

THE IMPLEMENTATION PROGRAM

The following implementation program expands upon the goals, policies and action items identified in each of the plan's elements by identifying best practices, stakeholders, and estimated cost. The implementation program also classifies actions as a zoning amendment, program, plan, or infrastructure item. A working version of the implementation program that includes even further detail and columns will be used to assist the town in implementing the plan and for progress updates. Additional columns include available funding, implementation progress, and implementation actions detailing necessary steps to implement action items.

IMPLEMENTATION PROGRAM

Element	Goal	Policies	Action Items	Responsible Department	Timeframe	Type of Action	Best Practices and Resources	Additional Element(s) this Strategy Addresses	Estimated Cost	Other Stakeholders
CULTURAL & HISTORIC RESOURCES	GOAL C-I: Save National Register and other historically or architecturally significant properties and natural heritage sites	C-I.A. Preserve historic buildings of Middletown	C-I.A.1. Adopt ordinances to require historically correct restoration of historic buildings and to discourage demolition or inappropriate use of valuable historic resources	Town Council; Planning Board	Short-term (1-2 years)	Zoning Amendment	Portland (OR) Historic Resources Zoning Regulations http://www.portlandoregon.gov/bps/article/146263	Land Use	\$ (under \$20,000)	Zoning Board
			C-I.A.2. Seek National Register of Historic Places nomination of additional historic resources on town properties, as appropriate	Planning Department	Ongoing	Program	National Register of Historic Places Program: How to list a property? http://www.nps.gov/nr/national_register_fundamentals.htm#start	Facilities and Services	\$ (under \$20,000)	Middletown Historical Society
			C-I.A.3. Consider adoption of incentive program to encourage the preservation of historically significant buildings	Town Council	Medium-term (3-5 years)	Program	RI Historical Preservation & Heritage Commission Tax Credits & Loans: http://www.preservation.ri.gov/credits/ National Park Service Historic Preservation Tax Incentives: http://www.nps.gov/tps/tax-incentives/taxdocs/about-tax-incentives-2012.pdf Portland (OR) Historic Resources Zoning Regulations http://www.portlandoregon.gov/bps/article/146263	Land Use	\$\$ (\$20,001 - \$100,000)	Middletown Historical Society
			C-I.A.4. Develop and maintain an inventory of National Register and other historically or architecturally significant properties	Planning Department	Short-term (1-2 years)	Program	Rhode Island Historical Preservation & Heritage Commission: http://www.preservation.ri.gov/	Economic Development	\$ (under \$20,000)	Middletown Historical Society
		C-I.B. Protect and preserve historic cemeteries and other archeological sites	C-I.B.1. Establish an adopt-a-spot program for historic cemeteries and burial grounds	Town Council	Medium-term (3-5 years)	Program	RI RULES AND REGULATIONS PERTAINING TO Registration and Protection of Historic Cemeteries: http://www.preservation.ri.gov/pdfs_zips_downloads/archaeology_pdfs/120509cemetery-reg.pdf City of Attleboro Adopt-A-Spot ordinance: http://www.cityofattleboro.us/pdf/adoptaspot.pdf	Land Use	\$ (under \$20,000)	Middletown Historical Society
			C-I.B.2. Develop an ordinance to provide protection of archeological sites and military fortifications	Planning Board; Town Council	Long-term (6-10+ years)	Zoning Amendment	Archaeological Ordinance (City of Scottsdale, AZ): http://www.scottsdaleaz.gov/codes/historiczoning/archaeology	Land Use	\$ (under \$20,000)	Middletown Historical Society
	GOAL C-II: Preserve historic landscapes	C-II.A. Preserve the town's historic landscapes, including farms and agricultural land	C-II.A.1. Partner with other governmental and private funding sources to purchase development rights to farms and other areas of traditional use of the land	Town Administrator; Town Council; Open Space & Fields Committee	Ongoing	Program	RI DEM Land Acquisition and Real Estate: State Land Conservation and Acquisition Program: http://www.dem.ri.gov/programs/bpoladm/plandev/landaca/ RI Land Trust Council: http://www.rilandtrusts.org/index.htm	Land Use Natural Resources	\$\$\$\$ (>\$250,000)	Middletown Historical Society
			C-II.A.2. Develop zoning and subdivision standards and incentives for the preservation of open space, greenways, agricultural land, and scenic vistas as part of the development process	Planning Board; Town Council	Medium-term (3-5 years)	Zoning Amendment	The Rhode Island Conservation Development Manual: http://www.dem.ri.gov/programs/bpoladm/suswshed/pdfs/condev.pdf Model Land Use Ordinances (see Subdivision Strategies: Conservation Subdivision Design) http://www.dem.ri.gov/programs/bpoladm/suswshed/pdfs/modord.pdf	Land Use Natural Resources	\$ (under \$20,000)	Zoning Board
		C-II.B. Protect and preserve the hand-built stone walls which delineate fields	C-II.B.1. Enforce the Town's Stone Wall Ordinance	Building & Zoning	Ongoing	Program		Economic Development	\$ (under \$20,000)	Landowners
	GOAL C-III: Share historic resources and make history and culture a vital part of the community	C-III.A. Preserve historic record and documentary history of the town	C-III.A.1. Identify and document historically significant structures, including those structures built in more recent years which may have architectural or historical significance	Planning Department; Town Clerk	Long-term (6-10+ years)	Program		Land Use	\$ (under \$20,000)	Middletown Historical Society
C-III.A.2. Maintain and update surveys of the town's architectural resources			Planning Department	Ongoing	Program		Land Use	\$ (under \$20,000)		
C-III.A.3. Preserve historic documents, photos, and records			Town Clerk	Ongoing	Program			\$ (under \$20,000)	Middletown Historical Society	
C-III.A.4. Conserve, photograph, and document any recognized Town cultural and/or historical resources, including documentary resources that are in imminent jeopardy of being altered or demolished			Town Clerk; Planning Department	Ongoing	Program		Rhode Island Historical Preservation & Heritage Commission: http://www.preservation.ri.gov/		\$ (under \$20,000)	Middletown Historical Society
C-III.A.5. Partner with organizations, such as the Middletown Historical Society and the Preservation Society of Newport County to promote the continued preservation of historical resources			Planning Department; Town Administrator	Long-term (6-10+ years)	Program				\$ (under \$20,000)	Middletown Historical Society, Preservation Society of Newport County
C-III.B. Preserve and promote cultural institutions in Middletown		C-III.B.1. Continue to sponsor valued community activities and events	Town Council	Ongoing	Program	RI State Council on the Arts: http://www.arts.ri.gov/organizations/	Facilities and Services	\$\$ (\$20,001 - \$100,000)	Middletown Committee for the Arts; Middletown Historical Society	
NATURAL & ECOLOGICAL RESOURCES		GOAL N-I: Ensure that new development takes place in an ecologically sound manner	N-I.A. Define and protect environmentally sensitive areas through strict zoning regulations, conservation style development designs, and the use of Overlay Districts	N-I.A.1. Define and inventory environmentally sensitive areas	Planning Department	Short-term (1-2 years)	Program	RI Department of Environmental Management: http://www.dem.ri.gov/	Land Use	\$ (under \$20,000)
	N-I.A.2. Research regulatory options for protecting environmentally sensitive areas			Planning Department	Short-term (1-2 years)	Program	RI Department of Environmental Management: Regulations http://www.dem.ri.gov/pubs/regs/index.htm	Land Use	\$ (under \$20,000)	Conservation Commission
	N-I.A.3. Maintain the requirements relating to conservation subdivision development			Planning Board; Zoning Board	Ongoing	Program	RI Department of Environmental Management: Regulations http://www.dem.ri.gov/pubs/regs/index.htm	Land Use	\$ (under \$20,000)	
	N-I.B. Protect the community and its residents from the effects of development on unsuitable soils, flood plains, and in coastal high hazard flood zones		N-I.B.1. Continue appropriate oversight of development in the Watershed Protection Districts, including requiring special use permit for more intensive types of development, particularly in soils with poor drainage	Planning Board; Zoning Board	Ongoing	Program	RI Department of Environmental Management: Watersheds http://www.dem.ri.gov/topics/ecosys.htm	Land Use	\$ (under \$20,000)	Conservation Commission
	GOAL N-II: Protect and preserve the town's natural drinking water supply	N-II.A. Minimize nonpoint source pollutants that feed into the town's reservoirs	N-II.A.1. Identify sources of nonpoint source impairment of surface water bodies through the Phase II Stormwater Management Program Plan (SWMPP) planning process and work to implement the recommendations of the SWMPP	Public Works; Planning Department	Short-term (1-2 years) and Ongoing	Program	RI DEM Office of Water Resources: Nonpoint Source Pollution http://www.dem.ri.gov/programs/benviron/water/quality/nonpoint/	Land Use	\$\$\$ (\$100,001 - \$250,000)	
			N-II.A.2. Establish a Wastewater Management District to ensure that Onsite Wastewater Treatment Systems (OWTS) (septic systems) are inspected and properly maintained, repaired, and replaced	Public Works; Town Council	Medium-term (3-5 years)	Program	Charleston, RI Wastewater Management District: http://ecode360.com/8492332 URI Onsite Wastewater Resource Center: http://www.uri.edu/ce/wq/RESOURCES/wastewater/index.htm	Land Use Facilities and Services	\$\$\$ (\$100,001 - \$250,000)	RIDEM
			N-II.A.3. Continue collecting and updating Geographic Information Systems (GIS) stormwater data and utilize GIS to assist in the proper planning and protection of water quality	Planning Department, Public Works	Ongoing	Program	RI DEP GIS Resources: http://www.dem.ri.gov/maps/index.htm#GR	Land Use	\$\$ (\$20,001 - \$100,000)	

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			N-II.A.4. Encourage residents to maintain a healthy lawn free from chemicals through educational activities	Planning Department	Short-term (1-2 years)	Program	MassDEP: Nonpoint Source Pollution Education: Fertilizing the Lawn http://www.mass.gov/eea/agencies/massdep/water/watersheds/fertilizing-the-lawn.html	Land Use	\$ (under \$20,000)	Homeowners
			N-II.A.5. Continue necessary actions to remain in compliance with federal and state mandates to manage stormwater in accordance with Phase II stormwater permit requirements	Public Works; Building Inspection; Planning Department	Ongoing	Program	RIPDES Storm Water Program: http://www.dem.ri.gov/programs/benviron/water/permits/ripdes/stwater/index.htm	Land Use Facilities and Services	\$ (under \$20,000)	RIDEM and U.S. EPA
			N-II.A.6. Increase inspections and create a condition index of constructed stormwater drainage systems and BMPs	Public Works; Engineering; Planning Department	Short-term (1-2 years)	Program		Facilities and Services	\$\$ (\$20,001 - \$100,000)	
		N-II.B. Promote cooperation among the Aquidneck Island communities toward preservation of the quality and quantity of drinking water	N-II.B.1. Initiate the establishment of a regular forum for ongoing discussions, and collaboration among the City of Newport, Towns of Middletown and Portsmouth, the Navy, Portsmouth Water and Fire District (PWFD) regarding water treatment and distribution issues	Town Council; Public Works; Planning Department	Medium-term (3-5 years)	Infrastructure	American Water Works Association: National Inventory of Regional Collaboration Among Water and Wastewater Utilities http://www.awwa.org/Portals/0/files/resources/resource%20dev%20groups/tech%20and%20educ%20program/documents/AWWAUtilityCollaborationFinalReport.pdf	Facilities and Services	\$ (under \$20,000)	City of Newport, Town of Portsmouth, Navy, Portsmouth Water and Fire District
		N-II.B.2. Meet the water quality management standards under the direction of the RI DEM Total Maximum Daily Load (TMDL) Program	Public Works	Medium-term (3-5 years)	Infrastructure	RI DEM/Office of Water Resources - TMDL Program http://www.dem.ri.gov/programs/benviron/water/quality/rest/	Facilities and Services	\$\$\$\$ (>\$250,000)		
		N-II.B.3. Request that the Newport Water Department update watershed protection district signs	Public Works	Medium-term (3-5 years)	Infrastructure		Facilities and Services	\$ (under \$20,000)	Newport Water Department	
	GOAL N-III: Protect and restore valuable coastal resources	N-III.A. Protect and rehabilitate the sand dune systems	N-III.A.1. Establish a Dune Protection ordinance, including a provision to prohibit motorized vehicles of any type (e.g., automobiles, dirt bikes, SUVs, ATVs) on the sand dunes	Town Council; Town Solicitor; Police Department	Medium-term (3-5 years)	Zoning Amendment	Assessment of Dune and Shore Protection Ordinances in New Jersey: http://www.gpo.gov/fdsys/pkg/CZIC-kfn2251-8-a83-1984-app-vi/html/CZIC-kfn2251-8-a83-1984-app-vi.htm Ordinance example: Beach and Dune Protection Ordinance, Brigantine, NJ (Atlantic County): http://landuse.law.pace.edu/landuse/documents/laws/reg2/NJ-ORD-Atlantic-Brigantine-BeachProtect.doc	Land Use	\$ (under \$20,000)	Beach Commission
			N-III.A.2. Continue the use of wooden snow fences or other means to prevent and slow the wind-blown sand erosion from the dunes along the length of the existing parking lot and Sachuest Point Road	Public Works	Ongoing	Infrastructure	A guide to managing coastal erosion in beach/dune systems: http://www.snh.org.uk/publications/on-line/heritagemanagement/erosion/2.2.shtml	Land Use Facilities and Services	\$\$ (\$20,001 - \$100,000)	Beach Commission
			N-III.A.3. Continue the use of boardwalks to prevent walking on beach grass and dunes	Public Works	Ongoing	Infrastructure		Land Use Facilities and Services	\$\$ (\$20,001 - \$100,000)	Beach Commission
		N-III.B. Restore and maintain the quality of coastal waters	N-III.B.1. Enforce "No Discharge" rules to insure that Type 1 Water Quality criteria are not violated	Harbor Master	Ongoing	Program	RIPDES Storm Water Program: http://www.dem.ri.gov/programs/benviron/water/permits/ripdes/stwater/index.htm	Land Use	\$ (under \$20,000)	
			N-III.B.2. Enforce stormwater regulations and promote the use of best management practices (BMPs)	Engineering; Building Inspection	Ongoing	Program	RIPDES Storm Water Program: http://www.dem.ri.gov/programs/benviron/water/permits/ripdes/stwater/index.htm	Land Use	\$\$ (\$20,001 - \$100,000)	Conservation Commission
			N-III.B.3. Organize annual beach cleanups	Public Works	Ongoing	Program	RI Audubon Society International Coastal Cleanup: http://www.asri.org/together-for-the-environment/volunteers-cleaning-up-the-rhode-island-coast.html	Recreation	\$\$ (\$20,001 - \$100,000)	Local organizations
	GOAL N-IV: Promote the preservation and restoration of ecological systems in Middletown	N-IV.A. Protect native wildlife and native plant species	N-IV.A.1. Coordinate with the Rhode Island Natural Heritage Program to determine sensitive habitat locations and to assist in the review of proposed projects that may destroy habitat of rare and endangered species	Planning Department	Ongoing	Program	RI DEM Rhode Island Natural Heritage Program http://www.dem.ri.gov/programs/bpoladm/plandev/heritage/	Land Use	\$\$ (\$20,001 - \$100,000)	Rhode Island Natural Heritage Program
			N-IV.A.2. Preserve contiguous tracts of open space for wildlife habitat using various methods including acquisition, easements and conservation style development	Town Council; Open Space & Fields Committee; Planning Department	Ongoing	Program	RI Department of Environmental Management: http://www.dem.ri.gov/	Land Use	\$\$\$\$ (>\$250,000)	Conservation Commission and Aquidneck Land Trust
			N-IV.A.3. Control invasive plant species at beaches and public properties, and educate residents as to the impact of invasives.	Public Works; Planning Department; Beach Commission	Ongoing	Program	USDA National Invasive Species Information Center http://www.invasivespeciesinfo.gov/index.shtml	Facilities and Services	\$\$ (\$20,001 - \$100,000)	Conservation Commission
GOAL N-V: Protect the natural and rural character of Middletown	N-V.A. Protect and promote a network of contiguous protected open space	N-V.A.1. Identify contiguous tracts of open land as potential corridors for greenways such as: • Links between utility easements, nature conservation easements and other deeded open areas • The Old Colony and Newport Railway 80-foot track easement • Newport Water Department land as part of its Water Quality Protection Plan • Land protected by development rights/restrictions owned by land trust conservancies, the state and town	Planning Department; Open Space and Fields Committee	Medium-term (3-5 years)	Program	RI Department of Environmental Management: http://www.dem.ri.gov/	Land Use	\$ (under \$20,000)	Newport Water Department	
		N-V.A.2. 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; Open Space & Fields Committee; Planning Department	Ongoing	Program	RI Department of Environmental Management: Grants/Financing http://www.dem.ri.gov/topics/grants.htm	Land Use	\$\$\$\$ (>\$250,000)		

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		N-V.B. Encourage the preservation of farmland and open space in Middletown in order to maintain the Town's agricultural base	N-V.B.1. Encourage the continuation of agriculture in Middletown through tax incentives and other means and by continuing to promote participation in the State's Farm, Forest, and Open Space Program	Town Planning Department; Town Council; Tax Assessor	Ongoing	Program	RI Department of Environmental Management: Division of Agriculture http://www.dem.ri.gov/programs/bnatres/agricult/index.php	Land Use	\$\$ (\$20,001 - \$100,000)	Open Space & Fields Committee	
			N-V.B.2. Promote use of conservation subdivision when farmland and other undeveloped land is being converted to residential use	Planning Board	Ongoing	Program	RI Department of Environmental Management: Regulations http://www.dem.ri.gov/pubs/regs/index.htm	Land Use	\$ (under \$20,000)		
			N-V.B.3. Draft agricultural overlay zoning to permit complimentary uses to be developed on farms.	Planning Board	Short-term (1-2 years)	Zoning Amendment	Model Provision for Agriculture Overlay District (Maine) http://www.maine-farmland-trust.org/wp-content/uploads/2013/10/Agriculture-Overlay-Soil-Conservation-Model.pdf	Land Use	\$ (under \$20,000)	Zoning Board; Agricultural landowners	
		GOAL N-VI: Preserve existing forested areas and increase the town's tree resources	N-VI.A. Protect existing and establish new forested areas	N-VI.A.1. Keep Albro Woods as a natural parkland	Town Council	Ongoing	Program	RI Department of Environmental Management: http://www.dem.ri.gov/	Land Use	\$ (under \$20,000)	
				N-VI.A.2. Permanently protect forested areas through acquisition and conservation easements	Town Council; Open Space & Fields Committee	Ongoing	Program	RI Department of Environmental Management: Forests http://www.dem.ri.gov/topics/forests.htm	Land Use	\$\$\$\$ (>\$250,000)	
				N-VI.A.3. Establish new and re-establish previously forested areas as appropriate	Tree Commission	Medium-term (3-5 years)	Program	RI Department of Environmental Management: Forests http://www.dem.ri.gov/topics/forests.htm	Land Use	\$\$ (\$20,001 - \$100,000)	
		GOAL N-VI: Preserve existing forested areas and increase the town's tree resources	N-VI.B. Increase the town's tree canopy	N-VI.B.1. In conjunction with the Middletown Tree Commission efforts, establish a plan for planting, maintaining, and replacing trees in public spaces.	Town Administrator, Town Council; Public Works; Middletown Tree Commission	Ongoing	Plan		Land Use	\$\$ (\$20,001 - \$100,000)	
				N-VI.B.2. Require developers to retain existing trees when possible and to provide deciduous street trees	Planning Board	Ongoing	Program	RI Department of Environmental Management: http://www.dem.ri.gov/	Land Use	\$ (under \$20,000)	Developers
				N-VI.B.3. Establish a preferred list of trees for use in reviewing landscaping plans during development plan review	Tree Commission; Planning Board	Medium-term (3-5 years)	Program		Land Use	\$ (under \$20,000)	
				N-VI.B.4. Encourage the planting of native trees and plants	Planning Board; Tree Commission; Public Works	Ongoing	Program		Land Use	\$ (under \$20,000)	
		GOAL N-VII: Reduce the town's vulnerability to climate change impacts	N-VII.A. Gain a better understanding of the science and policy implications of sea level rise	N-VII.A.1. Educate and engage residents and businesses in addressing climate change by reducing greenhouse gas emissions	Planning Board; Planning Department; School Department	Long-term (6-10+ years)	Program	RI Department of Environmental Management: Climate Change http://www.dem.ri.gov/climate/index.htm		\$ (under \$20,000)	Residents and Businesses
				N-VII.A.2. Identify properties vulnerable to sea level rise and educate property owners of the risks.	Planning Department	Short-term (1-2 years)	Program	RI Department of Environmental Management: Climate Change http://www.dem.ri.gov/climate/index.htm	Land Use Housing	\$ (under \$20,000)	Property owners
		GOAL N-VIII: Protect and maintain the air quality of Middletown and Aquidneck Island	N-VIII.A. Increase local efforts to improve air quality on Aquidneck Island	N-VIII.A.1. Encourage the use of alternative transportation modes, such as carpooling, transit, and bicycling	Planning Board	Ongoing	Program	RI Department of Environmental Management: Climate Change http://www.dem.ri.gov/climate/index.htm	Transportation	\$\$ (\$20,001 - \$100,000)	RIPTA
				N-VIII.A.2. Increase the quality and quantity of trees in Middletown that contribute to carbon sequestration	Public Works, Tree Commission	Ongoing	Program	RI Department of Environmental Management: Climate Change http://www.dem.ri.gov/climate/index.htm	Land Use	\$\$\$ (\$100,001 - \$250,000)	
		GOAL N-IX: Promote energy conservation and the development of renewable energy resources	N-IX.A. Strive to acquire power through renewable energy sources and minimize its energy usage through conservation and efficiency	N-IX.A.1. Explore means to reduce energy expenses and consumption	Town Council; Planning Department	Ongoing	Program	Smart Energy Strategies: Towards a Resilient Rhode Island http://www.resilientri.org/energy_strategies.php NY Department of Environmental Conservation: Reduce Utility Bills for Municipal Facilities and Operations: http://www.dec.ny.gov/energy/64089.html	Facilities and Services	\$\$ (\$20,001 - \$100,000)	
				N-IX.A.2. Conduct energy audits of town facilities and operations and invest in energy efficiency improvements	Town Administrator	Medium-term (3-5 years)	Program	MA Energy and Environmental Affairs: Municipal Energy Efficiency: http://www.mass.gov/eea/energy-utilities-clean-	Facilities and Services	\$\$\$\$ (>\$250,000)	
				N-IX.A.3. Consider fuel utilization and efficiency when purchasing town vehicles	Town Administrator; Town Council	Ongoing	Program		Facilities and Services	\$ (under \$20,000)	
				N-IX.A.4. Apply for grants and other funding which promote renewable energy and/or energy efficiency improvements	Planning Department	Ongoing	Program	RI Department of Environmental Management: Renewable Energy http://www.dem.ri.gov/cleanrg/index.htm	Facilities and Services	\$ (under \$20,000)	
				N-IX.A.5. Consider renewable energy sources for town facilities	Town Council; Town Administrator	Long-term (6-10+ years)	Program		Facilities and Services	\$\$\$\$ (>\$250,000)	
			N-IX.B. Promote the use of renewable energy technology	N-IX.B.1. Consider incentives for renewable energy use in Zoning Ordinance and Subdivision Regulations	Planning Board	Medium-term (3-5 years)	Zoning Amendment		Land Use	\$ (under \$20,000)	Zoning Board
N-IX.B.2. Review town regulations and propose amendments as needed to allow for the installation of renewable energy technology in appropriate locations in town taking into consideration potential impacts on the community and the town's scenic, cultural, and natural resources				Planning Board	Medium-term (3-5 years)	Zoning Amendment	APA Planning and Zoning for Renewable Energy https://www.planning.org/research/energy/pdf/EIP-18.pdf	Land Use Facilities and Services	\$ (under \$20,000)	Zoning Board	
			N-IX.B.3. Review town regulations and propose amendments as needed to ensure that new development addresses solar access.	Planning Board	Medium-term (3-5 years)	Zoning Amendment		Land Use Facilities and Services	\$ (under \$20,000)	Zoning Board	

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RECREATION, CONSERVATION & OPEN SPACE	GOAL R-I: Provide new recreational facilities to ensure that the Town meets the ongoing recreation needs of the community	R-I.A. Develop, implement, and manage a plan designed to fulfill the needs of the community	R-I.A.1. Implement the recreation plan and update as necessary	Town Administrator; Open Space and Fields Committee; Planning Board	Ongoing	Plan	Open Space & Recreation Plan Implementation Committee	Land Use Facilities and Services	\$\$\$\$ (>\$250,000)		
		R-I.B. Look for opportunities to establish parks and open spaces accessible to all neighborhoods	R-1.B.1. Seek funding and develop town-owned properties that have been acquired for recreational use as needed	Town Council; Open Space and Fields Committee; Planning Department	Ongoing	Program	RI Department of Environmental Management: see Local Grants Program for open space and recreation http://www.dem.ri.gov/topics/grants.htm	Land Use Facilities and Services	\$\$ (\$20,001 - \$100,000)		
			R-1.B.2. Identify and design potential sites for new playing and practice fields	Planning Department; Open Space and Fields Committee	Short-term (1-2 years)	Infrastructure		Land Use Facilities and Services	\$\$\$ (\$100,001 - \$250,000)	Sports leagues	
			R-1.B.3. Consider relocating the West Main Road Recreation Complex	Town Council; Open Space and Fields Committee	Short-term (1-2 years)	Infrastructure		Land Use Facilities and Services	\$\$\$\$ (>\$250,000)	Sports leagues	
			R-1.B.4. Develop concept plan for new gym/field house possibly with swimming pool considering current facilities available	Planning Department; Open Space and Fields Committee	Long-term (6-10+ years)	Plan		Land Use Facilities and Services	\$\$ (\$20,001 - \$100,000)	Sports leagues	
	GOAL R-II: Maintain and improve recreational facilities to meet needs identified during the planning process	R-II.A. Continue to identify key maintenance and improvement needs in Town recreational facilities	R-II.A.1. Explore coordination of maintenance efforts between School Department and Public Works	Public Works; School Department	Short-term (1-2 years)	Program		RI Department of Environmental Management: see Local Grants Program for open space and recreation http://www.dem.ri.gov/topics/grants.htm	Facilities and Services	\$ (under \$20,000)	Sports leagues
			R-II.A.2. Develop management plans for town properties, including maintenance standards for facilities and staff	Public Works; School Department	Short-term (1-2 years)	Plan	Scituate, RI Property Management Plan: PROPERTY MANAGEMENT PLAN		Facilities and Services	\$\$ (\$20,001 - \$100,000)	Sports leagues
			R-II.A.3. Encourage stewardship through "friends of" groups and continue to work with leagues to enhance maintenance efforts	Public Works; School Department	Ongoing	Program	NATIONAL PARK FRIENDS ALLIANCE http://www.nationalparks.org/our-work/programs/national-park-friends-alliance		Facilities and Services	\$\$ (\$20,001 - \$100,000)	Sports leagues
		R-II.B. Administer an active and efficient recreation facilities maintenance program	R-II.B.1. Increase resources for maintenance activities if management plans demonstrate need and as budget allows	Public Works; School Department	Medium-term (3-5 years)	Program	Facilities and Services		\$\$ (\$20,001 - \$100,000)		
			R-II.B.2. Establish an efficient and accessible scheduling and permitting system for field use	Public Works; School Department	Short-term (1-2 years)	Program	Facilities and Services		\$ (under \$20,000)		
			R-II.B.3. Improve access to town facilities for persons with disabilities.	Public Works; School Department	Medium-term (3-5 years)	Infrastructure	ADA Best Practices Tool Kit http://www.ada.gov/pcatoolkit/toolkitmain.htm		Facilities and Services	\$\$\$ (\$100,001 - \$250,000)	
			R-II.B.4. Monitor availability of grant funds	Planning Department	Ongoing	Program	Facilities and Services		\$ (under \$20,000)		
	GOAL R-III: Acquire additional open space as appropriate for conservation and passive recreation	R-III.A. Expand the inventory of preserved open space and natural resources that are beneficial to cultural, civic and environmental values	R-III.A.1. Using the Open Space Acquisition Policy criteria, identify potential sites for acquisition	Open Space and Fields Committee; Planning Department	Ongoing	Program	RI Department of Environmental Management: see Local Grants Program for open space and recreation http://www.dem.ri.gov/topics/grants.htm	Land Use, Natural Resources	\$ (under \$20,000)		
			R-III.A.2. Work in collaboration with partners to leverage acquisition efforts	Town Council; Open Space and Fields Committee; Planning Department	Ongoing	Program		Land Use, Natural Resources	\$\$\$\$ (>\$250,000)	Aquidneck Land Trust	
		R-III.B. Work towards providing additional connections between open space parcels to create an integrated network of green corridors	R-III.B.1. Review status of existing open spaces to find opportunities to provide connections between them, including strategic acquisitions	Planning Department; Open Space and Fields Committee	Short-term (1-2 years)	Program	RI Department of Environmental Management: see Local Grants Program for open space and recreation http://www.dem.ri.gov/topics/grants.htm	Land Use, Natural Resources	\$\$ (\$20,001 - \$100,000)	Aquidneck Land Trust	
			R-III.C. Provide opportunities for community gardens	R-III.C.1. Support efforts to establish community gardens on appropriate town properties	Open Space and Fields Committee	Medium-term (3-5 years)	Program	American Community Garden Association https://communitygarden.org/	Land Use	\$\$\$ (\$100,001 - \$250,000)	
	GOAL R-IV: Properly manage and maintain town-owned conservation and passive recreation land	R-IV.A. Develop a formal framework for conservation-oriented land management plans	R-IV.A.1. Prepare management plans for key open space parcels	Open Space and Fields Committee; Planning Department	Medium-term (3-5 years)	Plan	RI DEM Open Space Grants Management Plan Guidelines http://www.dem.ri.gov/programs/bpoladm/plandev/pdf/mpguidelines.pdf	Land Use	\$\$ (\$20,001 - \$100,000)		
		R-IV.B. Increase public awareness and community stewardship of the Town's recreation and open space facilities	R-IV.B.1. Provide maps and wayfinding signs for open space and recreation parcels; publicize on Town website	Planning Department; Open Space and Fields Committee	Short-term (1-2 years)	Program	RI DEM Division of Planning and Development http://www.dem.ri.gov/programs/bpoladm/plandev/index.htm	Facilities and Services	\$\$ (\$20,001 - \$100,000)		
			R-IV.B.2. Establish a site steward policy and program	Open Space and Fields Committee	Short-term (1-2 years)	Program	Facilities and Services	\$\$ (\$20,001 - \$100,000)			

IMPLEMENTATION PROGRAM

Element	Goal	Policies	Action Items	Responsible Department	Timeframe	Type of Action	Best Practices and Resources	Additional Element(s) this Strategy Addresses	Estimated Cost	Other Stakeholders
	GOAL R-V: Support expanded access to water based recreational opportunities through maintenance of existing facilities and, where appropriate, expansion of facilities	R-V.A. Acquire and develop key parcels and sites for west side access for boating, fishing, and passive activities	R-V.A.1. Implement Greene Lane Park concept plan	Town Council; Planning Department	Long-term (6-10+ years)	Program	Establish a Concept Plan Implementation Committee	Land Use	\$\$\$\$ (>\$250,000)	RIDEM
		R-V.B. Preserve Third Beach by maintaining the current facilities and level of use	R-V.B.1. Formalize beach management plan	Beach Commission; Public Works	Short-term (1-2 years)	Plan	RI DEM Division of Planning and Development http://www.dem.ri.gov/programs/bpoladm/plandev/index.htm	Land Use Facilities and Services	\$\$ (\$20,001 - \$100,000)	
			R-V.B.2. Make improvements to existing beach facilities as necessary	Town Council; Beach Commission; Public Works	Ongoing	Program		Facilities and Services	\$\$ (\$20,001 - \$100,000)	
			R-V.B.3. Provide quality facilities, amenities and programs for user enjoyment	Town Council; Beach Commission; Public Works	Ongoing	Program		Facilities and Services	\$\$ (\$20,001 - \$100,000)	
	R-V.C. Support public access to the shore	R-V.C.1. Recognize and publicize public rights of way and commons to the shore	Public Works; Volunteers	Ongoing	Program	Public Access to the Rhode Island Coast http://seagrant.gso.uri.edu/wp-content/uploads/2014/04/access_guide.pdf The CRM and Public Access to the Shore in Rhode Island http://www.nbep.org/journals/winter-2012/Public-Access.pdf	Facilities and Services	\$ (under \$20,000)		
	GOAL R-VI: Expand and enhance the trail system in Middletown	R-VI.A. Work to expand and connect trail network	R-VI.A.1. Support expansion and enhancement of trails in conservation lands and the network between properties	Planning Department; Open Space and Fields Committee	Ongoing	Program	RI DEM Recreational Trails Program http://www.dem.ri.gov/programs/bpoladm/plandev/biketra.htm	Land Use Facilities and Services	\$\$\$ (\$100,001 - \$250,000)	Aquidneck Land Trust
		R-VI.B. Look for opportunities to establish multi-use trails and bike lanes to connect neighborhoods to the Town's open space and recreational resources	R-VI.B.1. Support development of Shoreline Drive /Burma Road multi-use path	Town Council; Planning Board; Open Space and Fields Committee	Long-term (6-10+ years)	Program	Bike Rhode Island http://www.dot.ri.gov/community/bikeri/index.php RI DEM Recreational Trails Program http://www.dem.ri.gov/programs/bpoladm/plandev/biketra.htm	Land Use Facilities and Services	\$\$\$\$ (>\$250,000)	
			R-VI.B.2. Promote the use of the Blue Trail and kayak and small boat launch locations, shoreline destinations, and facilities along the West Side	Planning Department; Open Space and Fields Committee	Ongoing	Program		Land Use Facilities and Services	\$ (under \$20,000)	
			R-VI.B.3. Look for opportunities to provide better pedestrian connections between park facilities	Planning Department; Open Space and Fields Committee; School Department	Ongoing	Program		Land Use Facilities and Services	\$\$\$ (\$100,001 - \$250,000)	
	R-VI.B.4. Incorporate bike lanes into future road improvements when feasible		Planning Board; Public Works; Engineering	Ongoing	Program	Transportation Facilities and Services		\$\$\$\$ (>\$250,000)		
	GOAL R-VII: Promote active and healthy lifestyles in Middletown	R-VII.A. Promote recreation programs that are accessible to residents of all ages	R-VII.A.1. Conduct a community health needs analysis and partner with appropriate organizations to meet those needs	Recreation; School Department	Ongoing	Program	RI DEM Division of Parks & Recreation http://www.riparks.com/	Facilities and Services	\$\$ (\$20,001 - \$100,000)	
			R-VII.A.2. Work with leagues and similar entities to educate residents about leading healthy lifestyles and to promote organized programs for people of all ages	Recreation; School Department	Ongoing	Program		Facilities and Services	\$\$ (\$20,001 - \$100,000)	

IMPLEMENTATION PROGRAM

Element	Goal	Policies	Action Items	Responsible Department	Timeframe	Type of Action	Best Practices and Resources	Additional Element(s) this Strategy Addresses	Estimated Cost	Other Stakeholders
ECONOMIC DEVELOPMENT	GOAL E-I: Promote a diverse and expanded local economy without compromising the characteristics and qualities which make Middletown a desirable community	E-I.A. Create conditions that are attractive to the growth of existing business and attract new businesses to Middletown	E-I.A.1. Participate in regional economic development efforts, such as the efforts of the Newport County Chamber of Commerce to create a one-stop-shop to promote economic development in Newport County.	MEDAC; Planning Department	Short-term (1-2 years)	Program	Newport County Chamber of Commerce http://www.newportchamber.com/		\$\$ (\$20,001 - \$100,000)	Newport County Chamber of Commerce
			E-I.A.2. Allow non-resident owners of commercial property or businesses to serve on the Middletown Economic Development Advisory Committee	Town Council	Short-term (1-2 years)	Program			\$ (under \$20,000)	
			E-I.A.3. Draft an Economic Development Strategic Plan for consideration by the Town Council which identifies strategies to grow and maintain a viable economic base in business areas such as: agriculture, technology, defense & homeland security, marine trades, tourism, health care, and advanced manufacturing	MEDAC	Short-term (1-2 years)	Plan	RI Division of Planning Economic Development Planning http://www.planning.ri.gov/statewideplanning/economicdevelop/ U.S. Economic Development Administration http://www.eda.gov/	Land Use	\$\$ (\$20,001 - \$100,000)	
		E-I.B. Offer attractive and flexible local incentive packages to compliment state and federal incentives that may be available.	E-I.B.1. Continuously evaluate and improve the effectiveness of the town's tax incentive program, and ensure awareness of the program within the local business community	Planning Department; MEDAC; Finance Department	Ongoing	Program	Pawtucket, RI - River Corridor Development Plan - business development brochure		\$ (under \$20,000)	
			E-I.B.2. Work with regional and state economic development partners to attract new employers into the area	Planning Department; MEDAC; Town Administrator	Ongoing	Program	Commerce RI (Rhode Island Economic Development Corporation) http://www.commerceri.com/ Greater Rhode Island Economic Development http://greaterri.com/About/About-Us.aspx		\$\$ (\$20,001 - \$100,000)	Newport County Chamber of Commerce
		E-I.C. Work to maintain resilience to potential Base Realignment and Closure (BRAC) actions	E-1.C.1. Initiate planning for subsequent BRAC actions by working with the Commerce RI, the Chamber of Commerce, trade organizations, and other appropriate state and local organizations	Planning Department; MEDAC	Medium-term (3-5 years)	Plan	RI Division of Planning Economic Development Planning http://www.planning.ri.gov/statewideplanning/economicdevelop/ Commerce RI (Rhode Island Economic Development Corporation) http://www.commerceri.com/ Greater Rhode Island Economic Development http://greaterri.com/About/About-Us.aspx		\$\$ (\$20,001 - \$100,000)	Newport County Chamber of Commerce; SENEDIA
		E-I.D. Capitalize on unique redevelopment opportunities from Base Realignment and Closure (BRAC) actions	E-I.D.1. Implement development of Navy surplus land to benefit the town and its residents	Town Council; Planning Department	Short (1-2 years), Medium (3-5 years), and Long-term (6-10+ years)	Program	Middletown, CT Base Realignment and Closure Local Redevelopment Authority http://www.middletownplanning.com/Committees/MBRACLRA/mbraclra.html	Land Use	\$\$\$\$ (>\$250,000)	
		E-I.E. Invest in critical infrastructure necessary to develop a robust and diversified economy	E-I.E.1. Consider development of a comprehensive, continuous assessment of projected infrastructure needs versus available resources and resource capabilities. Include water, sewer, electrical, natural gas and digital capabilities, as appropriate	Town Council, Planning Dept., MEDAC	Ongoing	Infrastructure	Infrastructure Needs Assessment Tool http://www.centrope.com/en/pilot-projects-2010-2012/infrastructure-needs-assessment-tool	Facilities and Services	\$\$ (\$20,001 - \$100,000)	
			E-I.E.2. Promote the development and enhancement of mixed-use business districts in appropriate locations (e.g. Atlantic Beach District, and West Main/Coddington redevelopment area)	Planning Board, MEDAC	Ongoing	Program	GrowSmartRI Mixed Use database: http://www.growsmartri.org/ri-ordinances/mixed-use/	Land Use	\$ (under \$20,000)	
			E-I.E.3. Support access improvements to Naval Station Newport (Burma Road/Coddington Highway connections)	Town Administrator, Planning Department	Long-term (6-10+ years)	Program		Land Use Transportation	\$ (under \$20,000)	
			E-I.E.4. Promote the development of accessible fiber optic broadband infrastructure on Aquidneck Island	IT; Planning Department	Long-term (6-10+ years)	Infrastructure		Facilities and Services	\$\$ (\$20,001 - \$100,000)	
		GOAL E-II: Foster collaboration between business and local educational institutions to develop a trained workforce	E-II.A. Assess workforce skills gap and support programs and strategies to meet identified needs	E-II.A.1. Participate in discussions with academic and business leaders to identify and evaluate training opportunities and internship programs, such as vocational training for emerging technologies	MEDAC; School Department	Medium-term (3-5 years)	Program	RI Department of Labor and Training - Workforce Development Services http://www.dlt.ri.gov/wfds/		\$\$ (\$20,001 - \$100,000)

IMPLEMENTATION PROGRAM

Element	Goal	Policies	Action Items	Responsible Department	Timeframe	Type of Action	Best Practices and Resources	Additional Element(s) this Strategy Addresses	Estimated Cost	Other Stakeholders		
	GOAL E-III: Retain and expand existing industry clusters and cultivate new clusters	E-III.A. Promote economic growth and job creation in technology, defense, and homeland security sectors	E-III.A.1. Participate in forums and information sessions with the defense and homeland security industry to discuss issues and foster collaboration	MEDAC	Ongoing	Program	The New England Defense Industry: Rhode Island Summary http://www.defensetech.net/images/RI_Defense%20Industry_11_8.pdf The Southeastern New England Defense Industry Alliance http://www.senedia.org/		\$ (under \$20,000)			
			E-III.A.2. Work with the RI congressional delegation, the Newport County Chamber of Commerce, the Small Business Administration and businesses to secure needed homeland security and defense small business grants and incentives	MEDAC	Ongoing	Program			\$\$ (\$20,001 - \$100,000)	Newport County Chamber of Commerce		
			E-III.A.3. Work with Congressional Delegation and Commerce RI to obtain their support for retaining and adding defense support contracts on Aquidneck Island	MEDAC; Planning Department	Ongoing	Program			\$ (under \$20,000)			
		E-III.B. Promote growth and opportunities in marine trades	E-III.B.1. Assist marine trade businesses with incentives for relocation and /or expansion efforts	MEDAC; Town Council; Planning Department	Medium-term (3-5 years)	Program	RI Marine Trade Association http://www.rimta.org/		Land Use	\$\$\$\$ (>\$250,000)		
			E-III.B.2. Collaborate with the RI Marine Trades Association to identify opportunities to enhance the local marine trades industry	MEDAC; Planning Department	Medium-term (3-5 years)	Program			Land Use	\$ (under \$20,000)		
			E-III.B.3. Participate in planning and promotion of marine related events, such as local regattas	MEDAC	Ongoing	Program				\$\$ (\$20,001 - \$100,000)		
		E-III.C. Support economic growth and job creation in the local tourism and hospitality industry	E-III.C.1. Collaborate with Discover Newport to promote Middletown's tourism industry	MEDAC	Ongoing	Program	RI Hospitality Association http://www.rihospitality.org/riha/ Tourism WORKS for Rhode Island http://www.tourismworksforri.com/				\$\$ (\$20,001 - \$100,000)	
			E-III.C.2. Facilitate implementation of the recommendations of the Atlantic Beach District Master Plan	Planning Department	Short (1-2 years), Medium (3-5 years), and Long-term (6-10+ years)	Infrastructure			Land Use	\$\$\$\$ (>\$250,000)		
			E-III.C.3. Collaborate with appropriate state and local organizations to address the water quality issues at the beaches	Public Works	Ongoing	Program			Natural Resources	\$\$ (\$20,001 - \$100,000)		
			E-III.C.4. Undertake beautification activities on town properties and roads, and encourage aesthetic improvements on private properties	Town Council; Planning Board	Ongoing	Program			Land Use	\$\$\$\$ (>\$250,000)	Tree Commission	
			E-III.C.5. Promote the protection of historic resources, landmarks, and scenic landscapes as an important component of the tourist economy, through appropriate regulatory measures	Planning Board; Town Council	Medium-term (3-5 years)	Program			Cultural Resources	\$\$ (\$20,001 - \$100,000)	Zoning Board, Middletown Historical Society	
			E-III.C.6. Increase efforts to plan events and activities to draw visitors to local businesses, such as festivals, concerts, nature walks, and tours	Arts Committee; MEDAC	Ongoing	Program			Cultural Resources Facilities and Services	\$\$ (\$20,001 - \$100,000)		
	E-III.C.7. Initiate a well-designed system of wayfinding signage within the community to assist visitors	Public Works; Town Administrator; Planning Department	Short-term (1-2 years)	Program		Transportation	\$\$ (\$20,001 - \$100,000)					
	GOAL E-IV: Strengthen the economic vitality of agriculture	E-IV.A. Increase farmland protection efforts	E-IV.A.1. Partner with non-profit organizations, and state and federal agencies to preserve farms and agricultural land through acquisition and conservation easements specifically for the purpose of retaining agricultural activities	Town Council; Town Administrator	Ongoing	Program	RI DEM Division of Agriculture http://www.dem.ri.gov/programs/bnatres/agricult/index.php Rhode Island Agricultural Partnership http://rhodyag.com/ Rhode Island Farm Bureau http://rifb.org/		Land Use Natural Resources	\$\$\$\$ (>\$250,000)	Aquidneck Land Trust; RIDEM	
			E-IV.A.2. Work with state and federal agencies to implement incentives which will promote the financial viability of agriculture	MEDAC	Ongoing	Program			Land Use Natural Resources	\$\$\$\$ (>\$250,000)		
			E-IV.A.3. Encourage agricultural use of town-owned land where appropriate	Town Administrator	Ongoing	Program			Land Use Natural Resources	\$ (under \$20,000)		
		E-IV.B. Recognize and encourage agriculture as an important business sector	E-IV.B.1. Partner with local and state agricultural and tourism organizations to promote agriculturally-based operations or activities that bring visitors to the town's farms (agri-tourism)	MEDAC	Ongoing	Program	Agricultural Marketing Resource Center http://www.agmrc.org/commodities_products/agritourism/ A Vision for Rhode Island Agriculture http://www.farmland.org/documents/RI_agriculture_5yr_strategic_plan.pdf		Land Use Natural Resources	\$\$ (\$20,001 - \$100,000)	RIDEM	
			E-IV.B.2. Increase farmers' ability, infrastructure and regulatory support to add value to their products	MEDAC, Planning Board	Ongoing	Program			Land Use Natural Resources	\$\$\$ (\$100,001 - \$250,000)		
E-IV.B.3. Assist with infrastructure, marketing and promoting locally produced goods through farmers markets and other direct-to-consumer opportunities and community outreach programs			MEDAC	Ongoing	Program			Land Use Natural Resources	\$\$\$ (\$100,001 - \$250,000)	RIDEM; RI Farm Bureau		
E-IV.B.4. Work with farm organizations such as Rhode Island Agriculture Partnership, the Farm Bureau, and RIDEM			MEDAC	Ongoing	Program			Land Use Natural Resources	\$ (under \$20,000)	Rhode Island Agriculture Partnership, the Farm Bureau, and RI DEM		
E-IV.C. Facilitate the adoption of farm-friendly ordinances		E-IV.C.1. Review and revise regulations as appropriate in order to expand the permitted agricultural and ancillary uses on farm property to support on-farm operations and promote viability of agricultural use	Planning Board; Town Council	Short-term (1-2 years)	Zoning Amendment	GrowSmartRI Agriculture http://www.growsmartri.org/ri-ordinances/agriculture/ RI DEM Community Guidance to Maintain Working Farms and Forests http://www.dem.ri.gov/programs/bpoladm/suswshed/pdfs/farmfor		Land Use Natural Resources	\$ (under \$20,000)	Zoning Board		
		E-IV.C.2. Consider the potential impact of any new regulation or ordinance on the viability of agriculture	Planning Board; Town Council	Ongoing	Zoning Amendment		Land Use Natural Resources	\$ (under \$20,000)	Zoning Board			

IMPLEMENTATION PROGRAM

Element	Goal	Policies	Action Items	Responsible Department	Timeframe	Type of Action	Best Practices and Resources	Additional Element(s) this Strategy Addresses	Estimated Cost	Other Stakeholders		
TRANSPORTATION	GOAL T-I: Promote safety as a top priority within all transportation strategies, infrastructure projects, and programs	T-I.A. Reduce the number and severity of accidents occurring on our roads	T-I.A.1. Ensure appropriate levels of police traffic patrols to enforce speed limits	Police Department	Ongoing	Program	US DOT Crash Reduction Factors http://safety.fhwa.dot.gov/tools/crf/ 2011 Aquidneck Island Transportation Study to increase safety on the island: http://www.vhb.com/aquidneck/pdf/finalreport/AITS%20Final%20Report-for%20double%20sided%20printing.pdf	Facilities and Services	\$\$\$ (\$100,001 - \$250,000)			
			T-I.A.2. Encourage the state to provide traffic enforcement on state highways	Town Administrator; Police Department	Ongoing	Program			\$ (under \$20,000)	State Police		
			T-I.A.3. Coordinate with the state to implement an educational effort in high schools to improve safety on state highways and local streets	Police Department; School Department; Road Safety Audit Team (RSAT)	Short-term (1-2 years)	Program			Facilities and Services	\$\$ (\$20,001 - \$100,000)	State Police	
			T-I.A.4. Conduct Road Safety Assessments in cooperation with RIDOT where appropriate	Engineering; Planning Department; Police; RSAT	Ongoing	Program			Facilities and Services	\$\$ (\$20,001 - \$100,000)		
			T-I.A.5. Complete a traffic study for the Green End Avenue / Miantonomi Avenue intersection to identify potential solutions for safety improvements	Engineering; Police; RSAT	Short-term (1-2 years)	Plan				\$\$ (\$20,001 - \$100,000)		
			T-I.A.5. Work with RIDOT in permitting and design of left-turn lanes along West Main and East Main Roads and extension of existing left-turn lanes where necessary	Engineering	Medium-term (3-5 years)	Program			Facilities and Services	\$\$\$\$ (>\$250,000)	RIDOT	
			T-I.A.6. Coordinate intersection improvements with RIDOT, including submission of town projects for inclusion on the state Transportation Improvement Program (TIP), focusing on projects that increase safety	Planning Department; Engineering	Medium-term (3-5 years)	Program			Facilities and Services	\$\$ (\$20,001 - \$100,000)	RIDOT	
			T-I.A.7. Ensure transportation system safety through maintenance of infrastructure, safe and consistent road surface conditions, and plowing and sanding of roads during and after winter storms	Public Works; Engineering; RSAT	Ongoing	Program			Facilities and Services	\$\$\$\$ (>\$250,000)		
	GOAL T-II: Provide a street network that allows for safe and efficient movement of vehicular traffic throughout the town	T-II.A. Alleviate congestion caused by regional traffic patterns		T-II.A.1. Remain involved with state and regional transportation planning efforts, including Statewide Planning, AIPC, and RIDOT	Planning Department	Ongoing	Plan	RI DOT http://www.dot.ri.gov/		\$ (under \$20,000)	RI Statewide Planning, AIPC, RIDOT	
				T-II.A.2. Work with RIDOT in planning permitting and design of projects that improve traffic flow	Planning Department; Engineering; Public Works	Medium-term (3-5 years)	Program			Land Use	\$\$ (\$20,001 - \$100,000)	RIDOT
				T-II.A.3. Establish better communication and coordination between state and local agencies and utilities during development site plan reviews and RIDOT Physical Alteration Permitting.	Planning Department; Building Department; Public Works	Short-term (1-2 years)	Program			Land Use	\$ (under \$20,000)	State agencies and utilities
				T-II.A.4. Work with regional and state agencies to promote a multi-modal transportation system as a means to alleviate traffic congestion generated by through traffic	Planning Department	Ongoing	Infrastructure			Facilities and Services	\$\$\$ (\$100,001 - \$250,000)	RIPTA; AIPC
				T-II.A.5. Support efforts to implement Transportation Management Associations (TMAs) for major employers and/or employment locations	Planning Department	Medium-term (3-5 years)	Program		Transportation Management Associations by Victoria Transport Policy Institute http://www.vtqi.org/tm/tm44.htm	Economic Development	\$\$ (\$20,001 - \$100,000)	
				T-II.A.6. Implement a wayfinding sign program targeted to visitors	Public Works; Town Administrator; MEDAC	Short-term (1-2 years)	Program		Pawtucket, RI - River Corridor Development Plan	Economic Development	\$\$\$\$ (>\$250,000)	RIDOT
		T-II.B. Promote alternative north-south transportation routes.	T-II.B.1. Work with partners to enhance Burma Road as a viable alternative to East Main and West Main Roads, including improved connections at the north and south, while maintaining its two-lane cross-section	Planning Department; Town Administrator	Long-term (6-10+ years)	Program	US DOT Active Traffic Management http://ops.fhwa.dot.gov/atdm/approaches/atm.htm		\$\$\$\$ (>\$250,000)	RIDOT		
		T-II.C. Promote the use of state-of-the-art technology for traffic management.	T-II.C.1. Support efforts to institute a comprehensive Intelligent Transportation System (ITS) and related technologies to manage traffic flows	Planning Department	Medium-term (3-5 years)	Infrastructure	US DOT Intelligent Transportation System http://www.its.dot.gov/		\$\$\$\$ (>\$250,000)			
		T-II.D. Implement policies that support access management principles.		T-II.D.1. Minimize the number and location of curb cuts by creating an access management plan	Planning Department; Zoning Board	Medium-term (3-5 years)	Plan		Facilities and Services	\$\$\$ (\$100,001 - \$250,000)		
				T-II.D.2. In cooperation with RIDOT, implement appropriate access management controls on arterial roadways, including limiting direct access to major roadways	Planning; Engineering	Ongoing	Program	US DOT Access Management http://ops.fhwa.dot.gov/access_mgmt/	Facilities and Services	\$\$ (\$20,001 - \$100,000)	RIDOT	
				T-II.D.3. Require new developments along East and West Main Roads and other state roads to use frontage roads with cross easements, or other collector streets that will access the highway at one curb cut	Planning Board; Town Council	Medium-term (3-5 years)	Zoning Amendment		Land Use Facilities and Services	\$ (under \$20,000)	RIDOT; Zoning Board and landowners	
		T-II.E. Support an interconnected local street system that allows for efficient movement of traffic		T-II.E.1. Require subdivision roads and new developments link with overall road system and provide adequate access when appropriate	Planning Board	Ongoing	Zoning Amendment		Land Use Facilities and Services	\$ (under \$20,000)		
				T-II.E.2. Encourage street and neighborhood connectivity by discouraging the use of cul-de-sacs	Planning Board	Ongoing	Zoning Amendment		Land Use Facilities and Services	\$ (under \$20,000)		
				T-II.E.3. Limit impact of traffic on local streets by utilizing traffic calming techniques where appropriate	Engineering; Public Works; Planning Board	Ongoing	Program	US DOT Traffic Calming http://safety.fhwa.dot.gov/speedmg/traffic_calm.cfm	Facilities and Services	\$\$\$\$ (>\$250,000)		

IMPLEMENTATION PROGRAM

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	GOAL T-III: Provide for and promote the use of alternative modes of transportation	T-III.A. Provide a safe, convenient, and pleasant network of walkways	T-III.A.1. Investigate options to provide safe pedestrian crossings on West Main Road and East Main Road	Planning Department; Engineering; RSAT	Ongoing	Infrastructure	Smart Growth America- National Complete Street Coalition http://www.smartgrowthamerica.org/complete-streets	Facilities and Services	\$\$\$ (\$100,001 - \$250,000)	RIDOT
			T-III.A.2. Upgrade existing sidewalks and install new sidewalks where appropriate, include sidewalk installation program as part of the capital improvement planning process.	Public Works; Engineering; Planning Department; RSAT	Ongoing	Infrastructure		Facilities and Services	\$\$\$\$ (>\$250,000)	
			T-III.A.3. Require construction/rehabilitation of sidewalks as part of any roadway construction or reconstruction project where appropriate	Planning Department; Engineering; RSAT	Ongoing	Infrastructure		Facilities and Services	\$ (under \$20,000)	
			T-III.A.4. Promote a Complete Streets approach to design and renovation of infrastructure that ensures safety and mobility of all users are considered	Planning Department; Engineering; Public Works; RSAT	Ongoing	Infrastructure		Land Use Facilities and Services	\$ (under \$20,000)	
		T-III.B. Encourage bicycle transportation through development of bike lanes, shared use paths, and bicycle facilities	T-III.B.1. Develop and implement a bicycle circulation plan for the town to provide dedicated bicycle facilities, including connection of missing links between suitable roads for bicycles	Planning Department; Public Works; RSAT	Medium-term (3-5 years)	Plan	Smart Growth America- National Complete Street Coalition http://www.smartgrowthamerica.org/complete-streets US DOT Bicycle & Pedestrian Design Guidance https://www.fhwa.dot.gov/environment/bicycle_pedestrian/guidance/design_guidance/ Bicycle Facilities Planning & Design Manual https://connect.ncdot.gov/projects/BikePed/Pages/Bike-Design-Manual.aspx	Facilities and Services	\$\$ (\$20,001 - \$100,000)	Bike Newport
			T-III.B.2. Support design, permitting and construction of Shoreline Bikeway (Burma Rd), an off-road shared use path along Newport Secondary Rail and Navy right-of-way (ROW).	Town Administrator; Planning Department	Long-term (6-10+ years)	Infrastructure		Facilities and Services	\$\$\$\$ (>\$250,000)	
			T-III.B.3. Support development of a dedicated shared use path along East Main Road	Town Administrator; Planning Department	Long-term (6-10+ years)	Infrastructure		Facilities and Services	\$\$\$\$ (>\$250,000)	
			T-III.B.4. Support construction of a shared use path along West Main Road	Town Administrator; Planning Department	Long-term (6-10+ years)	Infrastructure		Facilities and Services	\$\$\$\$ (>\$250,000)	
			T-III.B.5. Provide destination/guide signing for bicyclists	Planning Department; Public Works	Long-term (6-10+ years)	Infrastructure		Facilities and Services	\$\$\$ (\$100,001 - \$250,000)	
			T-III.B.6. Consider requiring installation of bike racks as part of site plan review process	Planning Board	Short-term (1-2 years)	Zoning Amendment		Land Use	\$ (under \$20,000)	
	T-III.B.7. Submit bicycle facilities projects for inclusion in the State's Transportation Improvement Program (TIP)	Planning Department; Engineering	Medium-term (3-5 years)	Program	Facilities and Services	\$\$ (\$20,001 - \$100,000)	RIDOT			
	T-III.C. Support enhancement of and marketing for water based transportation	T-III.C.1. Provide access locations to the East Passage of Narragansett Bay for kayaks and other small boats	Planning Department; Recreation	Medium-term (3-5 years)	Infrastructure	Facilities and Services	\$\$\$ (\$100,001 - \$250,000)			
	GOAL T-IV: Promote the use and expansion of public transit to reduce traffic congestion and to improve air and water quality for the citizens of Middletown and Aquidneck Island	T-IV.A. Expand and improve public transit system and services and ensure that the system meets the mobility needs of all citizens	T-IV.A.1. Work with RIPTA to upgrade and expand bus service in town to include greater frequency and coverage of residential and commercial nodes of activity	Planning Department	Ongoing	Infrastructure	Rhode Island Public Transit Authority http://www.ripta.com/	Economic Development	\$\$\$\$ (>\$250,000)	RIPTA
			Specifically Encourage the Following Additional Bus Service:							
			· Off-Island limited stops or express service to T.F. Green Airport and Amtrak Stations							
			· Increase frequency of Bus Route 60 (West Main and East Main Roads)							
			· Expand Flex Service areas and allow for same day scheduling							
			T-IV.A.2. Support implementation of Rapid Bus Service through transit signal priority and consolidating or eliminating closely spaced bus stops	Planning Department	Long-term (6-10+ years)	Infrastructure				
		T-IV.A.3. Endorse the Newport County Chamber of Commerce's concept for a Newport Jitney bus-trolley service from the Gateway Center to the beaches and hotels	Town Council	Short (1-2 years) and Medium-term (3-5 years)	Program	Economic Development	\$\$\$ (\$100,001 - \$250,000)	Newport County Chamber of Commerce		
		T-IV.A.4. Support solutions to increase transportation access for individuals with disabilities and senior citizens	Planning Department; Senior Center	Ongoing	Program	Facilities and Services	\$\$\$ (\$100,001 - \$250,000)	RIPTA; RIDOT		
T-IV.A.5. Encourage development patterns that promote transit use		Planning Board	Ongoing	Program	Land Use	\$ (under \$20,000)				
T-IV.A.6. Submit transit-related projects for inclusion in the State's Transportation Improvement Program (TIP)		Planning Department; Engineering	Medium-term (3-5 years)	Program		\$ (under \$20,000)	RIDOT			
T-IV.B. Enhance the public transit user's experience		T-IV.B.1. Work with RIPTA to provide benches and architecturally appropriate bus shelters	Planning Department	Medium-term (3-5 years)	Infrastructure	Rhode Island Public Transit Authority http://www.ripta.com/	Land Use	\$\$\$\$ (>\$250,000)	RIPTA	
		T-IV.B.2. Encourage RIPTA and RIDOT to make improvements in bus stop operations and safety such as bus pullouts and sidewalk/crosswalk upgrades, coordinate crosswalks with major bus stops	Planning Department	Ongoing	Infrastructure			\$ (under \$20,000)	RIPTA and RIDOT	
		T-IV.B.3. Encourage RIPTA to provide real-time bus information to mobile phones	Planning Department	Short-term (1-2 years)	Program			\$ (under \$20,000)	RIPTA	
T-IV.C. Promote the use of public transit among island commuters		T-IV.C.1. Encourage employers to support Transportation Demand Management (TDM) measures and institute transit programs and benefits for employees such as guaranteed ride home services, transit pass subsidies, on-site transit pass sales, parking cash out programs	Planning Department	Short-term (1-2 years)	Program	Rhode Island Public Transit Authority http://www.ripta.com/	Economic Development	\$ (under \$20,000)	Middletown employers	
		T-IV.C.2. Promote improved transit access to major employers	Planning Department	Ongoing	Program		Economic Development	\$ (under \$20,000)	RIPTA; Middletown employers	
T-IV.D. Maintain active Newport Secondary Rail Corridor		T-IV.D.1. Support appropriate passenger rail uses of the rail line	Town Administrator; Planning Department	Ongoing	Program	RI Division of Planning - Rail Planning http://www.planning.ni.gov/statewideplanning/transportation/railplanning.php		\$ (under \$20,000)	RIDOT	
	T-IV.D.2. Promote the preservation of the Newport Secondary rail corridor	Town Administrator; Planning Department	Ongoing	Program	Land Use		\$ (under \$20,000)	RIDOT		
	T-IV.D.3. Work with adjacent land owners as part of the local development approval process to eliminate existing or future encroachments into the rail right of way	Planning Board; Building and Zoning	Ongoing	Program	Land Use		\$\$ (\$20,001 - \$100,000)			
	T-IV.D.4. Support efforts to continue track maintenance/grade crossing improvements to retain Class 1 rating	Town Administrator; Planning Department	Ongoing	Program			\$ (under \$20,000)	RIDOT		

IMPLEMENTATION PROGRAM

Element	Goal	Policies	Action Items	Responsible Department	Timeframe	Type of Action	Best Practices and Resources	Additional Element(s) this Strategy Addresses	Estimated Cost	Other Stakeholders
	GOAL T-V: Maintain, preserve and extend the life and vitality of prior investments in the transportation system	T-V.A. Collect and analyze data to assist in identifying and prioritizing infrastructure upgrades and maintenance needs	T-V.A.1. Continue to maintain the Pavement Management Program and Sidewalk Condition Inventory	Engineering; Planning/GIS	Ongoing	Program		Facilities and Services	\$\$\$\$ (>\$250,000)	
			T-V.A.2. Utilize and update Geographic Information Systems (GIS) information to inventory intersections, catch basins, outfalls, utility access, locations, bike paths, curbs and sidewalks in the transportation system	Public Works, Engineering, Planning/GIS	Ongoing	Program		Information Technology		
			T-V.A.3. Maintain a "road database" with accurate information on all public and private roads	Public Works, Engineering, Planning/GIS	Ongoing	Program				
		T-V.B. Track and coordinate investments in the transportation system to minimize duplicate efforts and costs	T-V.B.1. Include ancillary improvements with the repair schedule to minimize disruption on the road system. For example, if sidewalks, bicycle paths, drainage, curbs, sewers, etc. are planned, they shall be installed during the scheduled repair period for the road	Engineering; Public Works	Ongoing	Program		Facilities and Services	\$ (under \$20,000)	
			T-V.B.2. Coordinate with RIDOT and utility companies on any work to occur on town roads. Complete all utility and roadwork, including emergency repairs, so that the new road surface is consistent with the old surface	Public Works; Engineering	Ongoing	Program		Facilities and Services	\$\$\$ (\$100,001 - \$250,000)	RIDOT
	GOAL T-VI: Make transportation decisions and policies that promote energy conservation, foster healthy communities, and protect environmental quality	T-VI.A. Avoid adversely affecting the environment and town's water quality with road and parking lot runoff	T-VI.A.1. Implement recommendations of the town's Phase II Stormwater Management Plan	Public Works; Planning Department	Ongoing	Program	RIPDES Storm Water Program: http://www.dem.ri.gov/programs/benviron/water/permits/ripdes/stwater/index.htm	Land Use Natural Resources	\$\$\$\$ (>\$250,000)	
		T-VI.B. Promote livable and sustainable communities through coordinated transportation/land use strategies	T-VI.B.1. Promote initiatives that reduce greenhouse gas emissions, such as low impact/smart growth development principles in zoning	Planning Board; Town Council	Short-term (1-2 years)	Zoning Amendment	Massachusetts Smart Growth / Smart Energy Toolkit - see Low Impact Development and Transit Oriented Development modules http://www.mass.gov/envir/smart_growth_toolkit/pages/SG-modules.html	Land Use Natural Resources	\$ (under \$20,000)	Zoning Board
			T-VI.B.2. Continue to develop land use policies/zoning that supports transit-oriented development with housing, retail, and jobs collocated with each other near transit (focusing efforts on Two Mile Corner)	Planning Board	Ongoing	Zoning Amendment		Land Use	\$\$ (\$20,001 - \$100,000)	Zoning Board
	HOUSING	GOAL H-I: Protect existing supply of affordable housing	H-I.A. Monitor existing affordable housing stock	H-I.A.1. Maintain a detailed affordable housing inventory and work with owners and other partners in efforts to preserve expiring units	Planning Department; Affordable Housing Committee	Ongoing	Program	HousingWorksRI http://www.housingworksri.org/		\$\$ (\$20,001 - \$100,000)
H-I.B. Support creation of low and moderate income housing units from existing development			H-I.B.1. Investigate collaborative opportunities to convert mobile home parks into cooperatives	Planning Board	Ongoing	Program		Land Use	\$ (under \$20,000)	
			H-I.B.2. Assist in expanding existing affordable housing developments including Lucy's Heart and Oxbow	Town Council	Ongoing	Program		Land Use	\$\$ (\$20,001 - \$100,000)	Church Community Housing Corp.
		H-I.B.3. Support redevelopment of vacant or underutilized structures into affordable housing units	Planning Board, Town Council	Ongoing	Program	Rhode Island Housing http://www.rhodeislandhousing.org/ HousingWorksRI http://www.housingworksri.org/	Land Use	\$\$\$ (\$100,001 - \$250,000)	Church Community Housing Corp.	
GOAL H-II: Promote a balance of housing choices for all income levels and age groups		H-II.A. Support development of special needs housing	H-II.A.1. Continue to support subsidized housing for special needs individuals through Community Development Block Grants and other available funding	Town Council	Ongoing	Program	Rhode Island Housing http://www.rhodeislandhousing.org/ HousingWorksRI http://www.housingworksri.org/	Facilities and Services	\$ (under \$20,000)	Church Community Housing Corp.
			H-II.B.1. Continue to provide CDBG funding to assist in creating housing for senior citizens	Town Council	Ongoing	Program		Facilities and Services	\$ (under \$20,000)	
		H-II.B. Support development of senior housing and opportunities for aging in place	H-II.B.2. Continue to support Independent Living Facilities as defined in the Zoning Ordinance	Planning Board	Ongoing	Program	Rhode Island Housing http://www.rhodeislandhousing.org/ HousingWorksRI http://www.housingworksri.org/	Land Use	\$\$ (\$20,001 - \$100,000)	
			H-II.B.3. Allow for the adaptation of accessory dwelling units to low-and-moderate income housing. The amendment to the Zoning Ordinance will allow for appropriate restrictions	Planning Board; Town Council	Medium-term (3-5 years)	Zoning Amendment	Massachusetts Smart Growth / Smart Energy Toolkit - see Accessory Dwelling Unit modules http://www.mass.gov/envir/smart_growth_toolkit/pages/SG-modules.html	Land Use	\$ (under \$20,000)	Zoning Board
			H-II.B.4. Continue to grant tax exemptions to seniors; allow tax deferrals for elderly; and freeze taxes for low income seniors	Town Council; Tax Assessor	Ongoing	Program			\$ (under \$20,000)	
		H-II.C. Support development of affordable family housing	H-II.C.1. Provide for affordable housing for households up to 120% Mean Family Income (MFI) in Inclusionary Zoning Ordinance	Planning Board; Town Council	Short-term (1-2 years)	Zoning Amendment	Rhode Island Housing http://www.rhodeislandhousing.org/ HousingWorksRI http://www.housingworksri.org/	Land Use	\$ (under \$20,000)	Zoning Board
			H-II.C.2. Encourage a mix of unit sizes and number of bedrooms in low and moderate income housing developments	Planning Board	Ongoing	Program		Land Use	\$ (under \$20,000)	Church Community Housing Corp.
H-II.D. Increase the number of year-round rental properties		H-II.D.1. Incentivize the rehabilitation of unused or underutilized buildings and large homes into multi-family dwellings	Planning Board; Town Council	Long-term (6-10+ years)	Program	APA Policy Whitepaper - Conversions of Large Single-Family Dwellings to Multiple-Family Dwellings https://www.planning.org/pas/at60/report5.htm	Land Use	\$\$ (\$20,001 - \$100,000)	Church Community Housing Corp.	
GOAL H-III: Increase supply of workforce housing		H-III.A. Promote the development of workforce housing	H-III.A.1. Consider adopting an inclusionary zoning ordinance with density bonus	Planning Board; Town Council	Medium-term (3-5 years)	Zoning Amendment	Rhode Island Housing http://www.rhodeislandhousing.org/ HousingWorksRI http://www.housingworksri.org/ Workforce Housing Tax Credits http://www.iowaeconomicdevelopment.com/CommunityDevelopment/WHTC	Land Use	\$ (under \$20,000)	Zoning Board
			H-III.A.2. Explore implementation of a municipal subsidy program with a multi-tiered incentives structure	Planning Board, Town Council	Medium-term (3-5 years)	Program			\$\$ (\$20,001 - \$100,000)	
	H-III.A.3. Prioritize affordable homeownership programs in CDBG applications		Town Council	Ongoing	Program			Land Use	\$ (under \$20,000)	
	H-III.A.4. Permit forms of housing that are affordable without subsidies; such types of housing include multi-family housing, mobile homes and Accessory Family Dwelling Units		Planning Board; Zoning Board	Ongoing	Program			Land Use	\$ (under \$20,000)	
	H-III.A.5. Encourage development of new rental housing by allowing multi-family and mixed-use development where appropriate in the Zoning Ordinance		Planning Board; Town Council	Long-term (6-10+ years)	Zoning Amendment			Land Use	\$ (under \$20,000)	Zoning Board

IMPLEMENTATION PROGRAM

Element	Goal	Policies	Action Items	Responsible Department	Timeframe	Type of Action	Best Practices and Resources	Additional Element(s) this Strategy Addresses	Estimated Cost	Other Stakeholders	
	GOAL H-IV: Reduce housing costs while promoting more sustainable development	H-IV.A. Advance lower housing costs through the waiving of associated town fees for low-and-moderate income housing development	H-IV.A.1. Develop standards for waiving or reducing fees for affordable housing units	Town Council	Short-term (1-2 years)	Program	Affordable Housing Regulatory Tools Case Studies - see Austin, Texas SMART housing program fee and tax reduction for affordable housing case study https://www.alexandriava.gov/uploadedFiles/housing/info/AffordableHousingCaseStudies12302010.pdf	Land Use	\$ (under \$20,000)		
		H-IV.B. Encourage mixed-use and transit oriented developments	H-IV.B.1. Create incentives for developers of mixed-use developments to create low and moderate income housing units	Planning Board; Town Council	Medium-term (3-5 years)	Program	GrowSmartRI Mixed Use database: http://www.growsmartri.org/ri-ordinances/mixed-use/ Massachusetts Smart Growth / Smart Energy Toolkit - see Transit Oriented Development modules http://www.mass.gov/envir/smart_growth_toolkit/pages/SG-	Land Use	\$\$ (\$20,001 - \$100,000)	Developers	
			H-IV.B.2. Allow mixed use by right in appropriate areas including second story residential over commercial properties	Planning Board; Town Council	Short-term (1-2 years)	Zoning Amendment		Land Use	\$ (under \$20,000)		
		H-IV.C. Encourage infill development and conversion of existing structures or underdeveloped properties into affordable housing	H-IV.C.1. Identify areas suitable for infill development/redevelopment	Planning Department	Short-term (1-2 years)	Zoning Amendment		Land Use	\$ (under \$20,000)		
			H-IV.C.2. Consider reducing lot sizes, setbacks and parking requirements to encourage infill development	Planning Board; Town Council	Ongoing	Zoning Amendment	APA Policy Whitepaper - Conversions of Large Single-Family Dwellings to Multiple-Family Dwellings https://www.planning.org/pas/at60/report5.htm	Land Use	\$ (under \$20,000)	Zoning Board	
			H-IV.C.3. Identify both municipally and privately owned properties which could be considered suitable sites for the development of affordable residential units	Planning Department	Short-term (1-2 years)	Program		Land Use	\$ (under \$20,000)		
		H-IV.D. Advance the use of energy-efficient measures in building design and construction to decrease housing costs in the long-term	H-IV.D.1. Enforce energy efficient building codes	Building & Zoning	Ongoing	Program	National Grid - Think Smart Think Green Resources: https://www.nationalgridus.com/narragansett/non_html/energy_observations.pdf		\$ (under \$20,000)	Residents and Businesses, and East Bay Energy Consortium	
			H-IV.D.2. Promote energy efficiency programs	Planning Board; Building & Zoning; Town Council	Medium-term (3-5 years)	Program			\$ (under \$20,000)	Residents and Businesses, and East Bay Energy Consortium	
		GOAL H-V: Appropriately site affordable housing	H-V.A. Integrate affordable housing into the community	H-V.A.1. Ensure affordable units are integrated with market-rate units in new developments whenever feasible, to avoid the concentration of units in specific areas of town	Planning Board; Zoning Board	Ongoing	Program		Land Use	\$ (under \$20,000)	Developers
				H-V.A.2. Require inclusionary units be on-site whenever feasible	Planning Board	Medium-term (3-5 years)	Program		Land Use	\$ (under \$20,000)	Developers
	H-V.B. Consider characteristics of surrounding area when reviewing plans for affordable housing		H-V.B.1. Encourage the siting of affordable housing near public transit and services	Planning Board	Ongoing	Program		Land Use	\$ (under \$20,000)	Developers	
			H-V.B.2. Encourage developments for elderly and special needs housing to be easily accessible to municipal, commercial, and medical facilities as well as transit	Planning Board	Ongoing	Program		Land Use	\$ (under \$20,000)		
	H-V.C. Explore a transfer of development rights (TDR) program		H-V.C.1. Research transfer of development rights (TDR) program	Planning Department	Medium-term (3-5 years)	Program	Jamestown, RI - Special Development District (Affordable Housing - page 83): http://www.jamestownri.net/zoning/Final%20Zoning%20amended%203-1-2010.pdf	Land Use	\$\$ (\$20,001 - \$100,000)		
			H-V.C.2. Explore options for implementation of a regional TDR Program through communication with neighboring communities	Planning Department	Long-term (6-10+ years)	Program		Land Use	\$\$\$ (\$100,001 - \$250,000)	Neighboring Communities	
	GOAL H-VI: Meet the state's 10% requirement for low-and-moderate income housing	H-VI.A. Ensure coordination of affordable housing activities	H-VI.A.1. Establish an affordable housing committee to implement the affordable housing plan and review the plan's progress annually	Town Council	Short-term (1-2 years)	Program	Housing Works RI - Affordable Housing Committees: http://www.housingworksri.org/affordable-homes/resources/committees	Land Use	\$ (under \$20,000)		
		H-VI.B. Collaborate with local affordable housing developers to achieve mutual goals	H-VI.B.1. Continue use of Community Development Block Grants (CDBG) funding for programs that create low and moderate income units in Middletown supported by the community	Town Council	Ongoing	Program		Land Use	\$\$ (\$20,001 - \$100,000)		
		H-VI.C. Secure funding for affordable housing	H-VI.C.1. Monitor and pursue funding opportunities for development of affordable housing	Planning Department	Ongoing	Program			\$ (under \$20,000)	Rhode Island Housing	
			H-VI.C.2. Advocate for increase in project based rental subsidies tied to Middletown housing units	Planning Department	Ongoing	Program			\$ (under \$20,000)		
			H-VI.C.3. Explore establishing an affordable housing trust fund	Town Council	Medium-term (3-5 years)	Program	Center for Community Change - Housing Trust Fund Examples: http://housingtrustfundproject.org/state/rhode-island/		\$\$ (\$20,001 - \$100,000)		
			H-VI.C.4. Explore establishing a local housing authority	Town Council	Medium-term (3-5 years)	Program			\$\$ (\$20,001 - \$100,000)	Rhode Island Housing	
		H-VI.D. Advocate for fair and effective affordable housing legislation at the	H-VI.D.1. In partnership with other municipalities, participate in review and update of current affordable housing legislation	Town Council; Planning Department	Short-term (1-2 years)	Program			\$\$ (\$20,001 - \$100,000)		

IMPLEMENTATION PROGRAM

Element	Goal	Policies	Action Items	Responsible Department	Timeframe	Type of Action	Best Practices and Resources	Additional Element(s) this Strategy Addresses	Estimated Cost	Other Stakeholders
FACILITIES & SERVICES	GOAL F-I: Provide high quality and efficient municipal services and facilities that meet the needs of residents	F-I.A. Deliver town services in a cost effective manner	F-I.A.1. Maintain and implement Strategic Plans for providing Town services	Town Council; Town Administrator; Library; School Department	Ongoing	Plan	Town of Castle Rock, CO Strategic Plan: http://www.crgov.com/DocumentCenter/Home/View/1011		\$\$\$\$ (>\$250,000)	Department Heads
			F-I.A.2.-Continue to implement best management practices for efficiently providing and funding public services	Town Administrator	Ongoing	Program	Municipal Best Practices Checklist for Finances, Personnel, and General Management: http://www.bloomingdalenj.org/documents/clerk/best_practices_inventory_municipalities_final_protected-1.pdf		\$\$\$\$ (>\$250,000)	Department Heads
			F-I.A.3. Continue to implement E-Town Hall to make public information, permitting, and other functions available electronically on the Town's website	Information Technology	Ongoing	Program			\$\$ (\$20,001 - \$100,000)	
		F-I.B. Reduce energy costs for the town	F-I.B.1. Conduct energy audits and inventory power usage by all town facilities and vehicles, and implement energy saving measures	Town Administrator; School Department	Short-term (1-2 years)	Program	ICLEI USA: www.icleiusa.org Portfolio Manager: http://www.energystar.gov/buildings/facility-owners-and-managers/existing-buildings/use-portfolio-manager WegoWise: https://www.wegowise.com/ FacilityDude: http://facilitydude.com/		\$\$ (\$20,001 - \$100,000)	Information Technology, Department Heads
			F-I.C. Make optimum use of existing public facilities and town owned land and sustain prior investments in infrastructure	F-I.C.1. Maintain town roads, sewers, and other public infrastructure in a high state of repair	Public Works	Ongoing	Program		Transportation	\$\$\$ (\$100,001 - \$250,000)
		F-I.C.2. Consider preparing a long-term maintenance plan for town-owned properties	F-I.C.2.1. Consider preparing a long-term maintenance plan for town-owned properties	Town Administrator	Medium-term (3-5 years)	Plan	New Canaan, CT Municipal and Public Use Facilities Master Plan: http://www.newcanaan.info/filestorage/9488/9220/809/10945/Phase_1_Report_FINAL_Feb_18.pdf		\$\$ (\$20,001 - \$100,000)	Department Heads
			F-I.C.3. Develop a town facilities use, management and maintenance plan	Town Administrator	Short-term (1-2 years)	Plan			\$\$ (\$20,001 - \$100,000)	Department Heads
			F-I.C.4. Site municipal facilities in areas appropriate to their function and use	Town Administrator	Ongoing	Program		Land Use	\$ (under \$20,000)	Department Heads
		F-I.D. Meet the future water needs of the community	F-I.D.1. Work with the Newport Water Department to establish a municipal drought management response strategy to coordinate with the RI Water Resources Board during times of drought	Public Works	Short-term (1-2 years)	Plan		Natural Resources	\$\$ (\$20,001 - \$100,000)	
	F-I.D.2. Consider extending waterlines to currently unserved areas for fire protection and public water supply		Public Works	Long-term (6-10+ years)	Infrastructure			\$\$\$\$ (>\$250,000)	Newport Water Department	
	GOAL F-II: Support consolidation and sharing of public services and facilities that result in an increase in cost-effectiveness without negatively impacting the quality of service provided	F-II.A. Enhance and expand intergovernmental cooperation and consolidation	F-II.A.1. Investigate opportunities to share equipment, facilities, infrastructure, and services to maximize the benefit to taxpayers	Town Administrator; Town Council; School Department	Ongoing	Program	Andover, MA - Creation of Department of Municipal Services: http://andoverma.gov/publish/muniservicesorgplan.pdf		\$ (under \$20,000)	Other relevant departments
	GOAL F-III: Deliver high quality public education and school building facilities in order to promote excellence in public education and fully meet the community's responsibility to provide for the next generation	F-III.A. Ensure that school programs meet the educational needs of students and facilities have adequate capacity to accommodate enrollment demands	F-III.A.1. Adopt an Education Facilities Plan	School Department; Town Council	Long-term (6-10+ years)	Plan	National Clearinghouse for Educational Facilities, School Facilities Planning and Design Guidelines: http://www.ncef.org/rl/facilities_guides.cfm	Recreation	\$\$ (\$20,001 - \$100,000)	Community Organizations
			F-III.A.2. Maintain and upgrade school facilities	School Department	Ongoing	Program	National Clearinghouse for Educational Facilities, School Facilities Planning and Design Guidelines: http://www.ncef.org/rl/facilities_guides.cfm		\$\$\$ (\$100,001 - \$250,000)	
			F-III.A.3. Provide school facilities that support year round community utilization by all residents for recreation, meeting space, and other uses.	School Department; Town Council	Ongoing	Program	National Clearinghouse for Educational Facilities, including Community Use Guidelines (Model Joint Use Agreement Resources): http://www.ncef.org/rl/community_use.cfm?date=4	Recreation	\$ (under \$20,000)	Community Organizations
			F-III.A.4. Develop a Technology Plan to adapt to changes in communications, facilities and equipment.	School Department	Short-term (1-2 years)	Plan	Greenfield, MA Technology Master Plan: http://greenfield-ma.gov/Pages/GreenfieldMA_News/01DB92D9-000F8513?Access=1		\$ (under \$20,000)	Information Technology, Department Heads
GOAL F-IV: Provide programs, services, and materials for all ages that encourage a love of reading, life-long learning, and cultural enrichment	F-IV.A. Continually improve access to library services and facilities	F-IV.A.1. Continue to gather materials that enhance and enrich library collections	Public Library; School Department	Ongoing	Program			\$\$ (\$20,001 - \$100,000)		
		F-IV.A.2. Explore opportunities to increase the number of library users, materials circulated, and program participation	Public Library	Ongoing	Program			\$\$ (\$20,001 - \$100,000)		
		F-IV.A.3. Periodically evaluate demand for library services, including resource needs, and modify programs as needed	Public Library	Ongoing	Program			\$ (under \$20,000)		
		F-IV.A.4. Investigate replacement of the library facilities	Public Library; Town Council	Long-term (6-10+ years)	Infrastructure	Wayland, MA Library Feasibility Study: http://www.waylandlibrary.org/about_us/feasibility_study_report.html		\$\$\$\$ (>\$250,000)		
GOAL F-V: Provide high-quality law enforcement, fire protection, and emergency dispatch services in a cost-efficient, coordinated, and cooperative manner that meets the needs of the town's residents, workers, and visitors	F-V.A. Maintain public safety facilities, resources, and personnel to the highest degree of readiness	F-V.A.1. Utilize data and program performance measures to monitor outcomes from public safety efforts	Police Department; Fire Department	Ongoing	Program	Clearwater, FL Performance Measures for Public Safety: http://www.clearwater-fl.com/gov/depts/omb/docs/pub/archive/approved_03-04_budget/pdfs/5_strategic_vision/b_vision_measures.pdf		\$\$ (\$20,001 - \$100,000)		
		F-V.A.2. Work with the Newport Water Department to expand the public water system to provide fire protection coverage	Town Council	Long-term (6-10+ years)	Infrastructure		Natural Resources	\$\$\$\$ (>\$250,000)		
	F-V.B. Plan for appropriate disaster mitigation preparedness, response, and recovery	F-V.B.1. Implement activities identified in the Town's Adopted Local Hazard Mitigation Plan (See Appendix)	Fire Department; Police Department; Planning Department	Ongoing	Plan	City of Lewes, DE Hazard Mitigation and Climate Adaptation Action Plan: http://www.icleiusa.org/action-center/planning/Lewes%20Hazard%20Mitigation%20and%20Climate%20Adaptation%20Action%20Plan.pdf	Natural Resources	\$\$\$ (\$100,001 - \$250,000)	Rhode Island Emergency Management Agency	
GOAL F-VI: Provide solid waste and recycling management in an economical and environmentally sound manner	F-VI.A. Continue to exceed the state's minimum recycling rate of 35% and minimum diversion rate of 50%	F-VI.A.1. Promote public awareness through community education programs that reduce solid waste, increase recycling, and ensure the proper disposal of household hazardous waste	Public Works	Ongoing	Program	Rhode Island Resource Recovery Corporation: http://www.rirc.org/home/ Northeast Resource Recovery Association: http://www.nrra.net/	Natural Resources	\$ (under \$20,000)	Rhode Island Resource Recovery Corporation, Schools	
		F-VI.A.2. Explore options to locate and manage a town composting facility	Public Works	Long-term (6-10+ years)	Infrastructure	Ellsworth, ME Municipal Composting Study: http://www.cityofellsworthme.org/planning/sustain/compost.htm	Natural Resources	\$\$\$ (\$100,001 - \$250,000)	Commercial entities	

IMPLEMENTATION PROGRAM

Element	Goal	Policies	Action Items	Responsible Department	Timeframe	Type of Action	Best Practices and Resources	Additional Element(s) this Strategy Addresses	Estimated Cost	Other Stakeholders	
LAND USE	GOAL L-I: To achieve a balanced and harmonious development pattern in Middletown that promotes economic growth and reinvestment while preserving neighborhood integrity, environmental and aesthetic quality, and overall livability	L-I.A. Promote a land use and development framework based upon smart growth principles	L-I.A.1. Review and update the zoning ordinance, and subdivision regulations to ensure smart growth principles are encouraged	Planning Board; Town Council	Short-term (1-2 years)	Zoning Amendment	Lowell Form-based code Case Study: http://www.mass.gov/envir/smart_growth_toolkit/pages/CS-fbc-lowell.html	Natural Resources	\$ (under \$20,000)	Grow Smart RI	
			L-I.A.2. Adopt mixed-use zoning ordinance which allows for mixed use in all commercial areas.	Planning Board; Town Council	Short-term (1-2 years)	Zoning Amendment		Economic Development	\$ (under \$20,000)		
			· Identify site specific properties where mixed-use zoning should be encouraged								
			· Create incentives for property owners/developers to build mixed use properties								
			L-I.A.3. Explore residential bulk limit zoning regulations as a means to limit the scale of new construction and protect the character of existing residential neighborhoods	Planning Board; Town Council	Short-term (1-2 years)	Zoning Amendment		Bay County Florida Zoning Bulk Regulations: http://co.bay.fl.us/planning/bulkregulations.pdf Neptune Township: Zoning District Bulk Regulations: http://www.neptunetownship.org/sites/default/files/archive/documents/Zoning_District_Bulk_Regulations.pdf	Housing		\$ (under \$20,000)
			L-I.A.4. Explore establishing Two-Mile Corner area as a State recognized growth center	Planning Board; Town Council	Medium-term (3-5 years)	Plan		Economic Development Study (Scituate, MA): http://www.scituate.ma.gov/sites/scituatema/files/file/scituate_ed_study_current_conditions_and_market_study_march_2014.pdf Recommendations for the Village Center Study (Concord, MA): http://www.concordma.gov/pages/ConcordMA_Planning/VillageCenterStudy.pdf	Economic Development		\$ (under \$20,000)
		L-I.A.5. Research how form-based zoning could complement our existing Commercial Design Standards	Planning Department	Medium-term (3-5 years)	Zoning Amendment	MA Form Based Code Toolkit: http://www.mass.gov/envir/smart_growth_toolkit/pages/mod-fbc.html Form Based Code Case Study - Southfield, MA: http://www.mass.gov/envir/smart_growth_toolkit/pages/CS-fbc-southfield.html	Economic Development	\$\$ (\$20,001 - \$100,000)			
		L-I.A.6. Take appropriate steps to ensure that the Zoning Ordinance and Zoning Map are consistent with the Future Land Use Plan, as identified on Map L-4, Future Land Use and Map L-5, Potential Zone Changes.	Planning Board; Town Council	Short-term (1-2 years)	Zoning Amendment		Land Use	\$\$\$ (\$100,001-\$250,000)	landowners, developers		
		L-I.B. Identify and maintain a list of potential open space properties for conservation	L-I.B.1. Contact property owners to encourage conservation options	Town Administrator; Open Space & Recreation Committee	Ongoing	Program	Rhode Island Woods, Landowner Toolbox: http://rhodeislandwoods.uri.edu/landowner-toolbox/where-do-i-begin/	Natural Resources	\$ (under \$20,000)		Aquidneck Land Trust, RIDEM (Forest Legacy Program), NRCS
		L-I.C. Create walkable neighborhoods and a connected transportation network for all modes and people of all ages	L-1.C.1. Require street connectivity to existing street network when possible and when new subdivisions and roads are proposed	Planning Board	Ongoing	Zoning Amendment	Walksteps.org - Add Street Connectivity Minimums into Subdivision Regulations: http://walksteps.org/tactics/add-street-connectivity-minimums-into-subdivision-ordinances/	Transportation	\$ (under \$20,000)		RIDOT
	L-1.C.2. Require safe pedestrian accessibility to commercial developments		Planning Board	Ongoing	Zoning Amendment	Lincoln, NE Design Standards for Pedestrian Circulation in Commercial and Industrial Areas: http://lincoln.ne.gov/city/attorn/Designs/ds3105.pdf	Transportation	\$ (under \$20,000)	Developers		
	L-1.C.3. Require sidewalks, within new residential developments, and where desirable offer incentives to developers to create walking and/or bicycle paths		Planning Board	Ongoing	Zoning Amendment	King County Pedestrian-Oriented Commercial Development SDO: http://www.kingcounty.gov/property/permits/gis/DevConditionsSearch/SDO/SO-050.aspx	Transportation	\$ (under \$20,000)	Developers		
	L-1.C.4. Inventory priority streets for the installation of new sidewalks to include in Capital Improvement Program (CIP)		Police Department; Engineering	Short-term (1-2 years)	Program	Dallas Bond Criteria, Sidewalk Safety Project Criteria (page 6): http://www.dallascityhall.com/pdf/Bond/CriteriaDescription.pdf	Transportation	\$ (under \$20,000)	Department of Public Works		
	L-1.C.5. When there is enough space, provide a landscaping strip along sidewalks to buffer pedestrians from traffic and as a place to accommodate snow		Planning Board; Engineering	Ongoing	Zoning Amendment	Sidewalk Strip Planting: http://www.bayeradvanced.com/articles/sidewalk-strip-planting-tips#sthash.RFYtTnbY.dpuf	Transportation Natural Resources	\$ (under \$20,000)	Department of Public Works		
	L-I.D. Ensure land uses that surround the Colonel Robert F. Wood Airport are compatible with airport operations	L-I.D.1. Develop and adopt an Airport Hazard Area Overlay District	Planning Board; Town Council	Short-term (1-2 years)	Zoning Amendment	Lincoln, RI Airport Hazard Zone (page 45): http://www.lincolnri.org/documents/zoning/zoning_ordinance_2007.pdf Farmington, CT Airport Approach Overlay Zoning (page 112): http://www.farmington-ct.org/docs/planzone/Zoning_Regulations.pdf		\$ (under \$20,000)	Middletown Airport, Landowners in the potential Overlay Zone		
		L-I.D.2. Communicate significant proposed development nearby airport to Rhode Island Airport Corporation (RIAC)	Planning Department; Zoning	Ongoing	Program			\$ (under \$20,000)	Rhode Island Airport Corporation		
	L-I.E. Participate in regional planning efforts with appropriate partners and neighboring communities	L-1.E.1. Participate in regional planning efforts with appropriate partners and neighboring communities	Planning Board; Planning Department; Town Council	Ongoing	Program			\$ (under \$20,000)	AIPC, Regional partners, neighboring communities		
	GOAL L-II: Appropriately site commercial and industrial uses	L-II.A. Discourage additional commercial sprawl/large-scale strip retail development	L-II.A.1. Require that significant future retail development be contained within areas or on parcels already devoted to this type of use	Planning Board; Town Council	Ongoing	Zoning Amendment	Forsyth County Commercial and Office Districts: http://www.forsythco.com/CPFiles/UDC/udc_014_ch12.pdf	Economic Development	\$ (under \$20,000)		
		L-II.B. Encourage the redevelopment of vacant and underutilized commercial properties	L-II.B.1. Consider adopting incentives to attract desirable development and redevelopment to areas of town with existing infrastructure, including a potential Growth Center at Two-Mile Corner	Planning Board; Town Council	Medium-term (3-5 years)	Program	Downtown Pascoag Redevelopment Plan: http://www.burrillville.org/Public_Documents/FOV1-0000F9AE/Pascoag%20Redevelopment%20Plan.pdf Spartanburg, SC Business Corridor Redevelopment Program: http://www.cityofspartanburg.org/economic-development/incentives	Economic Development	\$\$\$ (\$100,001 - \$250,000)		

IMPLEMENTATION PROGRAM

Element	Goal	Policies	Action Items	Responsible Department	Timeframe	Type of Action	Best Practices and Resources	Additional Element(s) this Strategy Addresses	Estimated Cost	Other Stakeholders
		L-II.C.1. Provide opportunities for light industrial development	L-II.C.1. Maintain industrial zoning in areas that have historically been used for industrial purposes	Planning Board, Town Council	Ongoing	Zoning Amendment		Economic Development	\$ (under \$20,000)	
		L-II.C.2. Ensure light industrial development is compatible with adjacent land uses and the environment through use of design and performance standards		Planning Board; Zoning Board	Ongoing	Zoning Amendment	Broward County Industrial//Residential Land Use Compatibility Study: http://www.broward.org/PlanningAndRedevelopment/Documents/Industrial_residential_compatibleuse_study.pdf	Economic Development	\$ (under \$20,000)	
	GOAL L-III: Preserve and maintain the agricultural landscape and heritage of Middletown	L-III.A. Conserve agricultural land, important soils and the economic viability of the local	L-III.A.1. Acquire development rights with land trusts and private/public land preservation organizations to agricultural parcels	Town Council; Open Space & Fields Committee	Ongoing	Program	Smart Communities Network - Land Use Strategies, Transfer of Development Rights: http://www.smartcommunities.ncat.org/landuse/transfer.shtml	Natural Resources; Recreation, Conservation & Open Space	\$\$\$\$ (>\$250,000)	Aquidneck Land Trust
		L-III.B. Allow flexibility in regulations to support the needs of agricultural businesses	L-III.B.1. Craft a new overlay district and zoning amendments that would allow agricultural land owners to utilize a portion of their land for agriculturally-related business endeavors including events and the production of value-added products to support the continued agricultural use of the land and provide agri-tourism opportunities for residents and visitors	Planning Board; Town Council	Short-term (1-2 years)	Zoning Amendment	Thurston, WA Agritourism Overlay District: http://www.co.thurston.wa.us/planning/planning_commission/agenda/2013-10-02/pc-agenda-20131002-attachment-staff-report-agritourism-overlay-update.pdf and http://www.co.thurston.wa.us/permitting/agriculture/docs/agritourism-update-2014-map.pdf	Natural Resources; Economic Development	\$ (under \$20,000)	Aquidneck Land Trust, Farms, American Farmland Trust
			L-III.B.2. Establish a Rural Village District along East Main Road that allows for appropriate, small scale, agriculturally -related businesses	Planning Board; Town Council	Short-term (1-2 years)	Zoning Amendment	Rural Center Zoning Tool from Chester County, PA: http://www.chescopagreen.org/ToolsLandscape/Rural/RurCentZoning.cfm Jackson Township Rural Center District: http://www.jacksontownship.us/Documents/Rural_Center_District.pdf Klickitat County Rural Center District: http://www.klickitatcounty.org/planning/FilesHtml/ZoningPDF/02-09-RURALCTR.RC.pdf	Recreation, Conservation, & Open Space; Economic Development	\$ (under \$20,000)	Aquidneck Land Trust
	GOAL L-IV: Protect natural resources including environmentally sensitive lands, flora and fauna, and water quality	L-IV.A. Work to conserve lands and natural resources which have conservation values that benefit the community	L-IV.A.1. Identify and prioritize environmentally sensitive areas	Planning Department	Medium-term (3-5 years)	Program	Science Direct's definition of environmentally sensitive area: http://www.sciencedirect.com/science/article/pii/S0169204694020169	Natural Resources	\$\$ (\$20,001 - \$100,000)	State
			L-IV.A.2. Purchase and protect environmentally sensitive land, where feasible and available	Town Administrator; Town Council; Open Space & Fields Committee	Ongoing	Program		Natural Resources	\$\$\$\$ (>\$250,000)	Aquidneck Land Trust
			L-IV.A.3. Review current zoning of environmentally sensitive lands to ensure appropriate designations	Planning Department; Planning Board; Town Council	Medium-term (3-5 years)	Zoning Amendment	Zoning the Ocean: http://www.rhodeislandpropertylaw.com/articles/ocean-zoning/ Town of Charlestown, RI Environmental Analysis Ordinance: http://www.ecode360.com/8491365?highlight=environmental#8491365	Natural Resources	\$ (under \$20,000)	Developers
		L-IV.B. Preserve and/or establish natural resource connections such as greenways, blueways, and wildlife corridors	L-IV.B.1. Preserve land as greenways and blueways, utilizing land trusts, conservation foundations, and government agencies as potential partners	Town Council	Ongoing	Program	Region 2000 Greenways and Blueways Plan: http://www.region2000.org/greenways-and-blueways.html	Natural Resources	\$\$ (\$20,001 - \$100,000)	Aquidneck Land Trust, State agencies, Coastal Resources Management Council
		L-IV.C. Protect water quality on a local and regional basis for private and public water supplies	L-IV.C.1. Require the use of integrated best management practices particularly in watershed sensitive areas	Planning Department; Zoning Board; Public Works	Ongoing	Program	Center for Watershed Protection: http://cwp.org/	Natural Resources	\$ (under \$20,000)	Rhode Island Rivers Council
	GOAL L-V: Maintain and preserve beaches and other shoreline features as significant natural resources	L-V.A. Preserve the character of Second and Third Beaches while supporting appropriate recreational uses and ensuring public safety	L-V.A.1. Implement improvements to beach facilities and activities as necessary	Town Council; Public Works	Ongoing	Program	Rhode Island Shoreline Change Special Area Management Plan: http://www.beachsamp.org/ Town of Warren Harbor Management Plan: http://www.townofwarren-ri.gov/images/harbor_management_plan_Rev.2004.pdf	Recreation Natural Resources	\$\$\$ (\$100,001 - \$250,000)	State, Coastal Resources Management Council
		L-V.B. Acquire shoreline property valuable for public use, as it becomes available	L-V.B.1. Adopt the recommendations in the West Side Master Plan, including preserving shoreline property such as the Navy land along Narragansett Bay.	Planning Department; Planning Board; Town Administrator; Town Council	Short-term (1-2 years) and Ongoing	Program	Implementing the West Side Master Plan: http://www.aquidneckplanning.org/wsmp.cfm	Natural Resources	\$ (under \$20,000)	Navy Base, landowners in the West Side area
GOAL L-VI: Take advantage of opportunities for appropriate redevelopment of the West Side which benefit the Town and U.S. Navy	L-VI.A. Support the continued military use of those land areas that are needed for Naval Station Newport and other related evolving national priorities	L-VI.A.1. Engage local and regional partners in discussions about compatible and appropriate uses around military land	Town Council; Planning Board	Ongoing	Program	EPA's Turning Bases into Great Places: http://www.epa.gov/smartgrowth/pdf/bases_into_places.pdf	Natural Resources, Recreation, Economic Development, Housing	\$ (under \$20,000)	Navy Base, Chamber of Commerce, other local/regional/state entities	
		L-VI.A.2. Allow and encourage future military-related research and development and other military-compatible uses in appropriate locations that are proximate to existing facilities	Town Council; Planning Board	Ongoing	Program	EPA's Turning Bases into Great Places: http://www.epa.gov/smartgrowth/pdf/bases_into_places.pdf	Economic Development, Housing	\$\$\$ (\$100,001 - \$250,000)	Navy Base, Chamber of Commerce, other local/regional/state entities	
	L-VI.B. Ensure that the reuse of excess Navy land is consistent with the economic, civic and environmental goals of the town	L-VI.B.1. Implement planned redevelopment of excess Navy land	Town Council; Planning Department	Short (1-2 years), Medium (3-5 years), and Long-term (6-10+ years)	Program	EPA's Turning Bases into Great Places: http://www.epa.gov/smartgrowth/pdf/bases_into_places.pdf	Economic Development	\$\$\$\$ (>\$250,000)	Navy Base, Chamber of Commerce, other local/regional/state entities	

IMPLEMENTATION PROGRAM

Element	Goal	Policies	Action Items	Responsible Department	Timeframe	Type of Action	Best Practices and Resources	Additional Element(s) this Strategy Addresses	Estimated Cost	Other Stakeholders
	GOAL L-VII: Protect and enhance the natural scenic beauty and heritage of Middletown as a coastal New England community	L-VII.A. Ensure development will have a minimal impact on scenic resources which provide quality of life for residents and visitors	L-VII.A.1. Develop an inventory of scenic resources in Middletown	Planning Department	Medium-term (3-5 years)	Program	Scenery Management for National Historic Trails: http://www.ntc.blm.gov/krc/uploads/170/Visual%20Resource%20and%20Scenery%20Mgt%20-%20Rob%20Sweeten.pdf	Natural Resources	\$ (under \$20,000)	
			L-VII.A.2. Consider scenic resources when reviewing the type, location, and intensity of land uses	Planning Board	Ongoing	Plan	Woodstock, CT Development Review Checklist with Scenic Resources: http://www.woodstockconservation.org/checklist.htm	Natural Resources	\$ (under \$20,000)	
			L-VII.A.3. Implement projects and programs that enhance views at publicly accessible viewpoints	Town Administrator; Planning Department; Open Space & Fields Committee; Tree Commission	Ongoing	Program	Scenic Pittsburgh: http://www.scenicpittsburgh.org/programs/	Recreation Natural Resources	\$\$ (\$20,001 - \$100,000)	
			L-VII.A.4. Identify roadways for potential scenic roads designation	Planning Department; Town Council	Medium-term (3-5 years)	Program	Rhode Island's Scenic Roadways: http://www.dot.ri.gov/community/scenicroadways.php	Natural Resources	\$ (under \$20,000)	
			L-VII.A.5. Encourage the planting of new, resilient street trees that contribute to the town's tree canopy and the preservation of existing trees in new developments.	Planning Department; Zoning; Tree Commission	Ongoing	Program	Native, resilient trees in Southern New England: http://nativeplantwildlifegarden.com/native-trees-for-southern-new-england/ PlantNative: http://www.plantnative.org/rpl-nes.htm	Natural Resources	\$ (under \$20,000)	Conservation Commission
		L-VII.B. Enhance the aesthetics of our built environment	L-VII.C.1. Uphold the town's commercial design standards that require the use of traditional colonial architecture and quality natural building materials that are historically accurate	Planning Board; Planning Department; Building & Zoning	Ongoing	Program	Belchertown, MA Commercial Development Design Guidelines: http://www.belchertown.org/departments/planning/docs/Commercial_design_guidelines.pdf	Cultural/Historic Resources	\$ (under \$20,000)	
			L-VII.C.2. Maintain historic structures owned by the town	Town Administrator; Public Works	Ongoing	Program	Whole Building Design Guide - Operations and Maintenance for Historic Structures: http://www.wbdg.org/resources/omhs.php	Cultural/Historic Resources	\$\$\$\$ (>\$250,000)	
			L-VII.C.3. Minimize the visual impact of utility lines through measures such as undergrounding and tree plantings	Planning Board; Planning Department; Town Administrator; Town Council; Engineering	Ongoing	Infrastructure	Guidelines for Development Near Overhead Transmission Lines: http://transmission.bchydro.com/nr/rdonlyres/f99224d1-ece9-4c70-be78-5dca1beb58be/0/bctc_devbook_may13_final_lowres.pdf	Natural Resources	\$\$\$\$ (>\$250,000)	Utilities