



## Town Council Mission Statement

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

## Town Council Goals & Objectives

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The Town Council's Goals and Objectives for the 2014-2016 term, as adopted August 24<sup>th</sup>, 2015, are organized and detailed within twelve main topics, identified below. These twelve main topics may be referenced elsewhere within Town documents using the following acronyms:

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

## I. Budget Development and Fiscal Management

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### GOALS

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

### OBJECTIVES

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



- Develop and implement strategies and promotional efforts to increase public participation in the budget development process (including use of social media platforms)
- Continue to work collaboratively with the School Committee and School administration to provide appropriate resources for the Town's educational program
- Engage the State administration and General Assembly to ensure that community aid for South Kingstown provided through State resources assists local budget development, addresses State mandates, and is equitable for local residents and taxpayers
- Monitor the availability of State and Federal grants for special projects and/or provide resources to underwrite (reduce) the operational costs of general Departmental functions and programming
- Manage Capital Projects to effectively complete projects on time and within budget
- Continue programs and services involving regional cooperation and evaluate expansion of such efforts to new functional areas, as feasible
- Maintain program of municipal support, via the budget process, to outside agencies and area non-profit organizations
- Provide a fiscal impact analysis relating to personnel or equipment requirements for any new or expanded program, project, or policy initiative under consideration

## II. Communication and Education

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### GOALS

- Utilize the Town website on a broader basis to communicate with residents, local business, and other interested parties
- Maintain and improve communications and cooperation with local institutional entities (URI, South County Hospital, and Fire Districts, Kingston and Union)

### OBJECTIVES

- Upgrade and modernize the Town's website to be more accessible for public informational dissemination and inquiry including the use of social media
- Conduct an analysis of the technological, logistical, and fiscal requirements to enable live broadcast of Town Council meetings
- Utilize social media platforms to augment traditional communication and informational efforts by the Town
- Revise Town protocols and system for updating the municipal website to enable more efficient and frequent updates
- Promote increased participation in the Town's Community Notification System CodeRED as a tool for informational updates (road projects) and emergency notifications (storms, etc.)
- Install fiber-optic connectivity to Town facilities providing the Town unlimited bandwidth potential and first-class data infrastructure
- Conclude the implementation of electronic permitting and business licensing system (View-Permit)
- Upgrade network security and operational efficiency of the Public Safety Department's Information Technology System
- Install a Voice over Internet Protocol System (VoIP) to improve user accountability and reduce operational costs
- Continue the Town's efforts to incorporate, integrate, and utilize state of the art technological systems, programs, and tools across all municipal government functional areas



- Schedule and conduct annual “Town/Gown” meetings with the URI administration
- Schedule and conduct annual meetings with the South County Hospital administration
- Maintain an active communication model with the Union and Kingston Fire Districts

### III. Provision of Core Services and Facilities

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#### GOALS

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

#### OBJECTIVES

- Provide adequate resources, programs, facilities, and personnel levels to maintain excellent, responsive municipal services across all departments, divisions, and functional areas (Town Administration, Public Safety, Public Services and Utilities, Schools, Parks and Recreation, and Senior Services)
- Annually evaluate the need and cost for continuation, reduction, or expansion of municipal services levels
- Continue with existing programs and assess new opportunities for regional approaches for service provision in cooperation with other Washington County communities and the University of Rhode Island to provide high quality municipal services in the most cost effective manner
- Maintain the Town’s leadership position among RI communities by continuing to incorporate sustainability features into municipal services, programs, and facilities
- Continue efforts to install the sheet pile right of way protection system at Matunuck Beach Road to protect infrastructure from ongoing coastal erosion
- Determine the future need and feasibility of extending this protective system easterly along Matunuck Beach Road toward Matunuck Point
- Assemble required resources to complete the Matunuck water main loop between Succotash Road and Matunuck Beach Road to mitigate the erosion threat to the existing system
- Evaluate the potential to install passive solar electricity systems at the closed regional landfills at Rose Hill and in Kingston (Plains Road)
- Continue and expand partnerships with the US Environmental Protection Agency, URI, the RI Office of Energy Resources (RIOER), South Kingstown School Department, and National Grid to provide funding and technical assistance resources for facility upgrades and retrofits, new equipment installations, public education concerning energy efficiency, carbon footprint reduction, and improved environmental conditions
- Implement the Town’s Capital Improvement Program relating to infrastructure upgrades, equipment acquisition, pay as you go programs, and facility improvement projects
- Support the Police Department’s efforts towards achieving in-state accreditation via the process developed by the RI Police Chiefs Association
- Consider the need for a South Kingstown Municipal Court, including analysis of the procedural requirements, fiscal and logistical implications and personnel support needs
- Initiate construction and completion of Community Recreation Center at the former Dominic Savio property



- Provide adequate funding to the School Department, via transfer to the School Fund, to maintain a high quality, cost efficient educational program for the community

### IV. Land Use

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#### GOALS

- Maintain rural, small town (historic village based model) qualities of the community
- Preserve open space and agricultural land
- Support appropriately scaled aquaculture uses in the Town's salt ponds
- Continue with growth management efforts and development of a sustainability policy model for community development
- Support a land use development model that promotes the health of our citizenry

#### OBJECTIVES

- Implement, as required, policy elements of the Comprehensive Community Plan
- Work in partnership with the Planning Board to develop Comprehensive Plan amendments to address State requirements for a 10-year approval of such document
- Complete Village Studies of West Kingstown and Matunuck in concert with the Planning Board
- Continue working with the Partnership for Preservation efforts to preserve open space and farmland within the Town
- Coordinate with the Coastal Resources Management Council regarding review of applications for aquaculture operations and evaluation of policy regarding such uses in Point Judith Pond and Potter Pond
- Incorporate healthy community design philosophies (Healthy Places by Design) into development proposals and village-based planning policies
- Develop and adopt a growth management program (biennial program) in cooperation with the Planning Board
- Evaluate the existing zoning ordinance relative to renewable private energy initiatives and any appropriate changes thereto
- Engage consulting services to evaluate the potential for passive solar facility installations at the closed Rose Hill and Kingstown Landfill sites

### V. Housing

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#### GOALS

- Promote and enhance the values, sense of place, and community represented in South Kingstown's existing housing stock and traditional village development pattern
- Facilitate the development of affordable housing throughout the community with the goal of achieving the State's 10% affordable housing stock
- Encourage a wide range of affordable housing options through a combination of innovative regulatory mechanisms, public and private initiatives, and joint public and private partnerships



### OBJECTIVES

- Promote the production of affordable housing opportunities for young families and special needs populations
- Work cooperatively with the Affordable Housing Collaborative to support the implementation of affordable housing policies and recommendations, as well as educating the public on affordable housing diversity issues
- Work to establish a consistent and reliable funding stream to promote the financing and production of affordable housing in the community
- Consider the implementation of a “cottage housing” ordinance to permit village scaled housing development as an infill strategy in the core village areas of the Town
- Integrate green building design and sustainable development practices into new development and redevelopment proposals
- Encourage subdivision design that supports active, healthy lifestyles through providing pedestrian oriented environments, connectivity to nearby recreation resources, bicycle amenities, access to public transit, and home-based food production, where appropriate

## VI. Environment and Natural Resources

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### GOALS

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

### OBJECTIVES

- Study, evaluate, and assess the need to formalize Town efforts around issues of community sustainability (energy efficiency, carbon footprint reduction, use of green infrastructure, addressing climate change and sea level rise, etc.)
- Study and evaluate municipal renewable energy initiatives
- Further emerging partnerships and planning efforts centering on sea level rise and climate change
- Develop and incorporate policies for SLR and climate change into the Town’s Comprehensive Community Plan, Multi-hazard Mitigation Plan, and Harbor Management Plan, as needed
- Review and revise as needed the Town’s Groundwater Protection Overlay District (GPOD)
- Develop and implement public educational resources to promote use efficiency and conservation of domestic potable water
- Develop and implement public informational resources that promote energy efficiency and the establishment of residential and community renewable energy
- Continue with water rationing program during periods of peak demand (summer months)



- Work cooperatively with State regulators and conservation organizations to protect, preserve and enhance the Town's abundant fresh and salt-water based resources
- Continue efforts to develop a passive recreation plan for the 248 acre Noyes Farm property
- Work with State regulatory agencies with regard to on-going coastal erosion and determine what, if any, impacts need to be addressed concerning local land use, transportation system components, and utility infrastructure
- In cooperation with RI Natural Landscape Association (RINLA) and the City of Newport implement the "Green Infrastructure Project" a \$2.45 million dollar CDBG – Disaster Recovery Grant for public education, job training and pilot project implementation to promote environmental resiliency through natural based systems and infrastructure; Evaluate local policies and programs relating to the municipal tree management and revise, as necessary, to better protect and enhance this community resource

### VII. Cultural and Historic Resources

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#### GOALS

- Consider expansion of measures available for protecting cultural resources to provide maximum protection to South Kingstown's historic and prehistoric resources

#### OBJECTIVES

- The Town will seek State funding for conducting an update of South Kingstown's historic resource inventory
- Review and revise, where applicable, existing policies and regulations for protecting historic resources within the planning and development review process

### VIII. Economic Development

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#### GOALS

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

#### OBJECTIVES

- Utilize the recent SK EDC (South Kingstown Economic Development Committee) survey of businesses and non-profits as a means to develop appropriate policies and programs aimed at improving the local business environment
- Engage in dialogue with representatives of the business community to determine what municipal regulatory requirements hamper or slow business development activities
- Enhance existing and develop new partnerships with local and state business organizations and regulatory entities to improve local and regional economic conditions
- Utilize the village planning model to identify and implement policies and programs to support appropriate scaled economic development opportunities



- Provide high quality infrastructure and services that support local business continuity and growth
- Promote efficient, user-friendly regulatory and permitting practices on the local level
- Work cooperatively with URI concerning the University's planned capital improvement program; including potential University Inn and Research and Technology Park and other projects that may involve private sector participation
- For URI projects that involve private sector participation require "pilot" agreements and consideration of local land use controls and standards

### IX. Circulation

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#### GOALS

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

#### OBJECTIVES

- Continue coordination effort with RIDOT on state transportation projects by maintaining contact with RIDOT during all phases of planning, design, and construction
- Coordinate a comprehensive public works (road infrastructure) program in conjunction with RIDOT
- Strongly encourage RIDOT to utilize flexible road design standards that provide an appropriate fit to the community
- As appropriate, incorporate healthy places by design features in all Town and State road construction projects
- Pursue the designation of the entire length of Route 1 in South Kingstown as a State Scenic Roadway
- Devise means through public education programs and potential infrastructure upgrades to promote increased usage of and accessibility to the William C. O'Neill Bicycle Path and other bike spurs within the community
- Work with RIDOT in the review of potential, future "commuter rail service" at Kingston Station in the Village of West Kingston; Ensure that the scale of such service is consistent with the Village, its environmental setting and the capacities of connecting infrastructure
- Work with RIDOT to ensure that State transportation projects incorporate stormwater management BMP's (Best Management Practices) to the most reasonable extent feasible
- Evaluate current post-storm snow clearance policies and practices and determine if greater efficiencies can be realized and determine if expansion of the municipal program in this area is feasible



### X. Special Needs Populations

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#### GOALS

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

#### OBJECTIVES

- Evaluate the Town's existing tax exemption programs for qualified veterans against other RI community programs to determine if changes are warranted to improve the functioning of this effort
- In consideration of the Town's overall fiscal program conduct an annual evaluation of the Town's Elderly Tax Exemption program and provide adjustments as appropriate to best target this effort to need
- Continue and expand Town efforts to improve handicapped accessibility for all segments of the population with regard to local facilities and infrastructure
- Require that State transportation project planning integrate features and improvements for mobility impaired resident's transit and accessibility needs
- Listen, respond, and react to the needs of older residents of South Kingstown, their families, and caregivers with respect, courtesy, patience, and dignity; Target services to elders in greatest need, and those who are frail and at-risk
- Maintain a dedicated effort to coordinate the many essential elements of an effective and comprehensive community system for older persons by collaborating with existing senior service programs provided by other public and private agencies and promoting accessibility of services

### XI. University of Rhode Island

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#### GOALS

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

#### OBJECTIVES

- Continue Town staff participation in the URI Master Plan Review Team
- Continue and expand existing URI/TSK partnerships for service provision
- Review the impacts of institutional growth at the University on public safety response capabilities
- Support URI efforts and programs to utilize and promote alternative forms of transportation for commuters and staff



- Work cooperatively with URI and RIDOT to further the design and construction of the URI Bike Path Connector to the South County Bicycle Path
- Work cooperatively with RIDOT and URI concerning the planned reconstruction of Route 138 (Route 108 to Route 2); the replacement of the Kingston Railroad Bridge and studies to determine the potential for future commuter rail at Kingston Station

### **XII. South County Hospital**

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#### GOALS

- Work in cooperation with the hospital administration to ensure the long-term viability of South County Health Care System's community health-care delivery model

#### OBJECTIVES

- Maintain and improve communication with the Hospital administration across areas of mutual interest
- Assist the hospital administration in matters relating to legislation and State budgetary considerations that may impact the functional capabilities of the facility
- Continue the day-to-day coordination of Town's Public Safety functional areas (Police and EMS) in support of the South County Healthcare System
- Update and coordinate hospital leases of Town property utilized for staff and patient parking