1-3 years	80-320
ED – 4.1e – Review and update provisions in the Zoning Ordinance for Mixed Use development in commercial districts. (See Action LU-2.2b)	Town Council	Planning Board Planning Department	Town Solicitor	Regulation Zoning Amendment	1-3 years	80-320
Policy ED – 4.2 – Continue to require landscape buffers and other regulatory safeguards that protect residential properties from the negative impacts of commercial and industrial development.						
ED – 4.2a – Review zoning and sub – division regulations and all town ordinances to maximize reasonable protections to residential parcels from the negative impacts of commercial and industrial development.	Planning Department	Town Council Planning Board	Economic Development Director	Regulation Zoning Amendment	1-3 years	0-80
Policy ED – 4.3 – Consider direct public investment in unique development, redevelopment and infill opportunities as a way to ensure quality business development that does not compromise community character. (Related Policies: LU – 2.3)						
ED – 4.3a – Pursue strategies to create a business incubation facility in Portsmouth. (See Action LU-2.2a)	Economic Development Director Planning Department	Town Council Town Administrator	Town Solicitor	Program	8-10 years	>320
ED – 4.3b – Investigate the creation of a public/private Portsmouth Economic Development Corporation to facilitate local economic development.	Economic Development Director Planning Department	Town Administrator	Town Solicitor	Program	8-10 years	>320

Actions	Action Lead	Action Support	Other Stakeholders	Type of Action	Timeframes	Labor Resources (Staff Hours)
GOAL ED-5 – Achieve a level of economic conditions and business climate that increase the competitive advantages of doing business in Portsmouth.						
Policy ED – 5.1 – Minimize regulatory constraints on new and existing business owners by seeking ways to improve local licensing, permit approvals and development regulations. (Related Policies: SF – 1.7)						
ED – 5.1a – Adopt a new “Industrial Park” Zoning District with updated zoning regulations to replace the now expired site restrictions and development standards guiding development of the original park.	Town Council	Planning Board Planning Department	Town Solicitor	Regulation Zoning Amendment	1-3 years	80-320
ED – 5.1b – Create a “Handbook for Starting a Business in Portsmouth” as an aid to prospective business applicants.	Economic Development Director	Planning Department Economic Development Committee	-	Policy	On-going	-
ED – 5.1c – Work through Portsmouth’s state delegation to influence and streamline state-mandated licensing and permitting regulations.	Economic Development Director Town Administrator	Building Inspector Planning Department	Town Clerk	Policy	On-going	-
Policy ED – 5.2 – Promote policies and programs that reduce the cost of doing business in Portsmouth. (Related Policies: SF – 1.8)						
ED – 5.2a – Investigate the establishment of a locally funded revolving loan program to provide local small businesses with better access to 1-3 years cash requirements.	Economic Development Director Town Administrator	Town Council Planning Department	Town Solicitor	Program	8-10 years	>320
ED – 5.2b – Work with Commerce RI and other state partners to identify grant opportunities for Portsmouth’s businesses.	Economic Development Director Town Administrator	Planning Department	-	Policy	On-going	-
ED – 5.2c – Work with the General Assembly to support tax reform at the state level and address the competitive disadvantages Rhode Island businesses may have with our neighboring states.	Town Council Town Administrator	Economic Development Director Planning Department	Economic Development Committee	Policy	On-going	-
Policy ED – 5.3 – Ensure there is robust municipal support of local businesses including active promotion of Portsmouth as a good place to do business. (Related Policies: ED – 2.1, NH/CC – 1.4, AG – 2.1)						
ED – 5.3a – Where permissible by state law, adopt municipal purchasing practices that favor Portsmouth businesses.	Town Administrator	Finance Department	Town Solicitor	Policy	1-3 years	80-320
ED – 5.3b – Investigate the holding of an annual week – long, town wide, large – scale civic event to “put Portsmouth on the map,” foster civic engagement, and promote community cohesion.	Town Council Planning Department	Economic Development Director Town Administrator	-	Program	4-7 years	-
ED – 5.3c – Designate the town position of Director of Business Development as the lead advocate for existing and prospective businesses.	Economic Development Director	Town Council Planning Department	Town Administrator	Policy	On-going	-

Actions	Action Lead	Action Support	Other Stakeholders	Type of Action	Timeframe	Labor Resources (Staff Hours)
AGRICULTURE						
<i>GOAL AG-1 – Achieve a balance of land uses that accommodate non-agricultural development pressure all the while preserving the remaining parcels of land containing prime farmland soils for intensive agricultural uses.</i>						
<i>Policy AG – 1.1 – Continue to work with, land trusts, non – profits, and other appropriate partners to target prime agricultural lands for preservation. (Related Policies: NR – 1.3, LU – 6.2, LU – 6.1)</i>						
<u>AG – 1.1a</u> – Compile and continuously update a database of parcels with prime soils or soils of statewide importance cross – referenced with farmland activity and protected status.	Planning Department	Agricultural Committee	Planning Board Conservation Commission	Policy	1-3 years	0-80
<u>AG – 1.1b</u> – Provide an annual report to the Planning Board and the Conservation Commission on any land use changes affecting parcels containing prime agricultural soils in Portsmouth.	Planning Department	Planning Board Conservation Commission	Agricultural Committee	Policy	4-7 years	0-80
<i>GOAL AG-2 – Reach a point where a framework of programs, policies and initiatives that support and strengthen the agriculture sector as an essential component of Portsmouth’s economic activity have been established and been proven to be effective.</i>						
<i>Policy AG – 2.1 – Advance regulations, programs and initiatives that increase the economic viability of agriculture in Portsmouth. (Related Policies: HRC – 2.2, ED – 2.1, ED – 2.2, WS – 1.2, LU – 1.1, ED – 5.3)</i>						
<u>AG – 2.1a</u> – Continue to endorse the State of Rhode Island’s Farm, Forest, and Open Space Program (RIGL 44 – 27).	Town Council	Town Administrator Planning Department	-	Policy	On-going	-
<u>AG – 2.1b</u> – Maintain the Municipal Farm Tax exemption program. (See Action HCR-2.2a, Action LU-6.1a)	Town Council	Town Administrator Tax Assessor	Agriculture Committee	Policy	On-going	-
<u>AG – 2.1c</u> – Continue to work with the Rhode Island Coastal Resources Management Council to facilitate approvals for aquaculture permits in Portsmouth waters.	Planning Department	-	CRMC	Policy	On-going	-
<u>AG – 2.1d</u> – Continue to support the Portsmouth Water and Fire District’s water rates and availability policy applicable to farmers enrolled in the municipal Farm Tax exemption program.	Town Council	Planning Department	Town Administrator Portsmouth Water and Fire District	Policy	On-going	-
<u>AG – 2.1e</u> – Review the Portsmouth Zoning Ordinance and Subdivision Regulations as well as the State Right to Farm Act (RIGL 2 – 23 – 4) for ways to increase the mutual compatibility of agricultural and residential land uses within the framework of the law.	Planning Department	Town Council Planning Board	Town Solicitor	Regulation Zoning Amendment	1-3 years	0-80
<u>AG – 2.1f</u> – Review the livestock provisions of the Portsmouth Zoning Ordinance for relevance to current agricultural practices.	Planning Department	Town Council Planning Board	Town Solicitor	Regulation Zoning Amendment	1-3 years	0-80
<u>AG – 2.1g</u> – Reinstate the Restricted Account in the General Fund to receive a portion of the Real Estate Conveyance Tax dedicated to the acquisition, development and protection of the natural, agricultural, and recreational resources of the Town of Portsmouth.	Town Council	Town Administrator Planning Department	Agriculture Committee Conservation Commission	Budget/Capital	1-3 years	80-320

Actions	Action Lead	Action Support	Other Stakeholders	Type of Action	Timeframe	Labor Resources (Staff Hours)
SERVICES AND FACILITIES						
<i>GOAL SF-1 – Deliver cost-effective, high-quality municipal services and ensure that all public facilities are well-maintained.</i>						
<i>Policy SF – 1.1 – Town Administration: Improve procedures to maintain a physical inventory of all Town facilities and assets to inform both short – and long – term Capital Improvement Programs.</i>						
SF 1.1a – Maintain a baseline physical inventory of all Town structures, facilities and Town – owned land for condition, adequacy, obsolescence, and desired improvement in operations and other non – real estate assets.	Town Administrator	Town Council Planning Department Economic Development	-	Policy	1-3 years	80-320
SF 1.1b – Update the physical inventory on an annual basis during Q1 of each fiscal year.	Town Administrator	Planning Department Economic Development		Policy	1-3 years	80-320
<i>Policy SF – 1.2 – Town Administration: Manage long – range maintenance and improvement programs for all existing public facilities and Town – owned land in order to protect prior public investment. (Related Policies: R – 1.2, E – 1.1, T – 2.1)</i>						
SF – 1.2a – Undertake a comprehensive and detailed maintenance and/or phased replacement/divestiture plans for all structures, facilities and town – owned land.	Town Administrator	Town Council Planning Department DPW	Economic Development Director	Policy	On-going	-
SF – 1.2b – Undertake a comprehensive upgrade in the operational capacity of Portsmouth Town Hall.	Town Administrator	DPW	-	Budget/Capital	On-going	-
SF – 1.2c – Inventory all Town – owned buildings and facilities for ADA compliance and follow-up with compliance repairs if needed.	DPW	Town Administrator	Town Council	Policy	1-3 years	0-80
<i>Policy SF – 1.3 – Town Administration: Maintain sound fiscal management of Portsmouth’s financial resources by developing sustainable annual budgets that promote long – term financial stability. (NH/CC – 1.4)</i>						
SF – 1.3a – Prepare the annual budget and tax rate calculation in Q 4 of Portsmouth’s fiscal year.	Town Administrator	Finance Department	Town Council	Budget/Capital	Ongoing	-
SF – 1.3b – Prepare and annually update a 5 – year Capital Improvement Plan (CIP). All improvements to the Town’s facilities and assets are to be prioritized through the CIP.	Town Administrator	Finance Department	Town Council Planning Department	Budget/Capital	1-3 years	-
SF – 1.3c – Prepare and annually update a 5 – year Operational Budget Forecast to accompany the CIP.	Town Administrator	Finance Department	Town Council Planning Department	Budget/Capital	1-3 years	>320
SF – 1.3d – Pursue Pension Plan, OPEB, and employee healthcare reforms in a fair and equitable manner.	Town Administrator	Town Council	Town Solicitor	Policy	1-3 years	-
SF – 1.3e – Evaluate annual budgets with the goal of restoring and maintaining Portsmouth’s Fund Balance at a minimum of 16%.	Town Council Town Administrator	Finance Department	-	Policy	1-3 years	-
SF – 1.3f – Evaluate annual budgets with the goal of maintaining Portsmouth’s bond rating at current Standard & Poor’s AAA and Moody’s AA2 ratings.	Town Council Town Administrator	Finance Department	-	Policy	1-3 years	-
SF – 1.3g – Continuously evaluate fiscal management, tax collection methods and record keeping procedures for ways to improve efficiency and transparency of government.	Town Administrator Tax Assessor	Town Council	-	Policy	Ongoing	-
SF – 1.3h – Review and update the Impact Fee Ordinance for applicability to current and future growth projections and school construction needs.	Town Council Planning Department	Town Administrator Building Inspector	Finance Department	Regulation	1-3 years	80-320
<i>Policy SF – 1.4 – Town Administration: Continuously seek grant opportunities and ways to increase revenue to the Town in order to offset the costs of providing services.</i>						
SF – 1.4a – Pursue annual Community Development Block Grant (CDBG) funds for projects that meet program guidelines.	Planning Department	Town Council Town Administrator	-	Policy	Ongoing	-
SF – 1.4b – Reevaluate all current Town property leases for opportunities to renegotiate terms more beneficial to the Town.	Town Administrator	Town Council	-	Policy	1-3 years	80-320
<i>Policy SF – 1.5 – Town Administration: Coordinate with neighboring communities and non – governmental organizations to determine if shared facilities and/or services may increase effectiveness. (Related Policies: LU – 1.4)</i>						

Actions	Action Lead	Action Support	Other Stakeholders	Type of Action	Timeframe	Labor Resources (Staff Hours)
SF – 1.5a – Participate in regional planning efforts where appropriate.	Planning Department	Town Administrator Economic Development Director	Town Council	Program	On-going	-
SF – 1.5b – Continuously investigate opportunities to share equipment, facilities, infrastructure, and services to maximize the benefit to Portsmouth taxpayers.	Town Administrator	DPW Finance Department	Planning Department	Policy	On-going	-
Policy SF – 1.6 – Town Administration: Improve municipal services and facilities to Prudence and Hog Islands commensurate with the inherent limitations of access being by ferry or private vessel only. (Related Policies: T – 3.2)						
SF – 1.6a – Coordinate with and provide appropriate support to all entities responsible for maintaining high – quality, continuous ferry service to Prudence Island.	Town Administrator Planning Department	Town Council Prudence Island Planning Commission	DPW	Policy	Ongoing	-
SF – 1.6b – Continue to investigate the re – establishment of limited ferry service to Hog Island.	Town Administrator Planning Department	Police Department Fire Department	Town Council Prudence Island Planning Commission	Policy	4-7 years	-
SF – 1.6c – Partner with the Prudence Island Planning Commission and other stakeholders to consider the development of a 10 – year strategic plan for the island.	Planning Department	Town Council Prudence Island Planning Commission	Police Department Fire Department DPW	Program	4-7 years	>320
Policy SF – 1.7 – Town Administration: Ensure a high level of administrative functions from all town departments and enhance effective communication between Town staff and citizens. (Related Policies: LU – 1.1, ED – 5.1)						
SF – 1.7a – Develop a Town – wide Technology Plan highlighting adaptation to changes in communications, facilities and equipment.	Town Administrator	School Department Police Department Fire Department	Town Council Economic Development Director Planning Department	Program	1-3 years	80-320
SF – 1.7b – Pursue advanced technological means to improve transparency of government and communications with citizens.	Town Administrator	School Department Town Council	Planning Department	Program	On-going	-
SF – 1.7c – Review all Town Boards and Committees for mission, performance, and consistency of by – laws.	Town Administrator	Town Council Planning Department	Town Solicitor	Policy	1-3 years	80-320
SF – 1.7d – Institute professional leadership development, mentorship programs and succession planning strategies for appropriate Town staff.	Town Administrator Human Resources Department	Town Council	-	Program	On-going	-
SF – 1.7e – Pursue expansion of the Municipal Court.	Town Council Town Administrator	Town Solicitor	Town Clerk	Program	8-10 years	0-80
Policy SF – 1.8 – Town Administration: Ensure that the Town maintains compliance with all state and federal regulations and with the General Laws of the State of Rhode Island. (Related Policies: ED – 5.2, H – 1.2)						
SF – 1.8a – Review, update and codify all Town Ordinances.	Town Clerk Town Solicitor	Town Administrator	Town Council	Regulation	On-going	-
SF – 1.8b – Continue to implement and update all State – approved, locally adopted plans.	Town Administrator Planning Department	Town Council	-	Policy	On-going	-
SF – 1.8c – Continue to work with State agencies in a cooperative manner to resolve issues of mutual interest.	Town Administrator Planning Department	Town Council	-	Policy	Ongoing	-
Policy SF – 1.9 – Public Works: Preserve the current high level of public works activities by continuously prioritizing service demands, supporting appropriate staffing levels and managing effective facilities and equipment maintenance / replacement programs. (Related Policies: T – 1.1)						
SF – 1.9a – Prepare and submit an annual public works budget to the Town Administrator in Q3 – 4 of Portsmouth's fiscal year.	DPW	Town Council Town Administrator	-	Budget/Capital	On-going	-
SF – 1.9b – Annually prepare and submit a comprehensive list of infrastructure improvements and other essential projects, including cost estimates, to be included in the 5 – year Capital Improvement Plan (CIP).	DPW	Town Council Town Administrator	Planning Department	Budget/Capital	On-going	-

Actions	Action Lead	Action Support	Other Stakeholders	Type of Action	Timeframe	Labor Resources (Staff Hours)
SF – 1.9c – Continue the road paving and maintenance program as a top priority for the department.	DPW	Town Council Town Administrator	-	Budget/Capital	On-going	-
SF – 1.9d – Investigate and implement shared responsibilities and staffing with the School Department in the management of both Town and School facilities.	Town Administrator School Department	Town Council	-	Policy	On-going	-
SF – 1.9e – Pursue improvements to the public works facility on Prudence Island and investigate methods and procedures for improving service to islanders.	Town Administrator DPW	Planning Department Prudence Island Planning Commission	-	Budget/Capital	On-going	-
Policy SF – 1.10 – Stormwater: Advance efficient and environmentally sensitive programs and practices to manage storm water runoff to mitigate adverse impacts on receiving waters. (Related Policies: NR – 1.2, WS – 1.1, NR – 1.1)						
SF – 1.10a – Continue to comply with RIPDES Phase II requirements for stormwater management in municipally – owned storm drain systems.	Planning Department DPW	-	RIDEM	Policy	1-3 years	80-320
SF – 1.10b – Investigate and prioritize improvements to the Town’s stormwater system infrastructure for inclusion in the 5 – year CIP.	Planning Department DPW	Town Council Town Administrator	-	B u d g e t / C a p i t a l	1-3 years	>320
SF – 1.10b – Investigate and prioritize improvements to the Town’s stormwater system infrastructure for inclusion in the 5 – year CIP.	Planning Department DPW	Town Council Town Administrator	-			
SF – 1.10c – Sustain a sampling program to detect and eliminate illicit discharges from Town – owned storm drains into receiving waters and report compliance to RIDEM.	Planning Department DPW	-	RIDEM	Policy	1-3 years	>320
SF – 1.10d – Complete connectivity mapping of the stormwater collection system and develop a GIS database of all surface and underground features.	Planning Department DPW	-	-	Policy	On-going	-
SF – 1.10e – Conduct a program to educate the public on the problems associated with impaired stormwater quality, the conditions which contribute to impaired water quality, and the actions which can be taken by the community both individually and as a whole to improve the quality of stormwater runoff.	Planning Department	Town Council	-	Policy	On-going	-
SF – 1.10f – Amend the local land development and subdivision regulations to include low – impact development standards and develop regulations to provide density bonuses or other incentives when low – impact development techniques are used.	Planning Department	Town Council Planning Department	DPW	Program	4-7 years	80-320
SF – 1.10g – Draft and adopt a Post – Construction Storm Water Management Ordinance to strengthen the town’s ability to enforce maintenance of private stormwater management facilities.	Planning Department	Town Council Planning Department DPW Planning Board	Town Solicitor	Regulation	1-3 years	80-320
Policy SF – 1.11 – Wastewater: Advance efficient and environmentally sensitive programs and practices to manage on – site wastewater treatment to mitigate adverse impacts on receiving waters. (Related Policies: WS – 1.2)						
SF – 1.11a – Develop a homeowner education program to discourage the disposal of environmentally harmful chemicals such as cleaners, solvents, paint, acid, and the like in on – site wastewater treatment systems.	Planning Department	-	Town Council	Policy	On-going	-
Policy SF – 1.12 – Solid Waste: Promote adequate solid waste disposal and recycling programs that will serve the community with a minimum impact on the environment and assure compliance with the State’s minimum goals for recycling and solid waste diversion rates.						
SF – 1.12a – Draft and implement a Solid Waste Recycling Plan designed to achieve a minimum 35% solid waste recycling rate and a minimum 50% solid waste diversion rate as required by Rhode Island General Law.	Town Administrator	Town Council Solid Waste Manager	Planning Department	Program	1-3 years	80-320

Actions	Action Lead	Action Support	Other Stakeholders	Type of Action	Timeframe	Labor Resources (Staff Hours)
<u>SF – 1.12b</u> – Promote public awareness through community education programs that reduce solid waste, increase recycling, and ensure the proper disposal of household hazardous waste.	Solid Waste Manager	Planning Department	Town Administrator	Policy	On-going	-
<u>SF – 1.12c</u> – Pursue adequate full – time provisions for electronic waste disposal at the transfer station.	Solid Waste Manager Town Administrator	Town Council	-	Program	On-going	-
<u>SF – 1.12d</u> – Work with the Rhode Island Resource Recovery Corporation to host quarterly hazardous waste disposal events in Portsmouth.	Solid Waste Manager Town Administrator	Town Council	-	Program	On-going	-
<i>Policy SF – 1.13 – Community Services: Recognize the Portsmouth Free Public Library as a cultural center and a critical public service by assisting the library’s efforts to not only maintain but expand and diversify library facilities and programs. (Related Policies: HRC – 1.1, HRC – 1.3)</i>						
<u>SF – 1.13a</u> – Advocate for the library at the state level to increase State Grant In – Aid funds to support library services.	Town Council	Town Administrator Planning Department	-	Policy	On-going	-
<u>SF – 1.13b</u> – Set annual appropriations for the Portsmouth Free Public Library at or above the prior year’s level.	Town Council	Town Administrator Finance Department	-	Budget/Capital	On-going	-
<i>Policy SF – 1.14 – Community Services: Improve on the current array of programs, services, and facilities for the benefit of senior citizens and disadvantaged individuals/families in the community. (Related Policies: H – 1.4)</i>						
<u>SF – 1.14a</u> – Pursue annual CDBG funding to improve the operational capacity of the Portsmouth Multi – Purpose Senior Center.	Town Administrator Planning Department	Town Council DPW	-	Program	Ongoing	-
<u>SF – 1.14b</u> – Pursue opportunities to improve the transportation system for seniors wishing to use the Senior Center.	Planning Department	Town Council Town Administrator	-	Program	1-3 years	-
<u>SF – 1.14c</u> – Conduct a comprehensive study and community survey to determine the future needs and preferences of community services.	Town Administrator	Town Council	Planning Department	Program	4-7 years	-
<u>SF – 1.14d</u> – Fund substance abuse and other community service programs at increased levels as needed.	Town Council	Town Administrator Finance Director	-	Budget/Capital	Ongoing	-
<i>GOAL SF-2 – Protect residents and property by delivering coordinated, cost effective, high-quality fire protection, law enforcement, emergency medical services and emergency disaster response.</i>						
<i>Policy SF – 2.1 – Public Safety: Continuously assess the adequacy of public safety facilities, resources, and equipment to ensure the highest state of readiness. (Related Policies: T – 1.3)</i>						
<u>SF – 2.1a</u> – Review the current use of public safety technology including communications and warning systems for adequacy. Upgrade as necessary.	Police Department Fire Department	Town Council Town Administrator Emergency Management Director	-	Program	On-going	-
<u>SF – 2.1b</u> – Investigate the establishment of a primary emergency shelter within the Town to adequately meet the needs of Portsmouth residents.	Emergency Management Director	Town Council Town Administrator	Planning Department	Program	On-going	-
<i>Policy SF – 2.2 – Public Safety: Maintain and continuously seek to improve the current high level of public safety services within the constraints of budgetary realities and best – practice standards</i>						
<u>SF – 2.2a</u> – Prepare and submit an annual Police Department, Fire Department and emergency management budgets to the Town Administrator in Q4 of Portsmouth’s fiscal year.	Police Department Fire Department Emergency Management Director	Town Administrator Finance Department Town Council	-	Budget/Capital	On-going	-
<u>SF – 2.2b</u> – Develop a program of annual measurements to assess service demand and performance against resources in both the Police and Fire Departments.	Police Department Fire Department	Town Administrator	-	Program	8-10 years	80-320
<u>SF – 2.2c</u> – Biennially update the Portsmouth Emergency Operations Plan (EOP).	Emergency Management Director	Police Department Fire Department Town Administrator	Town Council	Program	On-going	-
<u>SF – 2.2d</u> – Investigate the establishment of a seasonal or permanent police substation on Prudence Island.	Town Administrator Police Department	Town Council Prudence Island Planning Commission	-	Program	On-going	-

Actions	Action Lead	Action Support	Other Stakeholders	Type of Action	Timeframe	Labor Resources (Staff Hours)
<i>Policy SF – 2.3 – Public Safety: Plan for future population changes and potential new development to ensure capacity to deliver appropriate public safety services at appropriate levels. (Related Policies: 1.1)</i>						
SF – 2.3a – Study the need (and identify potential sites) for a new fire and rescue sub – station at the south end of town.	Fire Department Planning Department	Public Safety Town Administrator	Town of Middletown	Program	On-going	-
SF – 2.3b – Study the need for and identify potential docking sites for new police and fire boats on the eastern shore of Portsmouth.	Police Department Fire Department	Prudence Island Planning Commission Town Administrator	Planning Department	Program	On-going	-
<i>Policy SF – 2.4 – Public Safety: Ensure that all public safety staff is adequately trained with proper levels of certification for their public safety duties.</i>						
SF – 2.4a – Pursue Federal and State accreditation for the Portsmouth Police Department.	Police Department	Town Administrator	Town Council	Policy	On-going	-
<i>GOAL SF-3 – Provide students with a consistently superior public education in safe, efficient, well-maintained school buildings and facilities.</i>						
<i>Policy SF – 3.1 – Public Education: Engage all students in rigorous learning opportunities supported by a high quality and challenging curriculum and superior teaching to prepare them to thrive in an ever-changing world. (Related Policies: ED – 1.2)</i>						
SF – 3.1a – Develop, implement and annually update 5 – year Strategic Plans for the Portsmouth School System in coordination with the Rhode Island Basic Education Program.	School Department	Town Administrator	Planning Department	Program	On-going	-
<i>Policy SF – 3.2 – Public Education: Ensure that school facilities have the capacity to meet enrollment needs, are well maintained and are continuously evaluated for their utility as a setting for academic excellence.</i>						
SF – 3.2a – Develop, implement and update Capital Improvement Plans for School District facilities that complies with Board of Regents standards for education facilities construction approval and funding.	School Department	Town Council Town Administrator	-	Budget/Capital	On-going	-
<i>Policy SF – 3.3 – Public Education: Under the provisions of the Town Charter, maintain open and cooperative relations between the School Department, and the Town Administration with a mutual commitment to expeditiously resolve all disputes.</i>						
SF – 3.3a – Prepare and present a proposed School Department budget to the Town Administrator by March 25, prior to the start of the next fiscal year.	School Department	Town Council Town Administrator	-	Budget/Capital	On-going	-
SF – 3.3b – Pursue opportunities to share administrative services such as accounts payable, payroll and other functions with the Portsmouth Finance Department.	School Department	Finance Department	Human Resources Department	Program	On-going	-
SF – 3.3c – Adopt the administrative practice of having the Superintendent of Schools attend all Town staff meetings.	School Department Town Administrator	-	-	Policy	On-going	-
SF – 3.3d – Adopt the administrative practice of having at least one Town Department Head-level staff member attend all regular School Committee meetings.	School Department Town Administrator	-	Planning Department	Policy	1-3 years	0-80

Actions	Action Lead	Action Support	Other Stakeholders	Type of Action	Timeframe	Labor Resources (Staff Hours)
ENERGY						
<i>GOAL E-1 – Produce a set of programs and policies that can for the efficient use of energy, the development of sustainable energy resources and the utilization of energy-efficient transportation options.</i>						
<i>Policy E – 1.1 – Advance the efficient use of energy in all capital projects, municipal purchases and cooperative agreements. (Related Policies: NH/CC – 1.3, SF – 1.2)</i>						
<u>E – 1.1a</u> – Continue to study energy usage by municipal buildings, equipment and vehicles to determine where improvements in energy conservation and efficiency can be realized.	Town Administrator DPW	Economic Development Director	Planning Department	Program	On-going	-
<u>E – 1.1b</u> – Create a municipal energy conservation and efficiency program and commit to specific reduced energy consumption targets.	Town Administrator Planning Department	DPW	Economic Development	Program	8-10 years	80-320
<u>E – 1.1c</u> – Continue to pursue the acquisition of local streetlights and their conversion to LED technology or the most advanced technology available.	Town Administrator Planning Department	Town Council	Economic Development Director	Program	4-7 years	80-320
<i>Policy E – 1.2 – Support the development and maintenance of sustainable renewable energy resources in both the public and private sector. (Related Policies: ED – 3.3)</i>						
<u>E – 1.2a</u> – Amend the zoning ordinance and adopt performance standards for the siting of renewable energy production.	Town Council	Planning Board Planning Department	Town Solicitor	Regulation Zoning Amendment	1-3 years	80-320
<u>E – 1.2b</u> – Develop performance standards for ground – mount solar, wind turbines or other emerging technologies as accessory uses in all districts.	Planning Department	Town Council Planning Board	Town Solicitor	Regulation Zoning Amendment	1-3 years	80-320
<u>E – 1.2c</u> – Continue to abide by all contractual obligations having to do with the existing wind turbine at Portsmouth High School.	Town Council	-	Town Council Town Administrator	Policy	On-going	-
<u>E – 1.2d</u> – Work with Federal, State, regional and utility partners to capitalize on grants and other incentives to help fund public and private energy efficiency and renewable energy projects.	Town Administrator Planning Department	Town Council Economic Development Director	-	Policy	On-going	-
<i>Policy E – 1.3 – Encourage residents and local businesses to adopt energy – efficient measures and pursue renewable energy systems through public information campaigns and business incentives. (Related Policies: ED – 3.3, NH/CC – 1.4)</i>						
<u>E – 1.3a</u> – Consider participation in the Property Assessed Clean Energy (PACE) Financing Program which provides low – cost financing for residents and businesses to make energy – efficiency upgrades to their property.	Planning Department Economic Development	Town Council Town Administrator	-	Program	8-10 years	80-320
<u>E – 1.3b</u> – Consider development and implementation of a town – wide “Go Green” program wherein businesses and other entities can be rewarded “Go Green” certification based on a set of established energy efficiency / sustainability criteria.	Planning Department Economic Development Director	-	Town Council Town Administrator	Program	8-10 years	80-320

Actions	Action Lead	Action Support	Other Stakeholders	Type of Action	Timeframe	Labor Resources (Staff Hours)
WATER SUPPLY						
<i>GOAL WS-1 – Deliver a cost effective set of programs, policies and cooperative initiatives that protect and preserve both the quality and quantity of Portsmouth’s drinking water supply.</i>						
<i>Policy WS – 1.1 – Protect Portsmouth’s drinking water supply by minimizing the introduction of non – point source pollutants into our surface water reservoirs and groundwater resources. (Related Policies: NR – 1.1, SF – 1.11, NH/CC – 1.1, LU – 1.1, SF – 1.10)</i>						
WS – 1.1a – Review provisions in the Zoning Ordinance governing land development in the overlay Watershed Protection District and the Water Resource Protection District as needed for their applicability and effectiveness. (See Action LU-5.1f)	Planning Department	Town Council Planning Board	Town Solicitor	Regulation Zoning Amendment	1-3 Years	80-320
WS – 1.1b – Continue the necessary actions to remain in compliance with federal and state mandates to manage stormwater in accordance with Phase II stormwater permit requirements.	Planning Department	DPW	-	Regulation	On-going	-
WS – 1.1c – Continuously update and make available public education materials that describe steps individual landowners can take to reduce non – point source pollution and improve water quality.	Planning Department	-	-	Policy	On-going	-
<i>Policy WS – 1.2 – Maintain close coordination between Town land use planning and the various water suppliers’ planning for future demand. (Related Policies: AG – 2.1, LU – 6.1, LU – 2.1, ED – 2.1)</i>						
WS – 1.2a – Support Water Supply Management Plans of the Portsmouth Water and Fire District, the Prudence Island Water District and the City of Newport Water Division.	Planning Department	Town Council	Town Administrator DPW	Policy	On-going	-
WS – 1.2b – Have a Town Planning Department staff member attend all regular Board meetings of Portsmouth Water & Fire District and Prudence Island Water District.	Planning Department	Town Administrator	-	Policy	1-3 years	0-80
WS – 1.2c – Continue to work with the Portsmouth Water & Fire District, Newport Water and Naval Station Newport regarding future water distribution in areas along the west side that are outside the PWFD District. (See Action LU-3.1b)	Town Administrator Planning Department	Town Council	Portsmouth Water & Fire District	Program	On-going	-
WS – 1.2d – Assist the Prudence Island Water District in its goal of establishing new drinking water wells on the island.	Planning Department	Prudence Island Water District	Town Administrator	Program	On-going	-
WS – 1.2e – Maintain up – to – date Emergency Action Plans for each high hazard dam in Portsmouth, per RIGL §46 – 19 – 9.	Emergency Management Director	Planning Department Police Department Fire Department	-	Policy	1-3 years	80-320

Actions	Action Lead	Action Support	Other Stakeholders	Type of Action	Timeframe	Labor Resources (Staff Hours)
TRANSPORTATION						
GOAL T-1 – Deliver a cost-effective network of town-owned and maintained roadways that allow for the safe and efficient circulation of vehicular traffic throughout the Town.						
Policy T – 1.1 – Ensure the community has a safe and well – maintained street and roadway network with high standards for roadway design and a program of continuous improvement in roadway safety and capacity. (Related Policies: SF – 1.9, ED – 3.1, ED – 2.1)						
T – 1.1a – Provide a safe Town – owned roadway network through maintenance of infrastructure, consistent road surface conditions, and plowing and sanding of roads during and after winter storms.	DPW	Town Council Town Administrator	Finance Department	Budget/Capital	On-going	-
T – 1.1b – Establish and maintain well – defined crosswalk pavement markings and enforce regulations for motorists to STOP for pedestrians in crosswalks on all Town roads.	DPW	Police Department	Town Administrator Planning Department	Policy	8-10 years	80-320
T – 1.1c – Institute a Pavement Management Program and continue to fund annual paving budgets in order to maintain an average Road Surface Rating (RSR) of 72.	Town Council	Town Administrator DPW	Planning Department	Budget/Capital	On-going	-
T – 1.1d – Adopt a Mapped Streets Ordinance to establish ownership and roadway maintenance jurisdiction for all roads in Portsmouth.	Town Council	Planning Department Town Administrator	Town Solicitor	Regulation	8-10 years	>320
T – 1.1e – Continuously evaluate road salt and sand operations to minimize damage to the environment.	DPW	-	-	Policy	On-going	-
T – 1.1f – Undertake a program of roadway / drainage redesign and construction in critical areas of Portsmouth, particularly areas subject to storm water contamination, coastal flooding, and potential seal level rise.	Planning Department DPW	Town Council Town Administrator	-	Program	4-7 years	>320
T – 1.1g – In coordination with our fellow island municipalities and RIDOT, implement the recommendations of the Aquidneck Island Transportation Study where feasible and appropriate.	Town Council Town Administrator	Planning Department	-	Policy	On-going	-
Policy T – 1.2 – Advance land use regulations that improve vehicular traffic circulation, promote transportation safety and encourage alternative transportation options. (Related Policies: LU – 1.1)						
T – 1.2a – Review and update all Zoning Ordinance, Land Use and Subdivision Regulations and Design Review Guidelines having to do with roadway design for procedural and regulatory consistency.	Planning Department DPW	Town Council Planning Board	Town Solicitor	Regulation	1-3 years	>320
T – 1.2b – Review and if necessary, update the Traffic Sensitive Overlay District provisions in the Portsmouth Zoning Ordinance.	Planning Department	Town Council Planning Board	Town Solicitor	Regulation Zoning Amendment	1-3 years	80-320
T – 1.2c – Amend Land Development & Subdivision Regulations to prohibit new residential subdivisions having access off substandard private rights – of – way.	Planning Board	Planning Department	Town Council Town Administrator	Regulation	1-3 years	0-80
T – 1.2d – Amend Land Development & Subdivision Regulations to require dual emergency access to all new residential subdivisions where feasible and to require the extension of all proposed dead – end streets to connect with existing streets. (See Action LU-4.1a)	Planning Board	Planning Department	Town Council Town Administrator	Regulation	1-3 years	0-80
Policy T – 1.3 – Declare public safety to be the top priority in all matters having to do with transportation and circulation in Portsmouth. (Related Policies: SF – 2.1, ED – 2.1)						
T – 1.3a – Establish and maintain additional well – defined crosswalk pavement markings as need is demonstrated and enforce regulations for motorists to STOP for pedestrians in crosswalks on all town roadways.	DPW Police Department	-	Town Council Town Administrator	Policy	On-going	-
T – 1.3b – Work with RIDOT to improve pedestrian safety with special emphasis crosswalks and pedestrian controlled traffic lights and lighting on all state roads in Portsmouth.	DPW Police Department Town Administrator	Town Council	Planning Department	Policy	On-going	-
GOAL T-2 – Reach a high level of coordination and cooperation with RIDOT to improve the safety and efficiency of regional maintenance on state transportation projects within the community.						

Actions	Action Lead	Action Support	Other Stakeholders	Type of Action	Timeframe	Labor Resources (Staff Hours)
<i>Policy T – 2.1 – Maintain a policy of coordination with RIDOT during all phases of planning, design, construction and maintenance on state transportation projects within the community. (Related Policies: SF – 1.2)</i>						
T – 2.1a – Participate as an active partner in the development of the State’s Transportation Improvement Program (TIP) for projects of local and regional significance.	Planning Department	Town Council Town Administrator	DPW	Policy	On-going	-
T – 2.1b – Work with RIDOT to accelerate major road maintenance and improvement programs within Portsmouth, particularly the north – south through traffic routes of East and West Main Roads. (See Action LU-2.3b)	Town Administrator	Town Council DPW	-	Policy	On-going	-
T – 2.1c – Establish better communication and coordination between RIDOT and the Town Planning Department during development site plan reviews and RIDOT physical alteration permitting processes.	Planning Department DPW	Planning Board	-	Policy	On-going	-
T – 2.1d – Collaborate with RIDOT in the design of left – turn lanes, road diets and other traffic calming and safety measures on all state – owned principal and minor arterial roadways in Portsmouth.	Planning Department DPW	Town Administrator Town Council	-	Policy	On-going	-
T – 2.1e – Work with partners to consider enhancements to Defense Highway (Burma Road) to create as a viable alternative to East Main and West Main Roads north – south traffic flows.	Town Administrator Planning Department	Town Council	Economic Development Director	Policy	On-going	-
T – 2.1f – Work closely with RIDOT and its design engineers on the redesign and construction of the Town Center traffic improvement project (East Main Road from Hedley Street to Turnpike Avenue).	Town Administrator Planning Department	Town Council	-	Policy	4-7 years	>320
T – 2.1g – Collaborate with RIDOT to prioritize enhanced roadway conditions for pedestrians and bicyclists in future transportation projects.	Town Administrator Planning Department	Town Council	-	Policy	On-going	-
T – 2.1h – Participate in all regional transportation planning efforts, including, but not limited to efforts by Statewide Planning, AIPC, RIDOT, RIPTA, RIBTA and others.	Planning Department	Town Council Town Administrator	-	Policy	On-going	-
<i>Policy T – .2.2 – Support the expansion of all aspects of state and local public transportation systems. (Related Policies: H – 2.2)</i>						
T – 2.2a – Pursue RIPTA to reinstate and promote its FLEX bus program of regularly scheduled local service in Portsmouth and the immediate surrounding area.	Planning Department	Town Administrator	Town Council	Program	8-10 years	0-80
T – 2.2b – Investigate the feasibility of establishing a local bus/trolley system for underserved areas of town and populations.	Planning Department	Town Administrator Economic Development	Town Council	Program	8-10 years	0-80
T – 2.2c – Work with RIPTA and RIDOT to create and promote additional park – and – ride facilities in Portsmouth as need arises.	Town Administrator Planning Department	Town Council Economic Development	-	Program	On-going	-
T – 2.2d – Work with RIPTA to install aesthetically compatible bus shelters at selected high usage locations in Portsmouth.	Town Administrator Planning Department	Town Council Economic Development	-	Program	On-going	-
<i>GOAL T-3 – Achieve a well-balanced multi-modal transportation system that reduces automobile dependency and is appropriately designed to produce safe and accessible facilities for all residents.</i>						
<i>Policy T – 3.1 – Encourage the use of alternate modes of travel. (Related Policies: NR – 1.6, LU – 1.1)</i>						
T – 3.1a – Create a Town – wide pedestrian and bicycle Circulation Plan to serve as a basis for all multi – modal transportation system planning decisions.	Town Administrator Planning Department	Town Council DPW	-	Program	4-7 years	>320
T – 3.1b – Work with state and regional partners to preserve the Newport Secondary railroad right – of – way for future public use.	Town Administrator Planning Department	Town Council	-	Policy	On-going	-
T – 3.1c – Work with the RIDOT to prioritize improvements to existing pedestrian and bicycle facilities and to include such facilities as part of any upgrade to state – owned roads in Portsmouth.	Town Administrator Planning Department	Town Council DPW	-	Program	On-going	-

Actions	Action Lead	Action Support	Other Stakeholders	Type of Action	Timeframe	Labor Resources (Staff Hours)
T – 3.1d – Develop a program to establish a network of safe walking paths and/or sidewalks on all collector roads within 1 – 1/2 miles of the High School, 1 mile of the Middle School and one – half mile of the elementary schools.	Town Administrator Planning Department	Town Council DPW	School Department	Policy	4-7 years	>320
T – 3.1e – Work with RIDOT to provide sidewalks or a multi – mode path and crosswalks on East and West Main Roads where appropriate and feasible, with special attention to public transit stops.	Town Administrator Planning Department	Town Council DPW	-	Program	On-going	-
<i>Policy T – 3.2 – Ensure that reliable ferry service exists to and from Prudence Island on a year – round basis and seek ways to reestablish ferry service to Hog Island on a limited basis. (Related Policies: SF – 1.6)</i>						
T – 3.2a – Work with the current ferry service provider and Prudence Island residents to address ridership concerns as they arise.	Town Administrator	Planning Department Prudence Island Planning Commission	-	Policy	On-going	-
T – 3.2b – Work with the Town of Bristol to ensure continued long – term access to Prudence Island ferry terminal facilities.	Town Administrator	Planning Department Prudence Island Planning Commission	Town of Bristol	Policy	On-going	-

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Actions	Action Lead	Action Support	Other Stakeholders	Type of Action	Timeframe	Labor Resources (Staff Hours)
NATURAL HAZARDS AND CLIMATE CHANGE						
<i>GOAL NH/CC -1 – Achieve a level of economic, societal and ecological resilience in our built and natural environment that enables Portsmouth to recover quickly from the effects of natural hazards and climate change and minimizes long-term community disruption.</i>						
<i>Policy NH/CC – 1.1 – Manage land use and the built environment within the floodplain and other vulnerable areas to not only mitigate but increase community resilience to the effects of natural hazards and climate change. (Related Policies: NR – 1.2, WS – 1.1, LU – 5.2)</i>						
NH/CC – 1.1a – Work with RIDOT to identify ways to mitigate future impacts and increase resilience to flooding, storm surge and sea level rise along Park Avenue in Island Park and other vulnerable State roads. (See Action LU-5.2b)	Planning Department DPW	Town Administrator	-	Program	On-going	-
NH/CC – 1.1b – Develop “Where, When and How” land use and development management scenarios to address the effects of climate change and sea level rise. (See Action LU-5.2a)	Planning Department	Planning Board Town Council Town Administrator	Town Solicitor	Program	1-3 years	>320
NH/CC – 1.1c – Work with Federal and State partners to investigate and prioritize improvements in the Town – owned storm drain system to enhance discharge, retention and infiltration capabilities.	Planning Department DPW	Town Administrator	-	Program	On-going	-
NH/CC – 1.1d – Improve Portsmouth’s mapping and data gathering capabilities to support assessment, analysis and planning activities.	Planning Department	DPW	Town Administrator	Program	1-3 years	0-80
<i>Policy NH/CC – 1.2 – Preserve and enhance the capacity of the natural environment to improve Portsmouth’s resilience to the effects of natural hazards and climate change. (Related Policies: NR – 1.5, NR – 1.1, NR – 1.2)</i>						
NH/CC – 1.2a – Work with the Aquidneck Land Trust and others to identify and conserve areas vulnerable to the effects of increased natural hazards due to climate change.	Town Administrator Planning Department	Town Council	Aquidneck Land Trust Conservation Commission	Program	On-going	-
NH/CC – 1.2b – Investigate the implementation of green infrastructure stormwater management strategies to enhance infiltration and increase retention on town properties and roadways.	Planning Department	DPW	-	Program	On-going	-
NH/CC – 1.2c – Investigate the adoption of low – impact development standards to reduce the amount of impervious coverage and increase stormwater infiltration.	Planning Department	Planning Board DPW	Town Council	Program	4-7 years	8--320
NH/CC – 1.2d – Work with stakeholders to identify, prioritize and implement coastal adaptations projects to allow wetlands expansion and salt marsh migration.	Planning Department	Town Administrator	Town Council Conservation Commission	Program	8-10 years	>320
<i>Policy NH/CC – 1.3 – Require all municipal departments, boards and commissions to incorporate resilience to natural hazards and climate change in all long – range planning and public infrastructure projects. (Related Policies: E – 1.1, LU – 1.1, ED – 2.1)</i>						
NH/CC – 1.3a – Maintain a FEMA – approved Natural Hazard Mitigation Plan and report implementation progress on an annual basis.	Planning Department	-	FEMA	Policy	On-going	-
NH/CC – 1.3b – Establish a category in the 5 – year Capital Improvement Program specifically for community resilience and hazard mitigation projects.		Town Council	-	Budget/Capital	1-3 years	0-80
<i>Policy NH/CC – 1.4 – Work to reduce the economic impacts of and increase the societal resilience to the effects of natural hazards and climate change. (Related Policies: ED – 3.3, HRC – 2.3, H – 3.1, ED – 3.2, ED – 5.3, E – 1.3, LU – 2.1, HRC – 1.3, ED – 2.2, LU – 6.1, SF – 1.3, HRC – 1.1, HRC – 1.2, LU – 1.2)</i>						
NH/CC – 1.4a – Participate in the FEMA Community Rating System and provide resources necessary to coordinate an effective implementation program. Determine a rating score target to be achieved by 2025.	Planning Department Building Inspector	Town Council Town Administrator	-	Program	4-7 years	>320

NH/CC – 1.4b – On a quarterly basis, conduct community outreach including public forums and posting of information on the town website to educate residents regarding the risk from the effects of natural hazards and the concept of community resilience.	Planning Department	Town Council	-	Policy	1-3 years	80-320
NH/CC – 1.4c – Encourage the formation of neighborhood associations to assist in the monitoring of impacts of climate change.	Town Council	Planning Department	Town Administrator	Program	On-going	-
NH/CC – 1.4d – Provide support for property owners to help take advantage of funding opportunities that assist with covering the costs of mitigating risk in flood zone areas.	Planning Department Building Inspector	Town Council	-	Program	8-10 years	80-320
NH/CC – 1.4e – Collaborate with State agencies and others to implement the Prudence Island Community Wildfire Protection Plan.	Planning Department	Fire Department	Prudence Island Planning Commission	Policy	4-7 years	0-80

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Actions	Action Lead	Action Support	Other Stakeholders	Type of Action	Timeframe	Labor Resources (Staff Hours)
LAND USE						
<i>GOAL LU-1 – Achieve a balanced, orderly and harmonious land use pattern that preserves historic and cultural resources, supports economic stability, maintains neighborhood integrity and protects the quality of our natural environment.</i>						
<i>Policy LU – 1.1 – Advance smart growth principles in all land use decisions made by the Town of Portsmouth. (Related Policies: ED – 4.1, NR – 1.1, NR – 1.4, HRC – 2.1, HRC – 2.2, H – 1.3, H – 2.3, T – 1.2, ED – 2.1, AG – 2.1, WS – 1.1, T – 3.1, NH/CC – 1.3, SF – 1.7, SF – 2.3, LU – 1.1)</i>						
LU – 1.1a – Review and update the Zoning Ordinance and Land development and Subdivision Regulations to ensure smart growth principles are encouraged.	Planning Department Town Council	Planning Board Town Council	Town Solicitor	Policy	On-going	80-320
<i>Policy LU – 1.2 – Improve the existing municipal land use regulatory scheme to allow for more planning initiative, less regulatory reaction, higher quality development and conformance with the provisions and intent of this Comprehensive Plan. (Related Policies: NH/CC – 1.4)</i>						
LU – 1.2a – Revise and update review procedures for Special Use Permits, Development Plan Review and Design Review thresholds.	Planning Department	Planning Board Town Council	Town Solicitor	Regulation Zoning Amendment	1-3 years	80-320
LU – 1.2b – Require all proposed residential developments to submit a residential open space plan in addition to the standard yield plan for land subdivision. (See Action H-1.2c)	Planning Department	Planning Board	Town Solicitor	Regulation	1-3 years	0-80
LU – 1.2c – Create review procedures and regulations for occupancy change in established commercial spaces.	Town Council	Planning Board Planning Department Building Inspector	Town Solicitor	Regulation Zoning Amendment	1-3 years	80-320
LU – 1.2d – Review and update Design Review Guidelines and research alternative regulatory schemes such as form – based zoning for applicability.	Planning Department	Planning Board Design Review Board	-	Regulation	1-3 years	>320
LU – 1.2e – Consider rezoning portions of the R – 10 District to a higher density in order to reduce the number of non – standard lots of record. (See identified Future Land Use Inconsistency #2)	Town Council	Planning Board Planning Department	Town Solicitor	Regulation Zoning Amendment	1-3 years	80-320
LU – 1.2f – Consider removing the Town Center District from the list of zoning districts and rezone all parcels in the TC zone back to Commercial (C).	Town Council	Planning Board Planning Department	Town Solicitor	Regulation Zoning Amendment	1-3 years	80-320
<i>Policy LU – 1.3 – Encourage the use of flexible zoning techniques such as the Planned Unit Development (PUD) for all commercial and industrial districts. (Related Policies: ED – 4.1)</i>						
LU – 1.3a – Review and Update the PUD provisions of the Zoning Ordinance.	Town Council	Planning Board Planning Department	Town Solicitor	Regulation Zoning Amendment	On-going	-
<i>Policy LU – 1.4 – Continue to affirm the importance of regional cooperation by participating in mutually beneficial planning initiatives with adjacent communities, state agencies and other stakeholders. (Related Policies: SF – 1.5)</i>						
LU – 1.4a – Continue to work with adjacent towns, state, federal NGO and private organizations to develop effective natural resource protection plans and strategies. (See Action NR – 1.1n)	Planning Department	Town Administrator	Town Council Conservation Commission	Policy	On-going	-
LU – 1.4b – Pursue State and Federal grants to help fund programs to improve the landscape, built environment and quality of life in Portsmouth. (See Action ED – 2.1a)	Planning Department Economic Development	Town Council Town Administrator	Finance Department	Policy	On-going	-
<i>GOAL LU-2 Patterns of Development</i>						
<i>Policy LU – 2.1 – Consider growth management strategies that relate residential, commercial and industrial growth to the rate of population growth in order to discourage overdevelopment of these land uses which may alter the character of the Town. (Related Policies: WS – 1.2, NH/CC – 1.4)</i>						
LU – 2.1a – Prepare an Economic Buildout Analysis to determine how much commercial/industrial development remains possible under current zoning. (See Action ED – 4.1b)	Planning Department Economic Development Director	Town Administrator	-	Program	4-7 years	80-320
<i>Policy LU – 2.2 – Encourage mixed – use development/re – development in commercial and light industrial districts and home occupation uses in residential districts with appropriate limitations. (Related Policies: ED – 2.3)</i>						

Actions	Action Lead	Action Support	Other Stakeholders	Type of Action	Timeframe	Labor Resources (Staff Hours)
<u>LU – 2.2a</u> – Review and amend (if necessary) provisions in the Portsmouth Zoning Ordinance regulating home occupations, balancing support for the expansion of business activity and the potential impacts to residential neighborhoods. (See Action ED – 2.3a)	Town Council	Planning Board Planning Department	Town Solicitor	Regulation Zoning Amendment	1-3 years	80-320
<u>LU – 2.2b</u> – Review and update provisions in the Zoning Ordinance for mixed use development in commercial districts. (See Action ED – 4.1e)	Town Council	Planning Board Planning Department	Town Solicitor	Regulation Zoning Amendment	1-3years	80-320
<u>LU – 2.2c</u> – Update the Zoning Ordinance to allow more opportunities for mixed – use housing development in Commercial and Light Industrial Districts. (See Action H – 1.3d)	Town Council	Planning Board Planning Department	Town Solicitor	Regulation Zoning Amendment	1-3 years	80-320
<u>LU – 2.2d</u> – Consider creating incentives for property owners/developers to build mixed use properties where they are permitted.	Planning Department	Planning Board Town Council	Town Solicitor	Regulation Zoning Amendment	1-3 years	0-80
<u>LU – 2.2e</u> – Develop standards for mixed use development.	Planning Department	Planning Board Design Review Board	Town Council Town Administrator	Regulation	1-3 years	>320
<i>Policy LU – 2.3 – Encourage in – fill development and re – development of vacant and underutilized parcels, especially those with adequate infrastructure and ready access to public services. (Related Policies: H – 2.2, ED – 3.1, ED – 4.3)</i>						
<u>LU – 2.3a</u> – Compile and maintain a list of vacant and underutilized parcels with commercial and industrial zoning designations. (See Action ED – 4.1a)	Planning Department	Economic Development Director	-	Program	1-3 years	0-80
<u>LU – 2.3b</u> – Review and if necessary, update the Traffic Sensitive Overlay District provisions in the Portsmouth Zoning Ordinance. (See Action T – 1.2c)	Planning Department	Planning Board Town Council	Town Solicitor	Regulation Zoning Amendment	1-3 years	0-80
<i>GOAL LU-3 The West Side</i>						
<i>Policy LU – 3.1 – Support the reuse and redevelopment of former military land along the West Side including existing military housing, infrastructure, and the Tank Farms. (Related Policies: ED – 2.4)</i>						
<u>LU – 3.1a</u> – Work with regional partners to study the condition of sewer and water infrastructure and develop options for the proposed transfer from Navy ownership.	Planning Department	Town Council Town Administrator	Town of Middletown Naval Station City of Newport	Program	On-going	-
<u>LU – 3.1b</u> – Continue to work with the Portsmouth Water & Fire District, Newport Water and Naval Station Newport regarding future water distribution in areas along the west side that are outside the PWFD District. (See Action WS – 1.2c)	Planning Department	Portsmouth Water & Fire District	Town Administrator	Program	On-going	-
<i>Policy LU – 3.2 – Encourage continued marine – industrial development, marina expansion. Resort/tourism accommodations and public waterfront access as beneficial land uses along the West Side. (Related Policies: ED – 2.5)</i>						
<u>LU – 3.2a</u> – Investigate public and/or private ownership of utilities and infrastructure in the Melville area as a catalyst for future growth. (See Action ED – 3.1d)	Town Administrator Planning Department	Town Council Economic Development Director	Town Solicitor	Program	On-going	-
<i>Policy LU – 3.3 – Along the West Side, support limited commercial and residential development as part of mixed – use development projects only.</i>						
<u>LU – 3.3a</u> – Incorporate the recommendations of the West Side Master Plan in all land use decisions regarding commercial and residential development on the West Side.	Planning Department	Town Council	Town Administrator	Policy	On-going	--
<i>GOAL LU-4 – Residential Lan Use and Neighborhoods</i>						
<i>Policy LU – 4.1 – Ensure the continued strength and stability of our residential neighborhoods by respecting valued development patterns and character. (Related Policies: H – 2.1)</i>						
<u>LU – 4.1a</u> – Amend Land Development & Subdivision Regulations to require dual emergency access to all new residential subdivisions where feasible and to require the extension of all proposed dead – end streets to connect with existing streets where feasible. (See Action T – 1.2d)	Planning Board	Planning Department	Town Council Town Administrator	Regulation	1-3 years	0-80
<u>LU – 4.1b</u> – Investigate incorporating lot merger provisions into the Zoning Ordinance.	Planning Department	Planning Board	Town Council Town Solicitor	Regulation Zoning Amendment	8-10 years	80-320

Actions	Action Lead	Action Support	Other Stakeholders	Type of Action	Timeframe	Labor Resources (Staff Hours)
Policy LU – 4.2 – Support a range of residential land uses to ensure a diversity of housing choices for all residents. (Related Policies: H – 1.3)						
<u>LU – 4.2a</u> – Consider adopting provisions in Portsmouth’s Zoning Ordinance that make it mandatory for all new residential developments of 6 units or more to designate a certain percentage of the units as LMI units (Inclusionary Zoning). (See Action H – 1.2a)	Town Council	Planning Board Planning Department	Town Solicitor	Regulation Zoning Amendment	1-3 years	80-320
<u>LU – 4.2b</u> – Consider adopting provisions in the Zoning Ordinance that allow for payment – in – lieu – of, off – site construction or rehabilitation and other strategies that allow developers to fulfill their affordable housing obligations. (See Action H-1.2b)	Town Council	Planning Board Planning Department	Town Solicitor	Regulation Zoning Amendment	1-3 years	0-80
<u>LU – 4.2c</u> – Allow accessory family dwelling units (so – called in – law apartments) by Special Use Permit in all residential zoning districts. (See Action H-1.3a)	Town Council	Planning Board Planning Department	Town Solicitor	Regulation Zoning Amendment	1-3 years	80-320
<u>LU – 4.2d</u> – Consider increasing the density bonus for duplex housing particularly if one or both of the units are designated as LMI units. (See Action H – 1.3c)	Planning Department	Town Council Town Administrator	Town Solicitor	Regulation Zoning Amendment	1-3 years	80-320
Policy LU – 4.3 – Encourage integrated site, mixed – use and infill residential development accompanied by effective housing rehabilitation programs as the surest way to achieve Portsmouth’s housing goals. (Related Policies: H – 2.3)						
<u>LU – 4.3a</u> – Identify specific sites and specific projects for the development of affordable housing, particularly those sites in close proximity to facilities and services. (See Action H-2.2a)	Planning Department	-	-	Program	1-3 years	80-320
<u>LU – 4.3b</u> – Create a database of existing structures and vacant in – fill sites that are appropriate for the conversion and/or development for affordable housing and LMI units. (See Action H-2.3a)	Planning Department	-	-	Program	1-3 years	80-320
GOAL LU-5 – Natural Resource Protection						
Policy LU – 5.1 – Ensure future development is compatible with adjoining land uses, the natural environment, and existing historic and cultural features. (Related Policies: NR – 1.1, HRC – 2.1)						
<u>LU – 5.1a</u> – Continue to pursue acquisition of development rights, particularly parcels containing environmentally sensitive characteristics. (See Action NR-1.1b)	Town Council	Town Administrator Planning Department Conservation Commission	Aquidneck Land Trust Conservation Commission	Program	On-going	-
<u>LU – 5.1b</u> – Develop an open space acquisition plan. (See Action NR-1.4a)	Planning Department	Town Administrator Town Council	Finance Department Conservation Commission	Program	1-3 years	>320
<u>LU – 5.1c</u> – Pursue Conservation easements on Town – owned parcels in the Glen Park/Seveney/Fields/Glen Manor House area. (See Action NR – 1.4c)	Town Council Town Administrator	Planning Department	Aquidneck Land Trust Town Solicitor	Program	On-going	-
<u>LU – 5.1d</u> – Develop land use management plans for Town – owned open space properties. (See Action NR – 1.4e)	Town Council Town Administrator	Planning Department DPW	Recreation Department	Program	1-3 years	0-80
<u>LU – 5.1e</u> – Study salt marsh migration and make land use / zoning recommendations to guide future development. (See Action NR – 1.2a)	Planning Department	Planning Board	-	Program	8-10 years	80-320
<u>LU – 5.1f</u> – Review provisions in the Zoning Ordinance governing land development in the overlay Watershed Protection District and the Water Resource Protection District as needed for their applicability and effectiveness. (See Action WS 1.1a)	Planning Department	Planning Board Town Council	Town Solicitor	Regulation Zoning Amendment	1-3 years	80-320
Policy LU – 5.2 – Manage land use and development within the floodplain and other vulnerable areas to not only mitigate the impacts of but increase community resilience to the effects of natural hazards and climate change. (Related Policies: NR – 1.2, NH/CC – 1.1)						

Actions	Action Lead	Action Support	Other Stakeholders	Type of Action	Timeframe	Labor Resources (Staff Hours)
<u>LU – 5.2a</u> – Develop “Where, When and How” land use and development management scenarios to address the impacts of climate change and sea level rise. (See Action NH/CC – 1.1b)	Planning Department	Planning Board Town Council Town Administrator	Town Solicitor	Program	1-3 years	>320
<u>LU – 5.2b</u> – Work with RIDOT to identify ways to mitigate future impacts and increase resilience to flooding, storm surge and sea level rise along Park Avenue and Boyd’s Lane in Island Park and other vulnerable State roads (See Action NH/CC – 1.1a)	Planning Department DPW	Town Administrator	–	Program	On-going	-
<i>Policy LU – 61 – Preserve Portsmouth’s farms and agricultural lands as essential elements of our community character, economic vitality and quality of life. (Related Policies: HRC – 2.2, AG – 1.1, WS – 1.2, NH/CC – 1.4)</i>						
<u>LU – 6.1a</u> – Maintain the Municipal Farm Tax exemption program. (See Action HRC – 2.2a, AG – 2.1b)	Town Council	Town Administrator Tax Assessor	–	Policy	On-going	-
<u>LU – 6.1b</u> – Compile and continuously update a database of parcels with prime soils or soils of statewide importance cross – referenced with farmland activity and protected status. (See Action AG – 1.1a)	Planning Department	Agriculture Committee	Planning Board Conservation Commission	Program	1-3 years	0-80
<u>LU – 6.1c</u> – Map prime agricultural soils as a reference guide for the site plan review process. (See Action NR – 1.3c)	Planning Department	Planning Board	–	Program	1-3 years	0-80
<i>Policy LU – 6.2 – Continue to work with land trusts, non – profits and other appropriate partners to target prime agricultural lands for preservation. (Related Policies: NR – 1.3, AG – 1.1)</i>						
<u>LU – 6.2a</u> – As opportunities arise, partner with governmental and private funding sources to purchase development rights to farmlands and other properties of historic significance. (See Action HRC – 2.2b)	Town Council	Town Administrator Planning Department	Aquidneck Land Trust Town Solicitor	Program	On-going	-