

# TOWN OF COVENTRY

## COMMUNITY COMPREHENSIVE PLAN

2026 UPDATE



# ACKNOWLEDGEMENTS



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*The Comprehensive Plan planning process was led by the Coventry Town Manager and Planning Department and an Advisory Committee appointed by the Town Manager composed of local residents, community leaders, public officials, and institutional and business representatives.*

*Thank you to everyone who contributed to this plan.*

## Coventry Town Council

- *John Paul Verducci, Town-wide, President*
- *Frank Brown, Jr., Town-wide, Vice President*
- *Jonathan Pascua, District 1*
- *Alisa Capaldi, District 2*
- *Richard Houle, District 3*
- *Mia Rose Iannotti, District 4*

## Advisory Committee

- *Lynn Carlson*
- *Ann Dickson (former Council President)*
- *Nathan Downen*
- *Sherry Elderkin*
- *Bob Hevey*
- *Julie Leddy*
- *Marc Lemoi*
- *Larry Manire*
- *Greg Mars*
- *Lisa Narkiewicz*
- *Tom Prendergas*

## Town Staff

*Doug McLean, Director of Planning and Development*

*Josh Chase, Principal Planner*

*Dennis Haggerty, Housing Planner*

## Additional Stakeholders and Participants

*Thank you to all of the residents and stakeholders who provided their thoughtful insight into this plan through public forums and interviews, as well as hundreds more who provided online comment.*

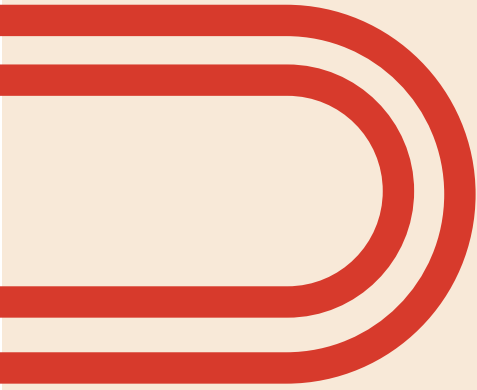
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# COVENTRY VISION 2045



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*Coventry residents commune while supporting local businesses, attending town events, walking and biking on Coventry’s safe roads and trails, and visiting Coventry’s parks and recreational facilities. Town pride stems from well-maintained services and facilities, preservation of natural and historic resources, and inclusive community spaces. Future development balances the needs for increased housing, preservation of natural areas, desire for community, and climate resiliency. Coventry is a town that embraces diversity and strives to meet the needs of all residents.*

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# I. INTRODUCTION

## Background

This Comprehensive Plan updates the previously adopted 1999 Coventry Comprehensive Plan. As a major plan update, this revision undertook a complete re-assessment of existing conditions and needs and established a modern vision and set of goals the next 20 years. The process incorporated significant public input collected between 2018 and March 2023 including neighborhood workshops, stakeholder interviews, public surveys, and public meetings.



Review Existing Conditions



Conduct Public Survey, Stakeholder Interviews



Public Meeting #1  
Wed 5/25/22:  
Introduction to planning process



Synthesize public input, develop draft chapters



Public Meeting #2  
Wed 10/12/22:  
Review goals, develop policies and actions



Develop draft plan



Public Meeting #3,  
Monday 03/20/23:  
Present the Implementation Plan

The comprehensive plan that follows is the work of many individuals including the Coventry Comprehensive Plan Advisory Committee and the Coventry Planning Department, with review and input by all town departments, various boards and commissions, civic and environmental organizations, and the community at large.

# Purpose of the Comprehensive Plan

A comprehensive plan is an aspirational document that outlines a community's vision and goals for long-term development and provides a basis for the formulation or amendments of a zoning ordinance and land use regulations.

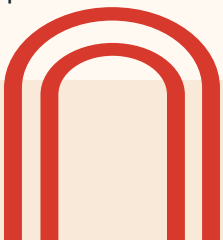
In many ways, Coventry's Comprehensive Plan update illustrates a community at a crossroads. The chapters that follow navigate the intersection of the Town's economic identity and cultural heritage. It is a snapshot of an era when developers shaped the landscape with a community longing for a sense of place and wanting to embrace a cohesive community character.

Plan visions and goals were informed by a series of incomplete Comprehensive Plan Update efforts that have been initiated over the past 15 years, including most recently a Comprehensive Plan update process initiated in 2018 that was left idle due to COVID until the current planning process began in 2021. Public input for both planning processes uncovered a concerning legacy of deferred public infrastructure maintenance and a community that feels disconnected due to lack of a defined Town Centers. Public feedback also clearly demonstrated a deep pride and love for the Town's physical landscape and natural environment.

This Comprehensive Plan is an amazing leap forward for the Town. This plan provides the direction and guiding vision the Town has been missing for over 20 years. With this major update of its Comprehensive Plan, Coventry has an opportunity to be a leader and stand out among its peers.

*For a municipality to sustain itself – economically, socially, and physically – and to maintain a high quality of life, communities must be proactive about planning for their future. A comprehensive plan sets forth a vision for the community – a glimpse of what a community aspires to be in 20 or more years – and lays out the specific path that, if followed, will achieve the vision. Without such vision and related stewardship, a community would lack foresight, purpose, and will risk compromising a higher quality of life for its residents. In addition, decision makers would be ill-equipped to address matters, tangible or intangible, that mean so much to the community and its well-being.*

The State of Rhode Island's State Guide Plan sets broad goals and policies that serve as the guiding framework for local plans and policies. Municipalities are required to develop local comprehensive plans with a 20-year planning horizon to highlight local goals and help implement the goals of the State Guide Plan. The comprehensive planning and plan update process is a vehicle for communities to identify, re-evaluate, and realize goals for the future. The process requires extensive community involvement in order to engage competing interests in a dialogue about shared visions and goals, and to ultimately determine appropriate policy recommendations. This Comprehensive Plan has been carefully developed with community input to ensure its goals and policies are consistent with the goals of the State.



# What is a Comprehensive Plan?

A guide for local decision-making on important topics

A roadmap that provides direction to private development

A tool to encourage economically, socially, and environmentally sustainable community growth

## State Required Elements

## What is in these elements?

## How does the Comprehensive Plan help Coventry?

- Community Profile (with population projections)
- Natural Resources
- Outdoor Recreation and Open Space
- Historical and Cultural Resources
- Housing
- Economic Development
- Services and Facilities (including water supply and energy)
- Circulation and Transportation
- Natural Hazards and Climate Change
- Land Use
- Implementation Program

- Data analysis – trends, estimates, and future projections
- Analysis of existing conditions, needs, and opportunities
- Maps, photos, and graphics
- Community goals, policies, and implementation actions

- Provides for protection, development, use, and management of our land and natural resources, and promotes the appropriate use of land
- Provides for the coordination of growth and the intensity of development with provisions for services and facilities
- Provides a basis for municipal and state initiatives to ensure all citizens have access to a range of housing choices
- Recognizes and addresses potentially conflicting land uses as well as shared resources in contiguous municipalities and encourages cooperative planning efforts by municipalities

## Adoption and Amendments

This Comprehensive Plan has been completed according to the requirements of the Rhode Island Comprehensive Planning and Land Use Regulation Act, as amended. While it is an update of a previous plan, significant changes have occurred since the previous plan was adopted. This update identifies the current issues, opportunities and goals for each component, the policies which the Town of Coventry intends to pursue, and the actions needed to implement those goals and policies over a twenty-year time frame.

The Planning Commission and the Town Council adopted the Coventry Comprehensive Plan at a public hearing held on **DATE**.

**The comprehensive plan should be updated and re-adopted not less than every ten years.**

In the years between the 10-year update, it is inevitable that there will be suggestions for change, and such suggestions may even arise immediately after adoption. As soon as this plan is adopted, the Town will develop a public file to track recommendations for plan changes and amendments to be incorporated as soon as possible. This file will be summarized every year and brought to the planning commission as a staff memorandum describing any resulting proposed plan amendments. This memo will also identify any critically noticeable inconsistencies that have arisen in the plan due to changes in conditions on the ground, and, if needed, will recommend an amendment to this document. Five years after adoption, halfway through the 10-year plan update cycle, the town will convene a committee to conduct a thorough review of this plan and the progress made towards implementation.

## Plan Components

The organization and format of this update is designed to be streamlined and user-friendly.

**Chapter II. Community Profile** offers a brief overview of Coventry’s historical context and key demographic trends.

**Chapter III. Plan Elements** contains the Vision, Goals, Policies, and Actions developed for each element as required by the Comprehensive Planning and Land Use Act.

**Chapter IV. Implementation** is a compilation of the goals, policies, and actions presented in Chapter II with detail on estimated cost, timeline, and lead implementation agency.

The **Appendix** contains additional data for each required plan element including key issues, needs, and opportunities as required by the Rhode Island State Comprehensive Planning Standards Manual and data collected through extensive research and the public input process.

The plan can be printed or viewed in full or broken into standalone segments. Chapters I, II, III, and IV can serve as a summary of the Comprehensive Plan.

# II. COMMUNITY PROFILE

## REGIONAL SETTING

The Town of Coventry is the largest township in Rhode Island, located in Kent County. Coventry borders Foster, Scituate, and Cranston to the north, West Warwick to the east, East Greenwich and West Greenwich to the south, and the State of Connecticut to the west. Coventry is located around nineteen miles from Providence, the Rhode Island state capital.

The rectangular shape, large geographic size, rivers and streams, and diversity of land uses uniquely identify the Town of Coventry. The Town is approximately sixty-four square miles in area, fourteen miles in length east to west, and four miles from north to south. Large lot residential uses, agricultural uses and large expanses of natural open space exist on the central and western sections of the town, while suburban and urban land uses have developed in the eastern side of town where the Town's historic mill villages exist along the Flat and Pawtuxet Rivers. The most fertile land in town is located near streams and marshy land.<sup>1</sup>

### History

Prior to European settlement in what is now the Town of Coventry, the Shawomet people, a group under the Narragansett Tribe, occupied the area. In 1643, Samuel Groton and eleven associates purchased lands in present-day Coventry, Warwick and West Warwick from Miantonomi, the chief sachem of the Narragansett people in what is called the Shawomet Purchase of 1643.

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<sup>1</sup>Rhode Island Historical Preservation Commission. (1978). Historic and Architectural Resources of Coventry, Rhode Island: A Preliminary Report. Providence, Rhode Island.

The Town of Coventry initially was part of the Town of Warwick and remained isolated for much of the seventeenth century. Increased settlement in this western section of Warwick in the eighteenth century resulted in governance challenges, and the redivision of land to create the Town of Coventry in 1741. Early eighteenth-century residents in Coventry predominately consisted of farmers.

The later eighteenth century brought additional settlement in Coventry along major thoroughfares crossing the town, including Great North Road (Now Plainfield Pike – Route 14). Local farmers began opening taverns and roadside businesses, like grist and sawmills, along these cross-state routes to serve travelers. Other main thoroughfares include South Main Street, Nooseneck Hill Road, Harkney Hill Road, Perry Hill Road, Flat River Road, Town Farm Road, Maple Valley Road and Waterman Hill Road. The Waterman Tavern, the Nathaniel Greene Homestead, the Paine Homestead, and the Maple Root Baptist Church date from this time.

The railroad and the textile mills arrived in the nineteenth century. The first mill was located in Anthony, followed by others in Washington, Quidneck and Harris Villages. With the mills and the railroads came mill village centers, company-built stores and schools, standardized housing, mill ponds, including Tiogue Lake and the Flat River reservoir, used to power the mills, and population growth. The railroads drew traffic from the earlier thoroughfares and shifted population to the new mill centers. The effects of the industrial revolution were mostly concentrated in the eastern side of Coventry, and through the nineteenth century, the western side of Coventry remained mostly rural. <sup>2</sup>

At the end of the nineteenth century, the textile industry in New England began to decline with the rise of cheaper labor and transportation costs in the Southern United States. Even so, the textile industry, along with light manufacturing in the old mill buildings, continued into the twentieth century. From 1900 to 1940, the Town of Coventry's population growth stagnated.

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<sup>2</sup> Smith, N. (n.d.). *Coventry, Rhode Island*. Retrieved from Coventry Parks & Recreation Department: [http://www.coventryrecreation.com/forms/5951\\_coventry\\_history.pdf](http://www.coventryrecreation.com/forms/5951_coventry_history.pdf)

In the twentieth century, the addition of Route 3, Route 117 and Interstate 95 have allowed people working in the Providence Metropolitan Area to commute from Coventry. New residential development, including subdivisions, along Flat River Reservoir (Johnson's Pond), Tiogue Lake and east of the Flat River Reservoir have sprung up mostly on the eastern side of town. The mill villages of the nineteenth century have become less independent. Quidnick, Anthony and Washington have begun to blend together, Arkwright has blended in with villages in surrounding towns, and Coventry Center has lost much of its original function. The western side of town still maintains much of its rural character. What was the Washington Village area at the crossroads of Route 117 (Main Street) and South Main Street has the potential to be a walkable town center in the future, given its busy commercial nature, existing sidewalks, transit service, and river access. The Town is also still marked by places sacred to the Shawomet people that are a part of the town's heritage and identity.



## DEMOGRAPHIC PROFILE

The following section provides a snapshot of Coventry's:

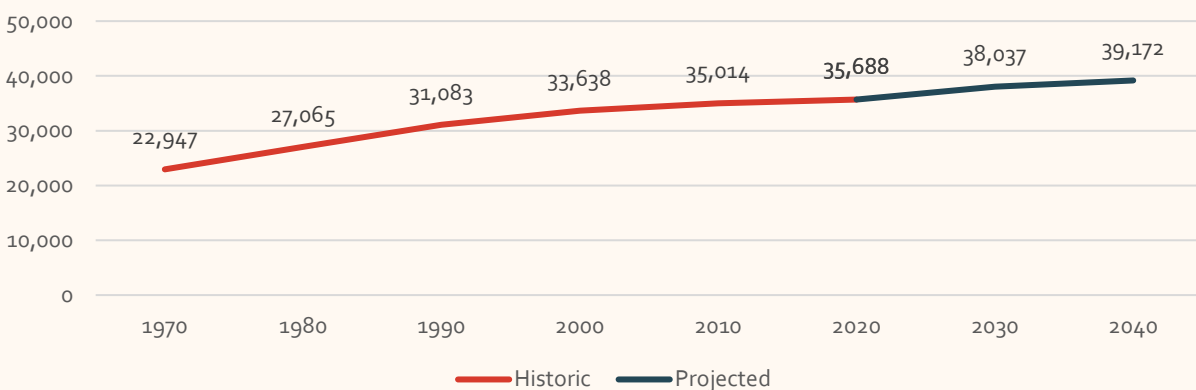
- Population Growth
- Twenty-Year Population Projection
- Age
- Race & Ethnicity
- Educational Attainment
- Employment
- Housing

Understanding the people living within the community offers the Town insight into the unique needs and perspectives of town residents. These community needs will be translated into the policies and actions the town can take to benefit community members.

### Population Growth

Figure 2.1 shows population growth in Coventry since 1970, based on US Census Bureau counts and future projections of growth in the next 20 years, as projected by the Rhode Island Division of Statewide Planning. The town is projected to increase to a total population of 39,172 in 2040, or roughly a 10 percent increase from the current population.<sup>3</sup>

Figure 2.1. Historic and Projected Population Growth



Source: US Census Bureau Decennial Census, RI Division of Statewide Planning Population Projections 2013

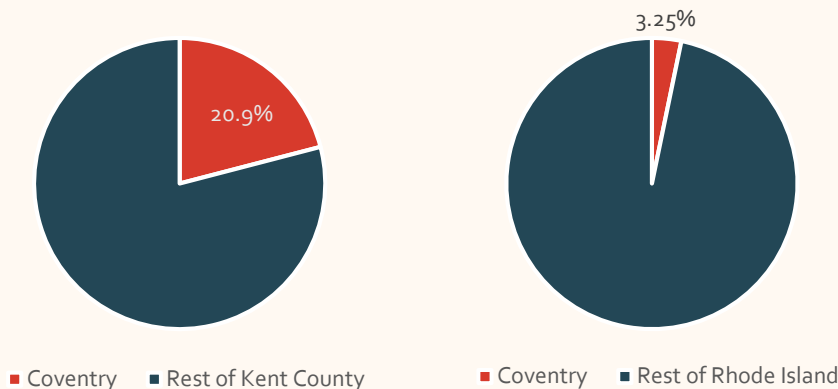
<sup>3</sup> Rhode Island Statewide Planning Program. (2013). *Technical Paper 162: Rhode Island Population Projections 2010-2040*. Providence, Rhode Island: Rhode Island Division of Planning.

**Table 2.1** summarizes total population estimates based on data from the U.S. Census Bureau for the years 2000, 2010, and 2020 at local, county, and state levels. The Town of Coventry’s population reached an estimated 35,688 persons in 2020, an increase of around 2 percent since 2010 and 6 percent since 2000. Between 2000 and 2010, Coventry grew much faster than the State of Rhode Island and Kent County. While Kent County’s population decreased slightly and Rhode Island’s population only increased by 0.4 percent between 2000 and 2010, Coventry experienced a population increase of roughly 4 percent. However, between 2010 and 2020, Coventry’s growth slowed to almost 2 percent in the ten years, while Kent County grew 2.5 percent and Rhode Island grew by 4.5 percent. During the Covid-19 pandemic starting in 2020, demand has increased for housing in suburban and rural areas nationwide, due to urban professionals’ desire for more space to work remotely. There is no clear data on the effects of these behaviors on Coventry during this period, but the town has seen an increase in housing development during this time. Over the next 20 years, the harmful effects of climate change and flooding on coastal areas may also impact population growth in Coventry. As people living in population centers near the coasts are affected by severe weather and increased flood insurance costs, people will migrate inland, causing a spur in population growth in places like Coventry.

	<b>Table 2.1. Demographic Data: Total estimated population</b>						
	2000	2010	2020	Net change 2000-2010		Net change 2010-2020	
				Total	Yearly	Total	Yearly
<b>Coventry</b>	33,668	35,014	35,688	4.0%	.4%	1.9%	0.2%
<b>Kent County</b>	167,090	166,158	170,363	-5%	-.05%	2.5%	0.3%
<b>Rhode Island</b>	1,048,319	1,052,567	1,097,379	.4%	.04%	4.2%	0.4%

*Source: U.S. Census Decennial Counts 2020, 2010, 2000*

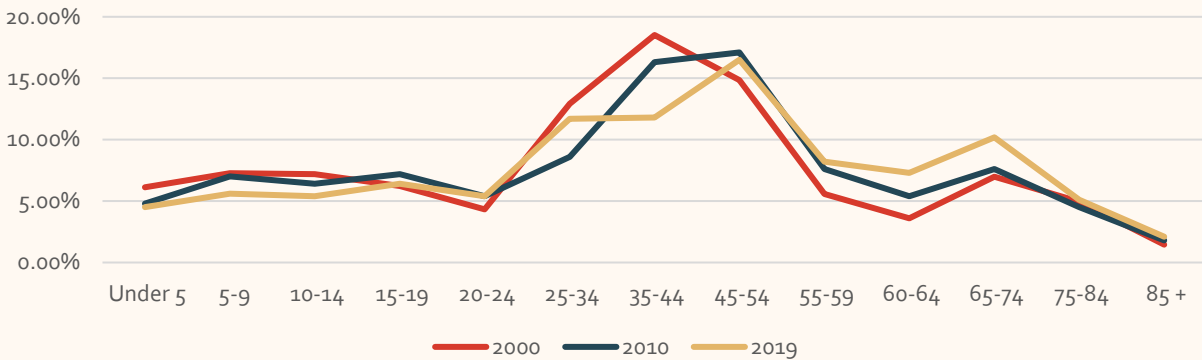
**Figures 2.2 & 2.3** show Coventry’s population makes up around 3 percent of the State of Rhode Island’s population and about 21 percent of Kent County’s population. West Warwick, Warwick, West Greenwich, and East Greenwich are in Kent County along with Coventry making up the remaining 80 percent of the county population.



## Aging

**Figure 2.4** shows the age of Coventry residents in the years 2000, 2010, and 2019 according to the U.S. Census and American Community Survey estimates. The population of Coventry has shifted older since 2000. In 2000, 35 to 44 year old residents made up the largest population group. As of 2019, 45 to 54 year old residents are the largest population group. The population of residents aged 60 to 74 years old has also grown since 2000 while the population aged 35 to 44 and 10 to 14 has declined.

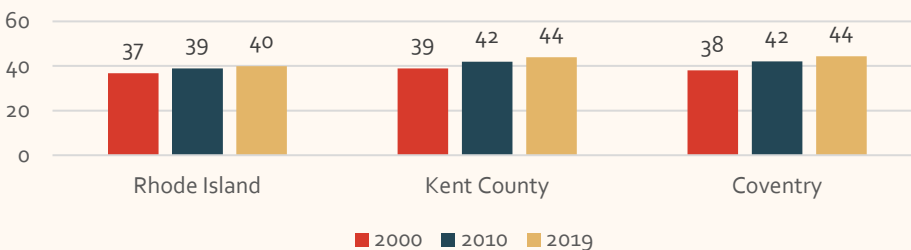
**Figure 2.4. Coventry Age**



Source: US Census 2000 Decennial Counts, American Community Survey 2016-2010 Estimates, American Community Survey 2015-2019 Estimates

**Figure 2.5** shows the aging population across the State of Rhode Island. Since 2000, the median age in Rhode Island has risen from 37 to 40, from 39 to 44 in Kent County and from 38 to 44 in Coventry. Coventry saw a greater increase in median age increased more than both Kent County and the State of Rhode Island.

**Figure 2.5. Median Age**



Source: US Census 2000 Decennial Counts, American Community Survey 2016-2010 Estimates, American Community Survey 2015-2019 Estimates

## Racial Diversity

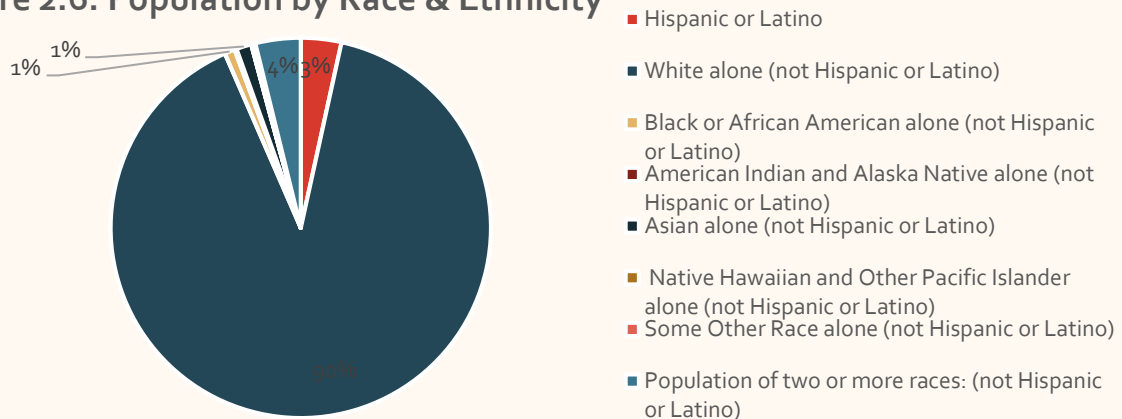
**Table 2.2** summarizes the race and ethnicity of residents in the Town of Coventry, Kent County, and the State of Rhode Island according to the 2020 U.S. Census. The majority of Coventry residents (90 percent) identify as white alone (not Hispanic or Latino). Just 3 percent of residents identify as Hispanic or Latino of any race, 1 percent identify as Black or African American, 1 percent identify as Asian, and 4 percent identify as two or more races. The percentage of Coventry’s population who identify as white is higher than both Kent County (85 percent) and the State of Rhode Island (69 percent), while the percentage who identify as Hispanic or Latino is lower than both the State of Rhode Island (17 percent) and Kent County (6 percent). **Figure 2.6** shows the race and ethnicity of Coventry residents in 2020.

**Table 2.2. Race and ethnicity**

Race / Ethnicity	Rhode Island	Kent County	Coventry
Hispanic or Latino	17%	6%	3%
White alone (not Hispanic or Latino)	69%	85%	90%
Black or African American alone (not Hispanic or Latino)	5%	2%	1%
American Indian and Alaska Native alone (not Hispanic or Latino)	0%	0%	0%
Asian alone (not Hispanic or Latino)	3%	3%	1%
Native Hawaiian and Other Pacific Islander alone (not Hispanic or Latino)	0%	0%	0%
Some Other Race alone (not Hispanic or Latino)	1%	0%	0%
Population of two or more races: (not Hispanic or Latino)	5%	4%	4%

Source: US Census 2020 Decennial Counts

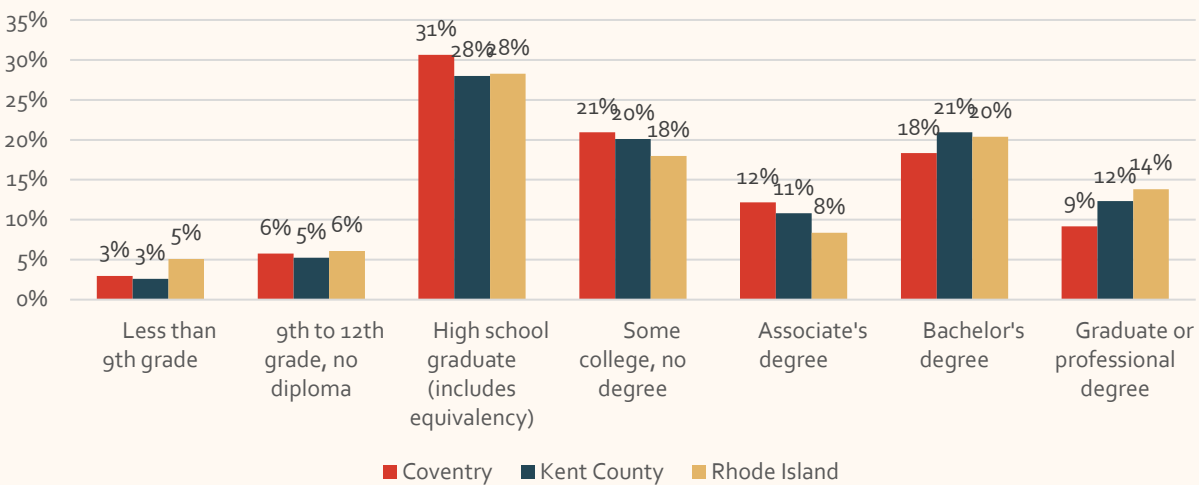
**Figure 2.6. Population by Race & Ethnicity**



## Educational Attainment

Figure 2.7 shows the highest education attained by Coventry residents compared to the State of Rhode Island and Kent County. 31 percent of Coventry residents have a high school diploma or GED equivalent, 21 percent have attended some college, 12 percent have an associate's degree, 18 percent have a Bachelor's degree, and 9 percent have a graduate or professional degree. Coventry has a lower percentage of residents with a bachelor's degree or higher (27 percent) than both Kent County (33 percent) and the State of Rhode Island (34 percent).

Figure 2.7. Educational Attainment

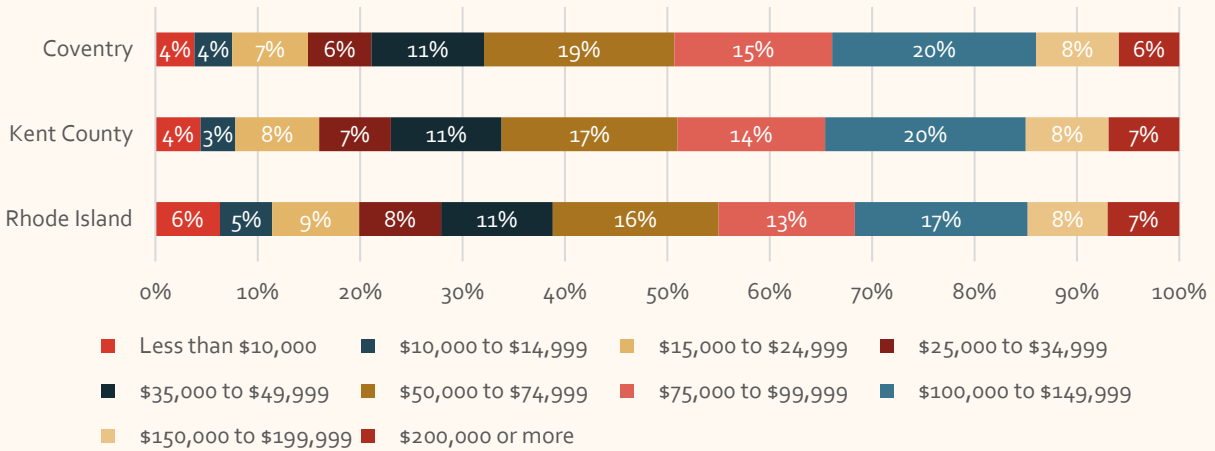


Source: American Community Survey 2015-2019 Estimates

## Employment

Figure 2.8 shows household incomes in the Town of Coventry, Kent County, and the State of Rhode Island according to the U.S. Census Bureau's American Community Survey. Coventry has a similar percentage of households making less than \$35,000 (21 percent) as Kent County (22 percent), but a lower percentage than that State of Rhode Island (28 percent). The median household income in Coventry is an estimated \$73,392, comparable to Kent County with a median household income of \$73,521, but higher than the State of Rhode Island with an estimated median household income of \$67,167.

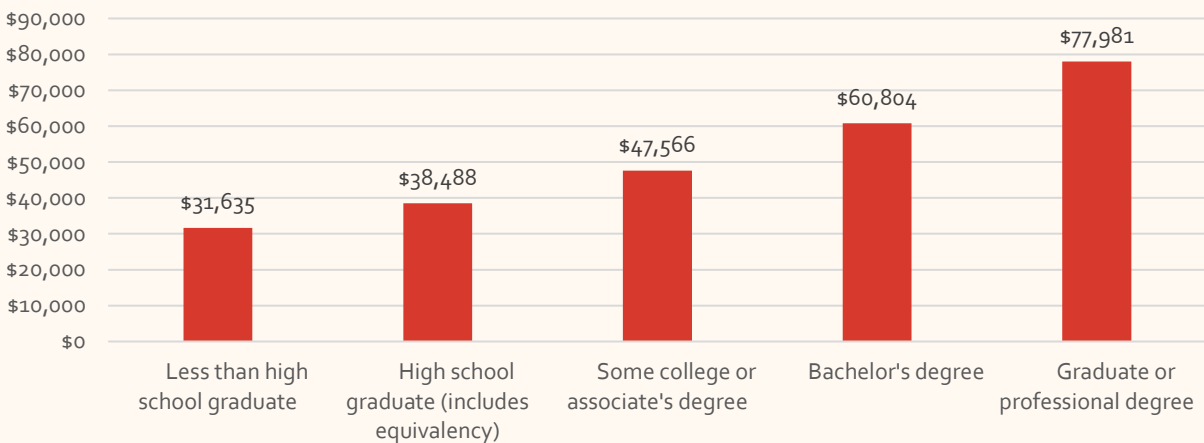
**Figure 2.8. Household Income**



Source: American Community Survey 2015-2019 Estimates

Coventry residents who have pursued higher education have higher incomes than Coventry residents who have not. The estimated median annual salary for residents with less than a high school education is \$31,635, with a high school education is \$38,888, and with some college or an Associate’s degree is \$47,566. Residents with a Bachelor’s degree have estimated median earnings of \$60,804, and with a graduate or professional degree \$77,981. **Figure 2.9** shows incomes in the Town of Coventry by educational attainment.

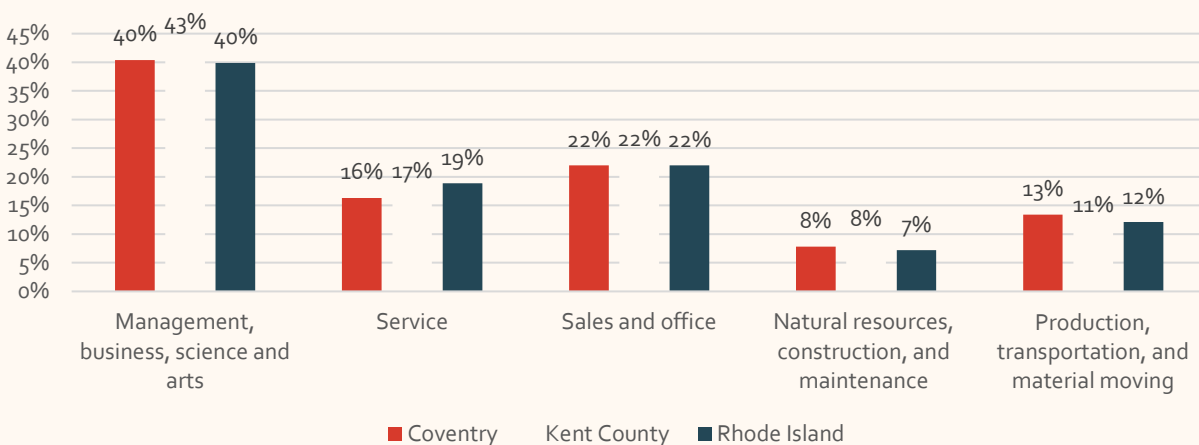
**Figure 2.9. Median Earnings in Coventry**



Source: American Community Survey 2015-2019 Estimates

Coventry residents work in management, business, science and arts (40 percent), sales and office occupations (22 percent), service occupations (16 percent), production, transportation, and material moving (13 percent) and natural resources, construction and maintenance (8 percent). Coventry has a slightly lower percentage of workers in service occupations, and a slightly higher percentage of workers in production, transportation and material moving occupations than both the county and the state. See **Figure 2.10** for the occupations of residents of Coventry, Kent County, and the State of Rhode Island.

**Figure 2.10 Occupations**



Source: American Community Survey 2015-2019 Estimates

Educational services, health care, and social assistance employ the most Coventry residents (27 percent), followed by the retail trade (13 percent) and manufacturing (13 percent). Coventry has slightly more residents (13 percent) working in manufacturing than Kent County (11 percent) and Rhode Island (11 percent). Coventry also has slightly more residents working in construction (7 percent) than Kent County (6 percent) and Rhode Island (5 percent). **Table 2.3** summarizes the industries employing Coventry, Kent County, and Rhode Island residents.

**Table 2.3 Employment by Industry**

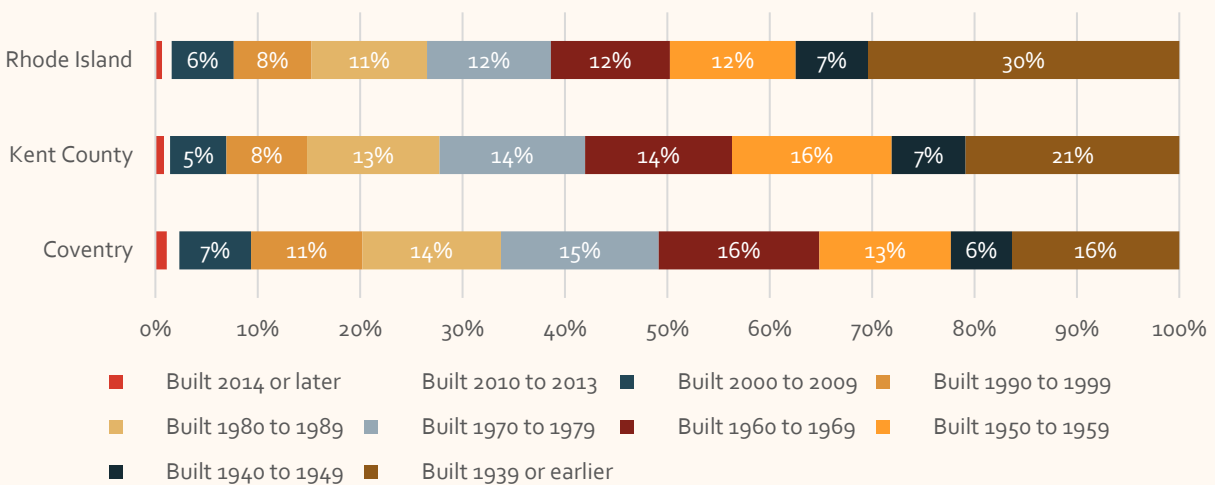
Industry	Coventry	Kent Co.	Rhode Island
Agriculture, forestry, fishing and hunting, and mining	0%	0%	0%
Construction	7%	6%	5%
Manufacturing	13%	11%	11%
Wholesale trade	2%	3%	2%
Retail trade	13%	11%	12%
Transportation and warehousing, and utilities	4%	5%	4%
Information	1%	2%	2%
Finance and insurance, and real estate and rental and leasing	7%	8%	7%
Professional, scientific, and management, and administrative and waste management services	9%	10%	10%
Educational services, and health care and social assistance	27%	26%	27%
Arts, entertainment, and recreation; accommodation and food services	8%	9%	10%
Other services, except public administration	4%	4%	5%
Public administration	4%	5%	4%

Source: American Community Survey 2015-2019 Estimates

### Housing

Coventry has a lower percentage of housing units built before 1939 (16 percent) than the rest of the state (30 percent) and the county (21 percent). Since 1940, most of Coventry’s new units were built between 1960 and 1969 (16% of all units). An estimated 45 percent of Coventry housing units were built between 1960 and 1989. **Figure 2.11** shows when housing units in Coventry, Kent County and the State of Rhode Island were built.

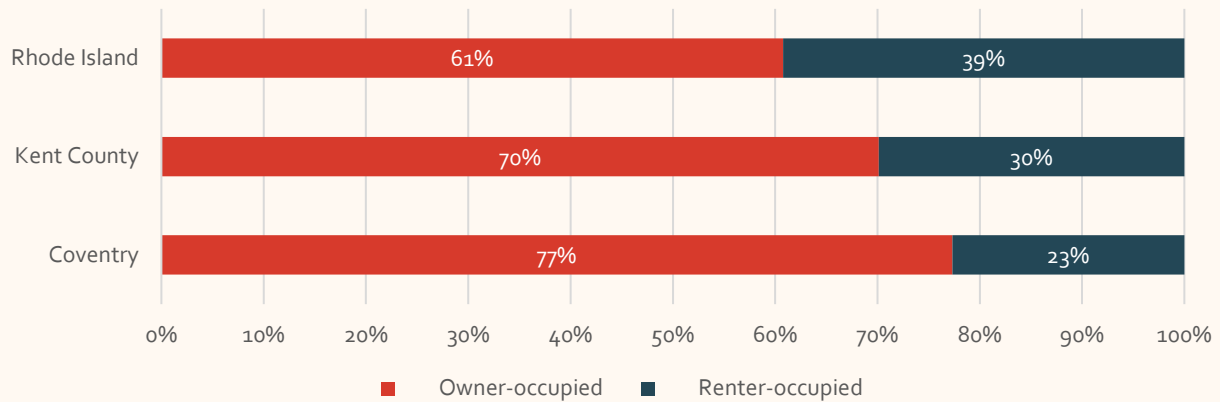
**Figure 2.11. Age of Housing Units**



Source: American Community Survey 2015-2019 Estimates

**Figure 2.12** shows the percentage of owner and renter occupied housing units in the Town of Coventry, Kent County, and the State of Rhode Island. In the Town of Coventry, 77 percent of units are owner-occupied, higher than both Kent County (70 percent) and the State of Rhode Island (61%).

Figure 2.12. Owner or Renter Occupied Units



Source: American Community Survey 2015-2019 Estimates

### Annotated Bibliography

Rhode Island Historical Preservation Commission. (1978). *Historic and Architectural Resources of Coventry, Rhode Island: A Preliminary Report*. Providence, Rhode Island.

Rhode Island Statewide Planning Program. (2013). *Technical Paper 162: Rhode Island Population Projections 2010-2040*. Providence, Rhode Island: Rhode Island Division of Planning.

Smith, N. (n.d.). *Coventry, Rhode Island*. Retrieved from Coventry Parks & Recreation Department: [http://www.coventryrecreation.com/forms/5951\\_coventry\\_history.pdf](http://www.coventryrecreation.com/forms/5951_coventry_history.pdf)

# III. PLAN ELEMENTS



- A. LAND USE
- B. NATURAL RESOURCES
- C. OUTDOOR RECREATION AND OPEN SPACE
- D. HISTORICAL AND CULTURAL RESOURCES

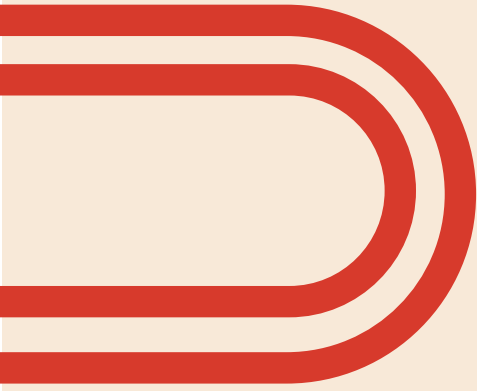


- E. HOUSING
- F. ECONOMIC DEVELOPMENT
- G. COMMUNITY SERVICES AND FACILITIES



- H. ENERGY AND RENEWABLE ENERGY
- I. TRANSPORTATION
- J. NATURAL HAZARDS AND CLIMATE CHANGE

# A. LAND USE



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*Our Town is a collection of neighborhoods that are unique in character and united in belonging to the greater vibrant, prosperous, and thriving community. Local businesses and large companies live in harmony with abutting residential neighborhoods in our mixed-use activity centers.*

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# Future Land Use Map

## INTRODUCTION: A FUTURE LAND USE VISION FOR COVENTRY

The Future Land Use Map (FLUM) is a required element for all Rhode Island comprehensive plans that is based on the Rhode Island's Statewide Planning Program's Land Use 2025 Plan. The State of Rhode Island asks communities to produce a Future Land Use Map (FLUM) in their Comprehensive Plans that shows the desired land uses over the next 20 years. Map 2.1 is Coventry's FLUM, created with input from Town Staff, the public, and the consultant team. The FLUM should conform with density requirements based on the land use categories identified in Land Use 2025 (see Table 2.1) but should also reflect each community's vision for how development will look over the next twenty years.

While, by necessity, every square foot of land in Coventry has been assigned a color on the FLUM, the map should not be taken to constitute a literal development proposal on any individual lot. Rather, the FLUM is a type of vision statement for the Town, showing what kind of development should be encouraged in what area. If new and unforeseen opportunities to better meet Coventry's goals and aspirations emerge in the years ahead it may be appropriate to deviate from the guidelines of this section. The goals laid out in the FLUM may be met through rezoning, other kinds of regulatory reform, policy and leadership decisions from Town government, or other effective methods.

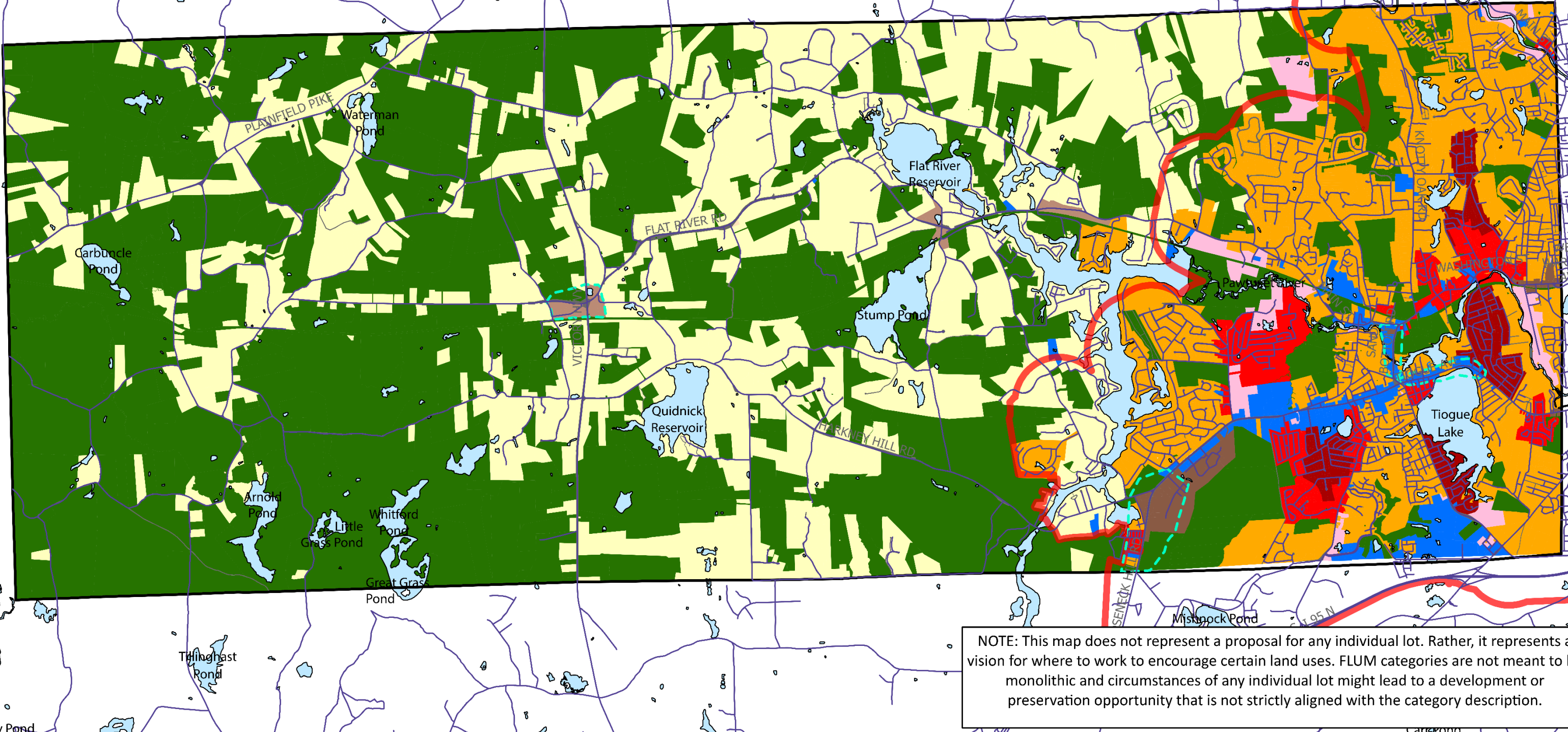
### Minimum Densities

FLUM standards describe minimum and maximum residential densities, and density can and will vary within areas with the same designation. For example, areas described as "Medium Density" should have regulations that encourage residential development of at least one unit per acre, but there will likely be variations in existing density between different neighborhoods. New residential development and redevelopment at a density of 5 units per acre or more should be encouraged in sewered areas, whereas medium density areas are not high-priority targets for zoning changes to allow more density than already exists.

### Urban Services Boundary

Drawn from *Land Use 2025*, the Urban Services Boundary designates areas with access to existing public services and infrastructure where new development can be accommodated. In Coventry, the Urban Services Boundary matches up roughly with the divide between the east and west parts of Town (see Map 3.1)

**Future Land Use Map  
Coventry, RI  
Comprehensive Community Plan**



This map is not the product of a Professional Land Survey. It was created by BETA Group, Inc. for general reference, informational, planning, or guidance use, and is not a legally authoritative source as to location of natural or manmade features. Proper interpretation of this map may require the assistance of appropriate professional services. BETA Group, Inc. makes no warranty, express or implied, related to the spatial accuracy, reliability, completeness, or currentness of this map.

Source: Town of Coventry, Assessor's Database 2020  
RIGIS



This map is intended for planning purposes only  
Date: 12/22/2022

**Legend**

- Urban Services Boundary
- Residential 1 or fewer units/acre
- Commercial
- Lakes and Ponds
- Residential 5+ units/acre
- Light Industrial
- Residential 1+ units/acre
- Potential Future Sewered Areas
- Open Space, Forest, Agriculture
- Mixed Use
- Area Study Locations
- Mixed Use - Village



## Rural Growth Centers

While *Land Use 2025* encourages the concentration of growth in areas that are already substantially developed, the plan recognizes the need for smaller local centers in rural areas. That plan defines growth centers as:

*"having 'a core of commercial and community services, residential development, and natural and built landmarks and boundaries that provide a sense of place,' making them dynamic and efficient centers for development."*<sup>4</sup>

Coventry has one designated rural growth center at Summit Village, which is represented on the FLUM as a "Mixed Use – Village" area to the west. This FLUM category fits the intent of the rural growth center by maintaining a primarily commercial character while allowing for some new mixed-use development.

## Recommended Study Areas

As discussed in this chapter, Coventry covers a large land area with many neighborhoods, villages, and corridors with drastically different streetscapes, development patterns, and history. Many Coventry residents feel that the Town lacks a center or traditional downtown. The Town should initiate a series of supplementary small-area studies throughout the life of this Comprehensive Plan to better plan for the future of its most unique areas. Although others may be considered, the highest-priority areas highlighted on the FLUM are:

- Summit Village (Rural Growth Center)
- Southern Tiogue Ave – Potential Sewer Expansion
- Tiogue Ave – North of Lake Tiogue
- Sandy Bottom Road Corridor

## FUTURE LAND USE CATEGORIES

This section describes each of the land use categories shown on Map 2.1 "Future Land Use Map" and the basic rationale for how parcels were classified. Table 2.1 provides a brief summary of the contents of this section.

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<sup>4</sup> "Land Use 2025: Rhode Island State Land Use Policies and Plan." Rhode Island Department of Administration Division of Planning Statewide Planning Program. 2006.

**Table 2.1: Description of FLUM Categories**

<b>FLUM Category</b>	<b>Proposed Residential Density</b>	<b>Existing Regulations</b>	<b>Proposed Changes</b>
<i>Low Density Residential</i>	<i>1 dwelling units per 2-5 acres</i>	Mostly RR-5 and RR-3 with some RR-2; primarily single-family and agricultural uses.	None
<i>Medium Density Residential</i>	<i>Minimum 1 dwelling unit per acre.</i>	Located mostly in R-20, which meets the standard, although RR-2 does not.	Examine the zoning of RR-2 districts within the urban services boundary. Otherwise, the R20 district already complies.
<i>High Density Residential</i>	<i>Minimum 5 dwelling units per acre.</i>	Located in R-20 or commercial districts, no zoning district in Coventry meets the density requirement.	Rezone to allow multifamily by right in these areas, tied to sewer access.
<i>Open Space &amp; Agriculture</i>	<b>Maximum 1 dwelling unit per acre.</b>	No existing zoning specifically for preservation – all zoned residential.	Create an Open Space & Agriculture overlay to address sensitive rural areas. Residential densities in these areas are already below the maximum.  For open space in eastern Coventry, encourage conservation restrictions on valuable properties without them.
<i>Commercial</i>	<i>None</i>	Existing GB and BP zones.	None
<i>Light Industrial</i>	<i>None</i>	Parcels with existing industrial uses.	None
<i>Mixed-Use – High Density</i>	<i>Minimum 5 dwelling units per acre.</i>	Located along main roads within the Urban Services Boundary in areas that would otherwise be HDR or Commercial.	Village Commercial districts already allow mixed-use, but it should be considered in other commercial area.
<i>Mixed-Use Village</i>	<i>2 units per acre</i>	Corresponds with VRC.	Village Commercial districts already allow mixed-use; review regulations to encourage mixed-use in other zones.

*Source: Rhode Island Comprehensive Planning Standards Manual; Coventry Zoning Ordinance*



## Medium Density Residential (MDR)

*Land Use 2025* calls for most new development to be focused within the Urban Services Boundary at moderate to high densities. MDR is the “default” land use category for residential land within the boundary without access to sewer. The R-20 district already meets MDR minimum density requirements and does not require any amendments to meet FLUM objectives. The Town should, however, consider rezoning areas zoned R2A inside of the Urban Services Boundary to R-20.

## High Density Sewered Residential (HDSR)

For parcels that do not tie into a larger wastewater treatment system, the need to reserve space for on-site treatment significantly limits residential density. Areas in the Urban Services Boundary with access to sewer should allow residential development of 5 units per acre by right, whereas other areas within the urban services boundary. Areas shown as HDSR are either already served by sewer or are adjacent to existing sewer infrastructure and could potentially be connected if a project demanded.

HDSR areas are mostly in the R-20 District, which allows one dwelling unit per 20,000 square foot lot by right. To comply with minimum density requirements without changing minimum lot size, up to three units per lot would have to be allowed by right. This might be accomplished through adoption of an overlay district tied to sewer availability.

## Future HDSR

The Town is developing a Sewer Facility Plan Update concurrently with this Comprehensive Plan, which will include recommendations on high-priority areas to consider the expansion of sewer services. Coventry utilizes only a small proportion of the wastewater processing capacity it purchases from West Warwick, and the Town must consider the potential development benefits of sewer expansion with the costs. The FLUM incorporates the draft findings of the sewer plan<sup>5</sup> to designate some of the most likely future high-density growth areas. These areas, once sewered, will fall under the same set of recommendations as HDSR.

## Low Density Residential (LDR)

LDR areas are the more suburban or rural parts of Coventry where single-family homes on larger lots are the norm. The residential densities currently allowed in these areas already meet the statewide standard of a maximum of 1 unit per acre, so no changes are required.

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<sup>5</sup> As of November 2022.

### **Mixed Use – High Density (MUHD)**

This designation is applied to HDSR areas where a combination of commercial and residential uses should be encouraged at the same level of density as nearby HDSR areas. Most of Coventry's existing sewer infrastructure is located in primarily commercial areas, and it is important to maintain and strengthen the Town's commercial base. However, a residential element can be a key factor in making a project financially feasible for a developer and will also help the Town reach its affordable housing goals. Therefore, allowing mixed-use by right in certain areas of eastern Coventry is appropriate. Both vertical (commercial uses on the ground floor and residential uses above) and horizontal (different uses located in different structures on the same property) mixed-use should be considered.

### **Mixed Use – Village**

The MUV category is based on Coventry's existing Village Commercial zones, which already allow some mixed-use development. The Mixed-Use Higher Density category describes sewered or potentially sewered areas that could support large-scale multifamily development. However, development in MUV areas should be smaller-scale and designed to visually bolster the local character and act as rural and suburban centers. Residential density should be greater than the surrounding rural or suburban areas, but exact standards would vary between different MUV sites and should be based on studies of local wastewater capacity.


### **Commercial**

The FLUM imagines that Coventry has retained its commercial land, either as purely commercial or mixed-use areas. The Town should work to strengthen its commercial base along Main Street and in the Centre of New England and consider extending the Tiogue Avenue commercial corridor. Most areas targeted for the expansion of commercial uses are classified under one of the two mixed-use categories.

### **Light Industrial**

The days of heavy industry are behind Coventry, but some less intensive industrial uses such as light manufacturing or biomedical facilities remain in Town. Like commercial uses, the FLUM assumes that existing industrial uses will continue in their current locations. Unlike commercial, light industrial uses should not be expanded without careful consideration as they can have significant impacts on neighboring properties.





## Open Space and Agriculture

The residents of Coventry value their natural outdoor spaces throughout the Town and the historic agricultural landscape of western Coventry. The Open Space and Agriculture (OSA) designation encourages the preservation of land as-is and includes all existing permanently protected open space as well as parcels that are currently classified as “Open Space, Forests, and Agriculture” by the Town’s Assessor.

Most of the land shown as OSA on the FLUM is zoned for single-family residential development without any conservation protections. While the Town cannot, through zoning, deprive landowners in these areas of all productive economic use of their property, it can offer incentives to redirect development away from environmentally sensitive and undisturbed areas into places designated for higher-intensity development. The main tool the Town should consider is a transfer of development rights (TDR) program, in which property owners can transfer their development rights to a different property elsewhere in Town. For example, the owner of an environmentally sensitive property in west Coventry where a single-family home could be constructed by right might be incentivized to transfer or sell the right to build that unit to a buildable parcel in eastern Coventry where infrastructure could support an additional unit. Under such a program, more land could be conserved without reducing the total amount of housing that can be built in Coventry.

# Land Use | Goal 1

Develop land use policies and design guidelines to ensure all new investment contributes to smart and creative residential and commercial development and protects environmental quality and open space.

## POLICIES FOR DECISION MAKING

1. Ensure that Coventry's municipal land use regulations are consistent with the goals and policies set forth within this Comprehensive Plan and the Future Land Use Map.
2. Foster growth within the Urban Services Boundary and village centers while encouraging the preservation of undisturbed open space, forests, and agricultural areas.
3. Discourage additional commercial sprawl/large-scale strip retail development while encouraging the redevelopment of vacant and underutilized commercial properties.
4. Encourage growth in areas best suited to provide access to jobs, housing, and transit, and that are serviced by existing or planned community services and facilities.
5. Promote the development of a wide range of residential land uses to ensure a diversity of housing choices for all residents, including the strategic allowance of higher density development in appropriate sewered areas.

## IMPLEMENTATION ACTIONS

1. Revise Town Zoning Ordinance in accordance with the State Zoning Enabling Legislation and the 2026 Comprehensive Community Plan. This will include revising, updating, and officially adopting town zoning maps to provide accurate and up-to-date information on Zoning District boundaries.
2. Revise Town Subdivision Ordinance in accordance with the Comprehensive Community Plan.
3. Amend the Town Zoning Ordinance and land development regulations to include incentives to attract desirable development and redevelopment to areas of town with existing infrastructure.
4. Encourage preservation of undeveloped open space through appropriate land use controls.

## Land Use | Goal 2

Enhance the aesthetic quality and overall livability of Coventry's existing neighborhoods.

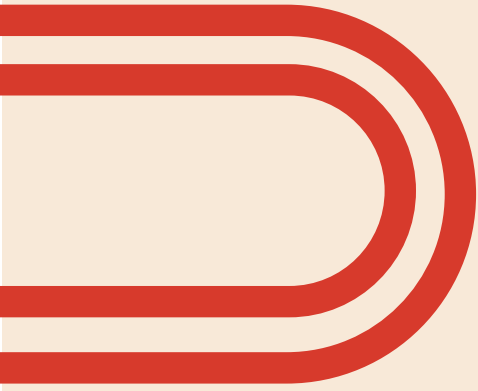
### POLICIES FOR DECISION MAKING

1. Revitalize historic village centers so that they are walkable, safe, have cohesive visual appeal, and provide a sense of community, and ensure they are properly stewarded year-round.
2. Promote a balance of uses to support sustainable patterns of development providing healthy, walkable neighborhoods, thriving business districts, and a high quality of life, potentially through expanding mixed-use development.
3. Promote design excellence and historic preservation through appropriate land use controls such as design guidelines and historic preservation incentives.

### IMPLEMENTATION ACTIONS

1. Conduct small area planning processes to develop vision statements for key areas, like Summit Village in western Coventry, Tiogue Ave commercial corridor, Coventry Centre, etc.

## B. NATURAL RESOURCES



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*Coventry is a green community. Local policy and regulations protect the natural environment and foster economic growth without jeopardizing natural resources. Rather, economic growth serves to protect and repair our natural environment.*

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# Natural Resources | Goal 1

Restore and protect Coventry's water resources and improve water quality.

## POLICIES FOR DECISION MAKING

1. Promote public knowledge about water supply and demand management, groundwater pollution, and impacts of pollution on natural resources and drinking water.
2. Work to identify existing pollution sources and take steps to implement source control.
3. Consider groundwater availability and quality in planning efforts.

## IMPLEMENTATION ACTIONS

1. Explore regulations to require the collection of rainwater and greywater to ensure best practices for water management.
2. Encourage the Planning Board to add conditions of approval for new development and redevelopment projects to specify that new plantings should occur in only the spring and fall to decrease irrigation requirements.
3. Encourage the use of conservation plumbing fixtures and "WaterSense" appliances for larger developments through updating the Subdivision and Land Development Regulations.
4. Improve stormwater management requirements during and following construction, as well as municipal oversight during construction through updating the Subdivision and Land Development Regulations.
5. Review the Subdivision and Land Development Regulations and ensure that residential cluster developments and subdivisions provide adequate vegetated buffers for land designated as protected open space.
6. Collaborate with RIDOH through scheduling of annual meetings to discuss potential groundwater contamination and future demand for community wells.
7. Develop an environmental management plan for Johnson's Pond to protect the Pond from environmental degradation and further water quality impairments.

## Natural Resources | Goal 2

Steward and preserve Coventry's natural resource areas, including wetlands, wildlife habitat and corridors, and surface and ground water for future generations.

### POLICIES FOR DECISION MAKING

1. Protect existing forest, groundwater and surface water resources in Coventry from degradation.
2. Prioritize a comprehensive approach to protecting water resources in Coventry.
3. Collaborate with residents and town staff to implement a Conservation Development Zoning Ordinance.
4. Share development plans and materials with the Conservation Commission and Land Trust for their review on a monthly basis.
5. Explore methods for preserving and managing Town-owned forests and trees.
6. Collaborate with RIDEM, Conservation Commission and Tax Assessor to track participation in the Farm, Forest, and Open Space Program (FFOS) program.
7. Acquire land and conservation easements to preserve and protect critical wildlife habitat and water resources.

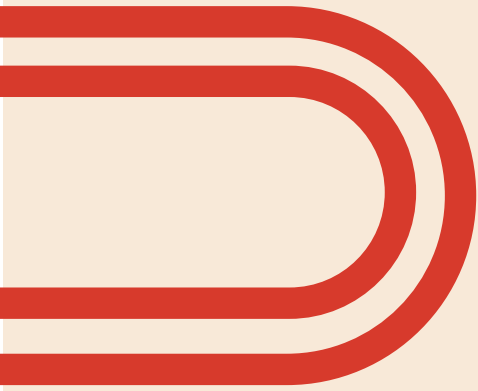
### IMPLEMENTATION ACTIONS

1. Develop Groundwater Protection Overlay and Watershed Protection Overlay Districts and implement regulations and standards for development within these districts, including comprehensive protective zoning restrictions.
2. Prepare a Watershed Management Plan outlining specific actions needed to prevent degradation of the water supply and mitigate existing contamination of the water supply.
3. Research Conservation Development Zoning Ordinances developed in Scituate, Foster, Gloucester, and Burrillville, and then review the Zoning Ordinance to ensure general best practices.

*(Natural Resources | Goal 2 Actions continued)*

4. Research existing Tree Ordinances in comparable communities to ensure general best practices.
5. Develop a mapping and compliance tracking system for Farm, Forest, and Open Space Program (FFOS) properties.
6. Update the 1985 Recreation, Conservation, and Open Space Master Plan, including identification and prioritization of specific parcels of land for acquisition, development rights, foreclosing right of redemption (tax sale properties), farmland preservation, and open space purposes.
7. Develop a Town-Wide Forest Management Plan to improve public education and appreciation for Town Forests, enhance management of Town-owned forest land, and identify ways the Town aims to minimize forest fragmentation.
8. Research municipal nursery programs in Rhode Island and evaluate Town-owned parcels that may be viable locations for a municipal nursery.
9. Collaborate with agencies (e.g., RIDEM, RIDOH) and local stewards (e.g., Pawtuxet River Authority, Johnson's Pond Civic Association) to develop an environmental management plan for Johnson's Pond that improves water quality, prevents harmful blooms, and controls invasive aquatic vegetation.

# C. OUTDOOR RECREATION AND OPEN SPACE



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*Coventry residents commune while walking and biking on Coventry's safe roads and trails and visiting Coventry's parks and recreational facilities. Town pride stems from well-maintained services and facilities, preservation of natural and historic resources, and inclusive community spaces. Coventry community members widely support and participate in community events and cultural recreation in a way that strengthens community bonds and sense of place.*

---

# Outdoor Recreation and Open Space | Goal 1



Improve access to Coventry's open spaces and outdoor recreation facilities for the entire community by enhancing information and communication systems.

## POLICIES FOR DECISION MAKING

1. Provide information to the public about the amenities, access, and location of town recreational facilities.

## IMPLEMENTATION ACTIONS

1. Create a public facing online map of town-owned and other open spaces, as well as recreational access routes, for greater public awareness and accessibility; use OpenStreetMap, RI e911 streets, and RIGIS DOT data as initial data source, subject to on-the-ground verification, to fill in gaps in existing town GIS data. Consider working with volunteers or school groups to build this resource.
2. Increase social media presence, expand email list, and improve general communications capacity and efficacy in support of recreational programs (See Services and Facilities Action under Goal 1).

# Outdoor Recreation and Open Space | Goal 2

Maintain and enhance a broad range of community-wide and neighborhood recreational facilities to meet the needs and desires of residents.

## POLICIES FOR DECISION MAKING

1. Promote sustainable use of town recreational properties to ensure assets can continue to provide recreational opportunities into the future.
2. Provide sufficient and accessible recreational amenities for people of all ages and abilities from children to senior residents.
3. Enhance recreational facilities to allow for summer recreation during cooler, later times of day.

## IMPLEMENTATION ACTIONS

1. Construct a town playground for children seven years and older on town property.
2. Create maintenance plan for newly acquired town land in coordination with the Land Trust, Planning Department, and Recreation Department.
3. Develop a comprehensive asset management program to support the maintenance, funding, and prioritization of town recreational infrastructure, including town-owned open spaces, developed parks, and recreational facilities. This should begin with an assessment of condition and longevity of existing recreational assets. Use the results of the asset management program to inform annual capital improvement planning.
4. Evaluate and modify user fee structure for town-owned fields as a way of mitigating overuse of fields.
5. Replace lights at Herbert Paine field and select one other town field for installation of lights.
6. Develop an improvement plan to revitalize Johnson's Pond that includes new and enhanced public access, identifies recreational opportunities, restores and protects natural resources and outlines potential infrastructure improvements. This plan should identify estimated costs and funding mechanisms for improvements.

# Outdoor Recreation and Open Space | Goal 3



Enhance multimodal connectivity to the existing bike path, parks, and trails to create a cohesive outdoor recreation network.

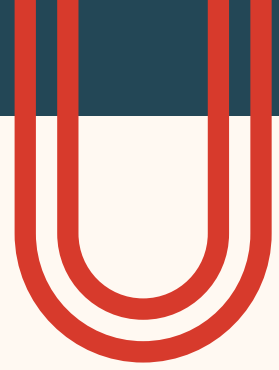
## POLICIES FOR DECISION MAKING

1. Improve accessibility and multimodal connectivity to and between trails, paths, sidewalks, bike lanes, and town parks, particularly in the dense areas of town.

## IMPLEMENTATION ACTIONS

1. For each town-owned park and recreational facility, assess the current level of access for people walking, biking and parking and create a plan for improved low-stress walking and biking access and parking enhancements (See Transportation Action for Bike and Pedestrian Plan under Goal 2).
2. Upgrade ADA non-compliant sidewalks and ramps leading to outdoor space, with priority given to places near senior housing (See Transportation Action under Goal 1).
3. Install lighting along the Coventry Greenway in Eastern Coventry to increase user safety.

# Outdoor Recreation and Open Space | Goal 4



Strengthen partnerships with individuals and community and civic organizations by identifying and advertising opportunities for public engagement in the creation, enhancement, and maintenance of public recreational areas and easements.

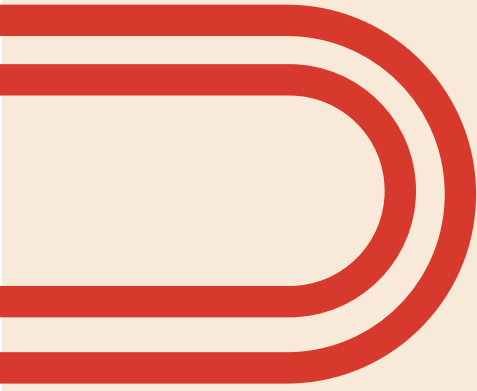
## POLICIES FOR DECISION MAKING

1. Provide town-wide programming to engage residents and bring together community.

## IMPLEMENTATION ACTIONS

1. Partner with local indigenous community representatives and cultural heritage groups such as RI Indian Council to promote public art and language access in Town-owned parks and gateways. Consider adding wayfinding signage in English, Spanish, and the Nahagansett language.
2. Maintain a full-time staff member within the Recreation Department who supports recreational programming.
3. Develop an annual family friendly town-wide event bringing together community groups and Coventry community members.
4. Establish connections with existing community groups, like the scouts, middle and high school clubs, and church groups to support park and conservation land clean ups.
5. Consider establishing a trails committee.

# D. HISTORIC AND CULTURAL RESOURCES



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*Coventry celebrates its cultural and historic heritage through preservation programs, cultural tourism, and public education.*

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# Historical and Cultural Resources | Goal 1

Coventry's cultural and historical resources shall be drivers of education, recreation, and economic development opportunities for residents and visitors.

## POLICIES FOR DECISION MAKING

1. Link local and regional historical sites via recreational network of trails and bike paths as a draw for tourists and residents.
2. Promote recognition of national landmark villages through interpretive signage and recreational access.
3. Increase access to visual and performing arts.
4. Protect town historic and cultural resources from demolition and decay.

## IMPLEMENTATION ACTIONS

1. Install interpretive signage that links, via QR codes, to an easily updated website, map, or other resource describing historic sites, including historic villages (See Open Space and Recreation Action under Goal 1 and Transportation Action Under Goal 2 about interactive mapping).
2. Install historic markers for all National Register Districts and the Locally Zoned Historic District.
3. Establish a local cultural council tasked with visioning and implementing cultural activities, including a historic and cultural walking trail utilizing the town's bike path's proximity to several of the town's historic asset to offer wayfinding signage, location descriptions, and public art, and a local artist commissioned to organize annual community mural events in town.
4. Seek state and federal funding from USDOT or RIDOT to design and rehabilitate the Arkwright Bridge.

*(Historic and Cultural Resources | Goal 1 Actions continued)*

5. Develop materials to inform owners of historic properties how to maintain exterior appearance, scale, texture, and architectural treatments, and encourage owners of historic structures who request demolition permits to seek alternatives to demolition, including, rehabilitation, donation, or moving of the structure.
6. Explore site plan review requirements to require archaeological surveys in areas near significant indigenous sites, areas that are known to contain archaeological sites as identified by the RIHPC and in areas designated as archaeologically sensitive after survey by a professional archaeologist, and measures to identify, evaluate, protect or safely remove artifacts from areas around proposed development.
7. Develop a public private partnership with a performing arts company to host live events at town spaces.
8. Support the Historic District Commission's pursuit of Certified Local Government grants from the RIHPC to carry out projects that are important to the town.
9. Assess properties currently listed in the historic register to understand if their historic value and contributing features of the property have been compromised.
10. Update the development review process to incorporate provisions to seek advisory comments from the RIHPC if a property listed on the National Historic Register's contributing features will be compromised through renovations.
11. Expand local historic district zoning in town (as defined in R.I.G.L. § 45-22.2-4) to protect sites in the National Historic Register. Work with existing Historic District Commission and the State of Rhode Island to determine suitable expansion area.
12. Evaluate the feasibility of using space within a Town-owned building as a central location for a visitor center and community art space to bring people together around town history, culture and community.
13. Develop a village plan of the Historic South Main Street area and provide recommendations for architectural and streetscape improvements, potential special overlay district design standards, neighborhood connectivity, an inventory of historic resources, housing revitalization opportunities, and/or adaptive reuse of historic industrial buildings.
14. Explore opportunities to better track historic cemeteries and burial grounds in Coventry.

# Historic and Cultural Resources |

## Goal 2



Coventry leaders collaborate with neighboring municipalities to support recognition of the shared regional history of the Colonial era, Native American communities, local industry, and other historical inhabitants and activities of western Rhode Island.

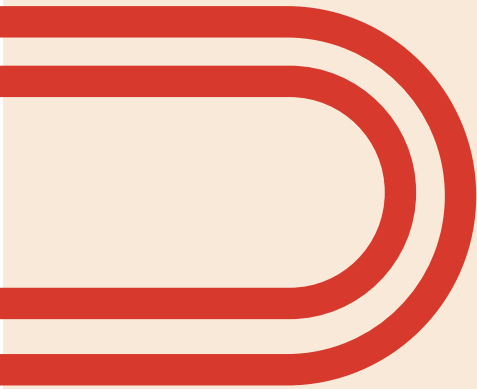
### POLICIES FOR DECISION MAKING

2. Provide town-wide programming to engage residents and bring together community.

### IMPLEMENTATION ACTIONS

1. Develop curriculum related to cultural and historical resources in Coventry through the public schools and library. Invite historical experts into public schools and the library to teach history from diverse cultural perspectives, and schedule field trips to local museums.
2. Develop curriculum to increase the voice of underrepresented cultures and voices in Coventry public schools.
3. Create a public event series to promote inclusivity and sharing of cultural heritage, communities and ideas, for example, a diversity potluck or sponsoring of local community cultural organizations to host events.

## E. HOUSING



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*Coventry offers a diverse housing stock to serve the needs of its citizens regardless of age, ability and income. Future development balances the needs for increased housing, preservation of natural resources, desire for community, and adaptive measures to build resilience to fight climate change.*

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# Housing | Goal 1



## **Achieve and maintain 10% Low- and Moderate-Income Housing:**

Produce deed-restricted Low- and Moderate-Income Housing targeted to Coventry's priority needs while preventing loss of existing affordable units.

### **POLICIES FOR DECISION MAKING**

1. Preserve Coventry's existing affordable housing stock and prevent displacement of low- and moderate-income residents.
2. Proactively partner with nonprofit affordable housing developers to plan and site projects that address identified gaps in Coventry's housing needs.
3. Actively pursue and leverage state and federal funding for affordable housing development and preservation.

### **IMPLEMENTATION ACTIONS**

1. Monitor existing LMIH inventory for expiring use restrictions, financial distress, or risk of conversion; establish early intervention protocol.
2. Establish "zero net loss" target for affordable units to ensure production efforts aren't offset by inventory losses.
3. Expand existing housing rehabilitation program to include lead paint abatement given age of eastern Coventry housing stock.
4. Meet annually with Coventry Housing Authority/CHAC and nonprofit developers (Women's Development Corporation, ONE Neighborhood Builders, Habitat for Humanity) to discuss development opportunities and communicate municipal priorities.
5. Identify and evaluate Town-owned or tax-foreclosed properties for potential disposition to nonprofit developers for affordable housing.

*(Housing | Goal 1 Actions continued)*



6. Create an affordable housing site inventory of suitable privately-owned parcels in sewerred, transit-accessible areas where Town would proactively support nonprofit developers for affordable housing.
7. Provide proactive municipal support for nonprofit developers including letters of support for funding applications, technical assistance navigating local process, site identification assistance, and consideration of fee waivers or reduced land costs.
8. Establish clear municipal expectations for LMIH inclusion in medium and large-scale residential projects, particularly regarding deeper affordability targeting (60-80% AMI) and unit types aligned with identified needs.
9. Pursue state housing funding programs such as the Housing 2030 Infrastructure Program, the Small Scale Rental Program, and the Preservation Program; support nonprofit developer applications for development funding.
10. Create Transit-Oriented Development planning framework along RIPTA Routes 13 and 23 to unlock TOD funding eligibility.
11. Pursue Housing Champions Designation to secure preferential access to discretionary state funds; align comprehensive plan, zoning reforms, and housing production with program criteria.

# Housing | Goal 2



## Align housing growth with infrastructure and designated growth areas:

Direct new housing development to areas with existing or planned infrastructure, transit access, and village centers while preserving rural character.

### POLICIES FOR DECISION MAKING

1. Direct new housing development to areas with existing or planned infrastructure capacity.

### IMPLEMENTATION ACTIONS

1. Identify priority growth areas within Urban Services Boundary, along RIPTA routes (Route 13, Route 23), in village centers (Summit Village, Tiogue Avenue, Sandy Bottom Road), and within sewer corridors.
2. Evaluate potential code changes to allow two-family and multi-family housing (not just through Comprehensive Permits) in identified priority areas with sewer and transit access.
3. Coordinate housing strategy with infrastructure planning to ensure sewer expansion plans, transit service improvements, and housing growth areas are aligned.
4. Prioritize the integration of non-regulatory LMIH units in housing developments in the Centre of New England region (e.g. LMIH units not required by state-enabled Comprehensive Permit review or other tools).

## Housing | Goal 3



### **Legalize a broader range of housing types to accommodate diverse household needs:**

Enable housing types beyond single-family detached homes to accommodate changing demographics, small households, and varied income levels.

#### **POLICIES FOR DECISION MAKING**

1. Enable diverse housing types beyond single-family detached homes.

#### **IMPLEMENTATION ACTIONS**

1. Develop code that allows for mixed-use development in village centers and other appropriate areas.

# Housing | Goal 4



## Expand pathways to affordable homeownership:

Dramatically increase homeownership options for low- and moderate-income households across all eligible income levels.

### POLICIES FOR DECISION MAKING

1. Increase production of deed-restricted affordable homeownership units.
2. Support housing options for Coventry's workforce by partnering with local employers.

### IMPLEMENTATION ACTIONS

1. Support affordable homeownership development serving households from 60% AMI up to 120% AMI, recognizing that Coventry's limited inventory of only 18 affordable single-family homes represents a critical gap across all low- and moderate-income levels.
2. Support shared equity homeownership models (community land trusts, deed-restricted resale programs) that maintain long-term affordability.
3. Work with nonprofit developers (such as Habitat for Humanity, CDCs) and private developers to identify unit types and development models most financially feasible for affordable homeownership production.
4. Conduct housing-employment analysis examining wages at major Coventry employers/industries and comparing to local housing costs to identify gaps and partnership opportunities.
5. Explore employer interest in workforce housing partnerships including land contributions, gap financing, or employee homeownership assistance programs.

# Housing | Goal 5



Preserve existing lower-cost housing and reduce displacement risk.

## POLICIES FOR DECISION MAKING

2. Acknowledge risks to existing lower-cost housing not captured in the Low- and Moderate-Income Housing inventory.

## IMPLEMENTATION ACTIONS

5. Explore monitoring protocols for affordable multi-family rental properties to allow for early identification of conversion or reduce redevelopment risk.
6. Engage with community partners to aid preservation of affordable multi-family rental properties.

## F. ECONOMIC DEVELOPMENT



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*Coventry is an attractive place to live, play and work for families and individuals of all economic backgrounds and income levels. The local economy draws both entrepreneurs and established businesses, (partnerships, opportunity, etc.). Local land use regulations balance open space with economic development to ensure Coventry is a Town that attracts high-tech, low impact businesses with shared goals towards sustainability.*

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# Economic Development | Goal 1

Work with the local business community to strengthen Coventry's existing commercial base and make the town an attractive location for new business.

## POLICIES FOR DECISION MAKING

1. Grow the Town's commercial tax base while promoting well-designed, walkable, and attractive commercial areas and avoiding "strip" development.
2. Develop one or more locations in Coventry to be a year-round strolling area, an economic destination, and a recreational asset for Coventry residents and visitors.

## IMPLEMENTATION ACTIONS

1. Develop a comprehensive asset management program to support the maintenance, funding, and prioritization of town infrastructure to extend the service life of town-owned infrastructure assets, maintain quality of life and continuity of essential services, and attract economic activity and development.
2. Explore opportunities to expand the use of tools such as tax stabilization agreements and more actively pursue loans and grants for economic development programs to help local businesses grow and thrive.
3. Review design guidelines for mixed-use village centers to encourage attractive, community-scale commercial development.
4. Continue to fund and support the efforts of the Economic Development Commission to provide education, support, and coordination services for local businesses. Establish metrics of success for EDC activities.

## Economic Development | Goal 2

Capitalize on historic and cultural assets to drive tourism and economic development.

### POLICIES FOR DECISION MAKING

1. Embrace Coventry's unique assets such as historic sites, open space, and outdoor recreation to attract visitors.

### IMPLEMENTATION ACTIONS

1. Continue to develop new and creative ways to share Coventry's rich history, both indigenous and colonial, with visitors and residents alike.
2. Consider developing zoning and tax incentives for the reuse and preservation of historic buildings for commercial or mixed uses.

## Economic Development | Goal 3

Ensure agriculture remains an important use in historically farmed areas.

### POLICIES FOR DECISION MAKING

1. Preserve Coventry's culturally and historically significant economic activities like traditional agriculture.

### IMPLEMENTATION ACTIONS

1. Work with the Economic Development Commission to promote agritourism to Coventry's historic and scenic agricultural areas.
2. Integrate local agricultural businesses with the local business community to help connect them with farmers markets and promote the purchase of local produce by entities like Coventry Public Schools.
3. Convene Town staff, officials, and members of the local farming and business communities to review and plan to implement the recommendations of Rhode Island Department of Environmental Management (RIDEM)'s 2018 Community Guidance to Maintain Working Farms & Forests.

# G. COMMUNITY SERVICES AND FACILITIES



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*Coventry welcomes diversity and supports the wellness and resiliency of all members of the community. The town is a model of good governance, known for objectivity, consistency, and transparency in decision-making. Town administration thoughtfully and transparently plan for current and future allocation of financial and staff resources to achieve town goals.*

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# Community Services & Facilities | Goal 1



Provide for active and two-way communication between all that serve the Town of Coventry and Coventry's residents and local business owners.

## POLICIES FOR DECISION MAKING

1. Build relationships between town staff, residents, and business owners.
2. Enhance social media presence engaging residents on town-wide events, assets, and programs.

## IMPLEMENTATION ACTIONS

1. Pilot monthly drop-in breakfast/happy hour for residents and business owners to come ask questions of the town manager and assistant town manager and engage with select department staff.
2. Task a town staff member with expanding the creation and posting of daily social media content and/or regular newsletter about town programs, services, meetings, and events through coordination with community groups and representatives from town department heads on 2-3 social media platforms (Facebook, Instagram, Twitter). (See Recreation Action under Goal 1)
3. Develop a town 311 page where residents can report specific facility issues to the town.

# Community Services & Facilities | Goal 2



Re-purpose vacant municipally owned buildings and properties to support town's operations and create new community spaces when appropriate.

## POLICIES FOR DECISION MAKING

3. Support adaptive reuse of existing vacant municipal properties to serve identified town needs.

## IMPLEMENTATION ACTIONS

1. Conduct assessment of vacant or underutilized town buildings including the Old Teen Center, the Historic Read Schoolhouse, the Old Summit Library, and the Former Police Station to understand if the spaces can address existing town needs including limited space in the Guy L. Lefebvre Community Center, limited library programming space, and lack of a town visitor center, community arts space and performing arts space, or whether they can be sold.
2. Develop a space sharing program enabling community members and non-profits to rent currently underused space in town buildings. Proceeds from the program should help fund improvements to those same buildings.

# Community Services & Facilities | Goal 3



Provide adequate funding for infrastructure repair, improvements, and ongoing maintenance needs.

## POLICIES FOR DECISION MAKING

1. Plan for expenditures on Long-term capital improvements and ongoing maintenance.

## IMPLEMENTATION ACTIONS

1. Develop and implement a five-year Capital Budget program including a Capital Operating Fund and Capital Reserve fund.
2. Develop a protocol for Town Council to use in annual decision making over capital spending on public services and utilities or infrastructure that incorporates the town's asset management programs and relevant planning documents including the facilities plan and wastewater facilities plan.
3. Apply for a Champlin Foundation grant to fund the construction of additional programming space for the Coventry Public Library, which may include a dedicated story-time room, programming room, and/or meeting space.

# Community Services & Facilities | Goal 4



Maintain the safe and reliable network of facilities providing care and resources for residents and visitors at all stages of life.

## POLICIES FOR DECISION MAKING

1. Provide emergency response services that protect public safety now and into the future.
2. Ensure town staff capacity is sufficient to provide necessary services.

## IMPLEMENTATION ACTIONS

1. Develop a comprehensive asset management program to support the maintenance, funding, and prioritization of town infrastructure life cycle requirements, including town-owned buildings (including school buildings), town vehicles, stormwater infrastructure, and sewer facilities. Use the results of the asset management program to inform annual budgeting. (See Transportation Action Under Goal 1, Economic Development Action under Goal 1, and Recreation Action Under Goal 2)
2. Utilize the results of the recent study of fire district organization as a framework for creating consensus around future fire districts consolidation or re-organization. Any future update to the Comprehensive Plan should incorporate the results of this study.
3. Implement recommendations of the 2022 Town Performance Audit. The audit reviewed the policies, practices, staffing and general workloads in town to improve operations, optimize performance and deliver effective municipal and educational services.
4. Implement operational improvements to the Police Department such as form a traffic division within the Police Department and develop a police officer scheduling plan to accommodate training during work hours.

*(Community Services and Facilities | Goal 4 Actions continued)*

5. Expand waste collection services in response to increased demand by new residential developments through either a private contract or increased employee capacity within the Department of Public Works.
6. Implement recommendations of the Facilities Master Plan (currently underway), and any similar plan prepared and endorsed by the School District (and the Town Council, as applicable and warranted).
7. Continue annual strategic planning process and implement recommendations of annual each department's annual strategic plans.
8. Utilize the 2016 Facility Condition Assessment to prioritize and address ongoing school building facility issues.
9. Split out the education section of the 2022 Town Performance audit as its own section to clarify needs.
10. (From the Coventry Public Schools Committee Guiding Beliefs policy) Allocate resources to support professional development and establish a professional development committee at the school and in the district.
11. (From the Coventry Public Schools Committee Guiding Beliefs policy) Continuously examine and revise school curriculum in the area of math, English and language arts, and allocate resources towards quality instruction.
12. Establish a district-wide technology committee focused on ensuring all schools have access to appropriate computer technology, and allocate resources towards efforts of this committee.
13. (From Coventry Public Schools Committee Guiding Beliefs policy) Provide opportunities for community and parental involvement to affect student achievement. Also discussed in FINAL PK-12 Strategic Plan.

# Community Services & Facilities | Goal 5



Provide an efficient and sanitary wastewater treatment system and ISDS (Individual Sewage Disposal Systems) monitoring and maintenance program that adequately serves Coventry's commercial corridors and environmentally sensitive neighborhoods, and that operates in full compliance with all state and federal standards.

## POLICIES FOR DECISION MAKING

1. Proactively plan for and implement improvements to the municipal wastewater system.

## IMPLEMENTATION ACTIONS

1. Implement recommendations of Wastewater Facilities Plan.
2. Provide funding opportunities to assist homeowners with failing septic systems and cesspools.
3. Construct the Arnold Road Pump Station.
4. Based on the results of the Town's ongoing Wastewater Facilities Plan, plan for sewer extensions to expand service to commercial and mixed-use developments.

# Community Services & Facilities | Goal 6

Manage stormwater runoff and mitigate adverse impacts on receiving waters, including water quality, flooding, erosion, and sedimentation in a manner that is adequate, efficient, and environmentally sensitive.

## POLICIES FOR DECISION MAKING

1. Maintain high-quality datasets on town infrastructure to reduce capital construction costs and priority maintenance.
2. Ensure sufficient staffing within the DPW and Engineering Department.
3. Explore implementing and developing plans to install and maintain additional Town-owned BMPs, especially in watersheds that may be or are impaired by stormwater.
4. Monitor public and private stormwater projects during construction and post-completion, including inspection during installation of sub-surface stormwater facilities.
5. Modernize and align submission requirements and technical reviews under the 1993 Soil Erosion and Sediment Control Ordinance, 2019 Subdivision and Land Development Regulations (Section XIII), and Rhode Island Stormwater Regulations to address gaps in stormwater-related Ordinances and Regulations.
6. Work with the public to improve control and treatment of stormwater through public education.

## IMPLEMENTATION ACTIONS

1. Review and reconcile all data sources for the quantity, condition, location, and maintenance schedule of town catch basins, drainage pipe networks, stormwater manholes, and stormwater BMPs (including basins and drywells) to produce an authoritative data set.
2. Prepare an updated Storm Water Management Program Plan (SWMPP) outlining specific goals, training, and actions proposed by the DPW to ensure the SWMPP reflects the current conditions of the System and maintenance being performed in Town.

*(Community Services and Facilities | Goal 6 Actions continued)*

3. Track flooding and stormwater-related complaints using GIS mapping to identify areas for future study and potential stormwater improvements.
4. Identify and reconcile potential discrepancies in submission requirements in the Soil Erosion and Sediment Control Ordinance, Subdivision and Land Development Regulations (Section XIII), and Rhode Island Stormwater Regulations, as well as, update and modernize the Ordinance and Regulations to incorporate the following:
  - LID requirements for new development,
  - Increases in development fees to fund Town-wide stormwater improvements,
  - Requirements for developers to provide details on the proposed maintenance responsibilities, schedule, budget, and method of funding for stormwater features,
  - Review thresholds that, if exceeded, would require a project be reviewed by the Technical Review Committee.
5. Initiate a Town-wide Project to identify locations in Town where implementation of suitable stormwater Best Management Practices (BMPs) will enhance protection of receiving waters.
6. In relation to the previous action, require installation of sub-surface stormwater Best Management Practices (BMPs) to be witnessed by Town Engineer or their representative as a condition of Project approval. Or implement an alternative method that the Town Engineer recommends.
7. Conduct a program to educate the public on the problems associated with impaired stormwater quality and ways to reduce runoff through downspout disconnects, rain gardens, and cisterns.

# Community Services & Facilities | Goal 7



Strive to meet or exceed a 35% recycling rate and 50% diversion rate through Coventry's municipal waste management program.

## POLICIES FOR DECISION MAKING

1. Continue to support municipal diversion and recycling programs.

## IMPLEMENTATION ACTIONS

1. Perform a waste composition study to identify the types of solid waste that could be but are not currently being recycled and/or diverted.
2. Confirm a site for a town composting facility.
3. Implement a curbside composting program.

# Community Services & Facilities | Goal 8

Provide adequate funding for infrastructure repair, improvements, and ongoing maintenance needs.

## POLICIES FOR DECISION MAKING

1. Foster a proactive approach to infrastructure lifecycle management.
2. Explore funding options for regular maintenance of stormwater system to levels of best practice.

## IMPLEMENTATION ACTIONS

1. Develop infrastructure reserve fund accounts (e.g., roadways, sidewalks, culverts, curbing, etc.).
2. Develop a comprehensive asset management program to support the maintenance, funding, and prioritization of town infrastructure life cycle requirements, including drinking water, wastewater, and stormwater management systems.
3. Identify potential funding sources for stormwater system maintenance and improvements, including exploring implementation of a Town-wide stormwater utility program, increasing filing fees for developers, and seeking grants for improvements.

# Community Services & Facilities | Goal 9

Provide a clean, safe, and sustainable water supply for all Coventry residents.

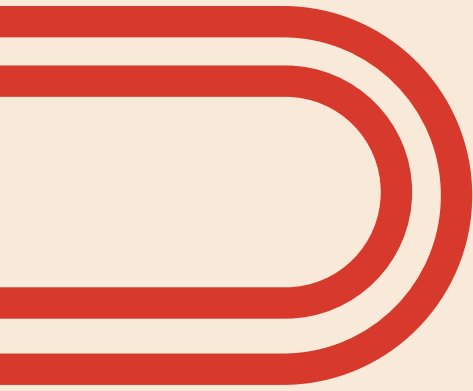
## POLICIES FOR DECISION MAKING

1. Maintain strong working relationships with Kent County Water Authority (KCWA).
2. Promote public knowledge about water supply and demand management, groundwater pollution, and impacts of pollution on natural resources and drinking water.
3. Protect private drinking water wells and water sources within the community.
4. Ensure Coventry has sufficient water resources to suppress fires during drought conditions.
5. Consider water availability in planning for build-out.

## IMPLEMENTATION ACTIONS

1. Identify expertise among Coventry staff to improve coordination with the KCWA and continue to communicate with KWCA staff and planners about planned infrastructure projects.
2. Continue to fill Coventry seats on KCWA Board of Directors.
3. Prepare a Watershed Management Plan outlining specific actions needed to prevent degradation of the water supply and mitigate existing contamination of the water supply.
4. Create electronic records for locations of private drinking water wells to inform proposed municipal stormwater improvements.
5. Conduct outreach and education for citizens on the actions they can take to protect their own private well and the watershed/wellhead protection area.
6. Develop a Drought Coordination Communication Plan.

# H. ENERGY AND RENEWABLE ENERGY



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*Coventry is a leader in achieving the State of Rhode Island's renewable energy goals. As a forward-thinking town, it implements innovative energy initiatives to combat climate change, educates residents about the impact of these initiatives, and works to protect valuable natural and cultural land that give Coventry its identity.*

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# Energy and Renewable Energy |

## Goal 1

Coventry's municipal buildings, vehicles, and equipment will be energy efficient and operated in a way that conserves energy.

### POLICIES FOR DECISION MAKING

1. Strive to meet and exceed the State energy standards to increase fuel diversity, produce economic net benefits, and reduce GHG emissions as outlined in energy 2035: Rhode Island State Energy Plan, and organize a plan or committee to help with the process.
2. Incorporate requirements for clean energy thresholds into zoning policies. Requiring minimum green energy standards for new commercial or industrial developments, such as requiring electric vehicle charging ports in and parking areas, would support the town's transition to clean energy.
3. Replace end-of-life municipal-owned vehicles with high fuel efficiency and/or electric vehicles.

### IMPLEMENTATION ACTIONS

1. Complete an updated municipal energy audit to assess the amount of energy being used by municipal buildings, equipment, and vehicles and determine where improvements can be made to conserve and efficiently use energy. This will update the Town's previous 2012 audit to provide better recommendations for municipal energy improvements.
2. Collaborate with the Rhode Island Office of Energy Resources to help homeowners and businesses complete personal energy audits.
3. Pursue the possibility of incorporating a solar installation on the Human Services and Police building at 50 Wood Street and other municipal buildings. Installing new clean energy sources would improve the Town's energy profile as well as set an example for clean energy solutions.
4. Partner with the State to expand the network of publicly accessible electric vehicle charging stations.

# Energy and Renewable Energy | Goal 2

Create community expertise in personal green energy consumption and production to showcase renewable energy opportunities.

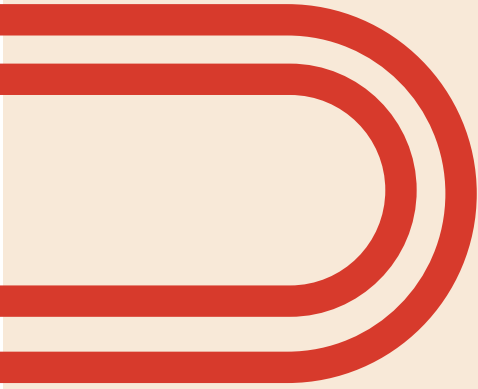
## POLICIES FOR DECISION MAKING

1. Weave clean energy requirements and incentives into plans and policies for new development to help ensure that Coventry's future plans incorporate ways to adhere to clean energy goals.
2. Increase the transparency of the Town's renewable energy efforts and programming by increasing public involvement.

## IMPLEMENTATION ACTIONS

1. Incentivize new development and redevelopment in Coventry to showcase best practices in renewable energy and energy efficiency through development of local programs to exempt rooftop solar and passive heating and cooling systems from municipal property taxes, updating sustainability standards in Town codes, and waiving permitting fees for projects that plan for protecting canopy cover or drought tolerant practices.
2. Partner with Coventry Public Schools to create opportunities for students to explore energy topics through field trips, community projects, and/or expert-led discussions, promoting awareness and responsible energy use.
3. Partner with State programs for residential small scale solar and rooftop solar funding and other renewable programs such as the RI Efficient buildings Fund (EBF) and Driving Rhode Island to Vehicle Electrification (DRIVE EV). As the State continues to incorporate more energy funding programs into their repertoire to prepare for Energy 2035, Coventry should take advantage of these opportunities.
4. Develop a dedicated advisory task force for reviewing Town Energy programs and green solutions and for making recommendations towards the advancement of town-wide energy efficiency.

# I. TRANSPORTATION



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*Our Town has a well-maintained system of roads, sidewalks, bicycle paths and public transit that enables all people, regardless of age and ability, to travel safely throughout town. The Town is proactive in planning for future technologies and demographic shifts that will impact land use and mobility and takes an environmentally responsible and accessible approach to new development.*

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# Transportation | Goal 1


Ensure Coventry's roadways are safe and effective for all users, today and in the future.

## POLICIES FOR DECISION MAKING

1. Establish a priority set of transportation infrastructure projects aimed at safety and efficiency along with a schedule for their implementation and their source(s) of priority funding.
2. Improve coordination for implementing projects on State-owned roadways.
3. Improve accessibility of town-owned roadways, sidewalks and trails for seniors and people with disabilities.

## IMPLEMENTATION ACTIONS

1. Build off the existing pavement management plan and sidewalk and ramp inventory to develop a comprehensive asset management program to support the planning, funding, and prioritization of infrastructure improvements, including wayfinding signage, bridges, streetlights, pavement markings, and other transportation network infrastructure. Use the results of this routinely updated asset management plan to inform annual budgeting. Fund improvements for sidewalks at a minimum of 20% of the roadway budget. (See Recreation Action Under Goal 2, Economic Development Action under Goal 1, and Services and Facilities Action Under Goal 4)
2. Develop plan for multimodal safety improvements to Route 3 between Reservoir Road and Arnold Road / Sandy Bottom Road for people walking, biking, and driving. The resulting plan should provide low-stress walking and biking accommodation along the corridor, benches, landscaping, and consideration of speed reduction including narrowed travel lanes.
3. Expand senior transportation options, including on-demand services, shopping services, and medical appointment transport, in response to increased senior transportation needs and demand.



*(Transportation | Goal 1 Actions continued)*

4. In coordination with state parties, including the Office of Energy Resources and Driving Rhode Island to Vehicle Electrification (DRIVE EV), expand electric vehicle charging at municipal parking lots.
5. Set up meeting with RIDOT representative to identify possible mechanisms for expediting important roadway enhancements on Coventry's State-owned roadways.

## Transportation | Goal 2

**Increase multi-modal accessibility and connectivity to schools, open space, natural resources, and commercial areas from any part of the Town.**

### **POLICIES FOR DECISION MAKING**

1. Develop a Town wide network of non-motorized trails/paths with the Bike Path serving as the "spine" of such network.
2. Promote transit-oriented, walkable development.

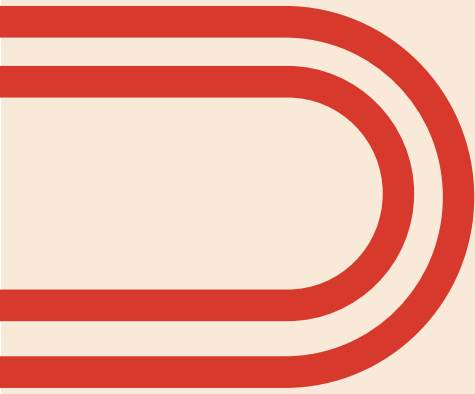
### **IMPLEMENTATION ACTIONS**

1. Complete construction and connection of the Washington Secondary Bike Path with the envisioned path in Connecticut and with the Blackstone River Bikeway that, together, help to comprise the East Coast Greenway.
2. Consider feasibility of adding a sidewalk and crossing treatment on East Shore Drive leading to Tiogue Elementary School and adding stop control at the Tiogue School driveway to reduce motorist confusion and enhance comfort for students walking to school. (This action will be invalid if bond passes for new school building)
3. Consider feasibility of adding either a shared use path or striped bicycle lanes along routes 102, 116, 117, and Tiogue Avenue west of Reservoir Road, and construct preferred alternatives.

*(Transportation | Goal 2 Actions continued)*

4. Adopt and effectively implement a Complete Streets Ordinance to integrate multiple transportation options into the design and construction of the town's transportation system. This provides safe access to all users, regardless of how they are traveling.
5. Work with RIPTA to improve bus amenities on key corridors.
6. Consider feasibility of adding either a shared use path or striped bicycle lanes along routes 102, 116, 117, and Tiogue Avenue west of Reservoir Road, and construct preferred alternatives.
7. Purchase and install 10-15 new U bike racks at destinations along the Coventry Greenway / Washington Secondary trail.
8. Collect bike and pedestrian volumes before and after bicycle and pedestrian infrastructure improvements are constructed. Aim to collect bicycle and pedestrian volumes as part of all new roadway construction projects.
9. Develop a town-wide bicycle and pedestrian plan to prioritize sidewalk and bicycle network expansion, with particular focus on identifying needed connections from residential areas and commercial areas to the Coventry Greenway / Washington Secondary trail.
10. Develop wayfinding maps in the form of both static maps and a mobile or online presence to guide people to existing low-stress bicycle connections, including low volume roads and existing trails. (See Open Space and Recreation Action under Goal 1 and Historic and Cultural Resources action under Goal 1 about interactive mapping)
11. Consider adding sidewalk fee-in-lieu language to the Subdivision and Land Development Regulations making sidewalks required on private roads. This would allow developers to pay a fee in lieu of building sidewalks within a private development if a project meets certain criteria. The fee could finance future sidewalk upgrades on public roadways near the development.

# J. NATURAL HAZARDS AND CLIMATE CHANGE



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*New development and redevelopment in Coventry showcases best practices in natural hazard mitigation and climate resilience such as prohibiting development in hazard prone areas; protecting natural areas providing valuable ecosystem services in heat or flood risk mitigation and natural resource protection; designing parking lots with green infrastructure to reduce stormwater runoff, reduce urban heat island, and mitigate other environmental impacts; and innovative implementation of other best management practices.*

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# Natural Hazards and Climate Change | Goal 1

Coventry's plans and land use regulations guide development and maintenance in a manner that will prevent encroachment on floodways, freshwater wetlands, and other natural and man-made features that provide protection from storms, flooding, and the impacts of climate change.

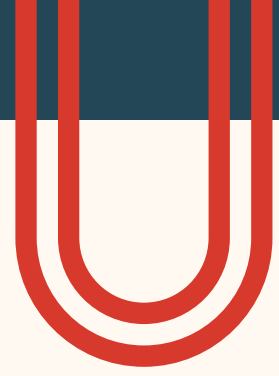
## POLICIES FOR DECISION MAKING

1. Ensure consistency between the Hazard Mitigation Plan, the Comprehensive Plan, and municipal land use regulations.
2. Design all new public buildings or improvements to public properties to include stormwater management best practices and reduce overall impervious surface.
3. Keep all plans related to mitigation measures up-to-date, and ensure plans take action to protect the most vulnerable populations and places within Coventry.

## IMPLEMENTATION ACTIONS

1. Update the Town's Hazard Mitigation Plan – The first step to ensuring Coventry is prepared for a natural hazard event is through the mandatory update of its hazard mitigation plan, last updated in 2018. This plan will provide more in-depth strategies for the mitigation of natural hazards after a thorough review of the Town's capabilities and most vulnerable areas.
2. Expand existing recreation land that meets community needs and takes natural hazards into consideration.
3. Develop a Drought Coordination and Mitigation plan to protect water resources in town as climate change impacts the frequency and severity of drought events
4. Review land uses in exposed areas to determine whether restrictions are necessary to prevent or lessen potential losses during large storm events.
5. Explore mechanisms to track impermeable surfaces to better manage stormwater and plan for the use of stormwater best management practices in future developments.

# Natural Hazards and Climate Change | Goal 2



The town is proactive in preparing for and reducing vulnerability to natural and man-made hazards and climate change.

## POLICIES FOR DECISION MAKING

1. Require municipal departments to incorporate climate change in all long-range planning and critical public infrastructure projects.
2. Educate and engage the public about the impacts of climate change and the concept of community resilience.

## IMPLEMENTATION ACTIONS

- I. Complete in-depth vulnerability analysis of municipal infrastructure, buildings, and other critical facilities to determine priorities for adaptation and determine which areas of development are most at risk of damage during a natural hazard event.
- II. Ensure the approval of Dam Emergency Action Plans (EAP) by Rhode Island Emergency Management Agency (RIEMA) - EAPs must be recorded and approved by RIEMA for the most effective response in case of a dam emergency.
- III. Form a Town committee or curriculum to teach the public about climate change through examining the extent of climate change impacts on Coventry and share how the town and residents can prepare for future resilience.

# IV. IMPLEMENTATION

The Implementation Plan was developed as part of the 2026 Coventry Comprehensive Plan update process through extensive public engagement, local staff and leadership interviews, independent research, and a review of the 1999 Comprehensive Plan Implementation Plan.

## COMPLETE IMPLEMENTATION PLAN

The table in the following pages summarizes the actionable findings of the planning process, provides the responsible parties within the Town and a timeframe for the action.

Short-term actions are recommended to occur within one to two years of comprehensive plan adoption, intermediate actions are recommended to occur within two to five years of Plan adoption, and long-term actions are recommended to occur within five to 10 years of Plan adoption. Ongoing actions are currently underway and are recommended to continue.

Costs are estimated as shown, to be determined (TBD), or not applicable (NA).

The Label column notes actions related to one or more recurring issues or themes that appear frequently throughout the plan: Asset Management, School Curriculum, Stormwater Management, and Water Resources.

The Check-In Status column is intentionally left blank but provided here to assist the town in conducting future reviews of the status of Comprehensive Plan implementation.

# COMPLETE IMPLEMENTATION PLAN



Goal #	Action #	Implementation Actions	Responsibility			Time Frame			Cost	Label	Check-In Status
			Town Council	Planning Board	Department	Short-Term	Intermediate	Long-Term			
<b>Land Use</b>											
LU1	LU-1	Revise Town Zoning Ordinance in accordance with the State Zoning Enabling Legislation and the new Comprehensive Community Plan. This will include revising, updating, and officially adopting town zoning maps to provide accurate and up-to-date information on Zoning District boundaries.	*	*	Planning Department		•		In Kind		
LU1	LU-2	Revise Town Subdivision and Land Development Regulations in accordance with the Comprehensive Community Plan.		*	Planning Department		•		In Kind		
LU1	LU-3	Amend the Town Zoning Ordinance and land development regulations to include incentives to attract desirable development and redevelopment to areas of town with existing infrastructure.	*	*	Planning Department	•			TBD		
LU1	LU-4	Encourage preservation of undeveloped open space through appropriate land use controls.		*	Planning Department	•			N/A		
LU2	LU-5	Conduct small area planning processes to develop vision statements for key areas, like Summit Village in Western Coventry, Tiogue Ave commercial corridor, Coventry Centre, etc.		*	Planning Department		•		TBD		
<b>Natural Resources</b>											
NR1	NR-1	Explore regulations to require the collection of rainwater and greywater to ensure best practices for water management.		*	Planning Department			•	In Kind	WR	
NR1	NR-2	Encourage the Planning Commission to add conditions of approval for new development and redevelopment projects to specify that new plantings should occur in only the spring and fall to decrease irrigation requirements.		*	Planning Department		•		In Kind		
NR1	NR-3	Encourage the use of conservation plumbing fixtures and "WaterSense" appliances for larger developments.		*	Planning Department		•		In Kind	WR	
NR1	NR-4	Improve stormwater management requirements during and following construction, as well as municipal oversight during construction through updating the Subdivision and Land Development Regulations.		*	Engineering and Planning Department		•		In Kind	SW	

Timeframe  
 Short-Term = Complete in < 2 years  
 Intermediate = complete in < 5 years  
 Long-Term = Complete in < 10 years

In Kind: Volunteer or staff

AM: Asset Management  
 SC: School Curriculum  
 SM: Stormwater Management  
 WR: Water Resources

Goal #	Action #	Implementation Actions	Responsibility			Time Frame			Cost	Label	Check-In Status
			Town Council	Planning Board	Department	Short-Term	Intermediate	Long-Term			
NR1	NR-5	Review the Subdivision and Land Development Regulations and ensure that residential cluster developments and subdivisions provide adequate vegetated buffers for land designated as protected open space.		*	Engineering and Planning Department	•			In Kind		
NR1	NR-6	Collaborate with RIDOH through scheduling of annual meetings to discuss potential groundwater contamination and future demand for community wells.		*	Planning Department and Kent County Water Authority	•			In Kind	WR	
NR1	NR-7	Develop an environmental management plan for Johnson's Pond to protect the Pond from environmental degradation and further water quality impairments.		*	Planning Department		•		TBD		
NR2	NR-8	Develop Groundwater Protection Overlay and Watershed Protection Overlay Districts and implement regulations and standards for development within these districts, including comprehensive protective zoning restrictions.		*	Planning Department and Kent County Water Authority		•		TBD	WR	
NR2	NR-9	Prepare a Watershed Management Plan outlining specific actions needed to prevent degradation of the water supply and mitigate existing contamination of the water supply.		*	Planning Department and Kent County Water Authority		•		TBD	WR	
NR2	NR-10	Research Conservation Development Zoning Ordinances developed in Scituate, Foster, Glocester, and Burrillville, then review the Zoning Ordinance to ensure general best practices.		*	Planning Department	•		•	In Kind		
NR2	NR-11	Research existing Tree Ordinances in comparable communities to ensure general best practices.		*	Town Management and Planning Department		•		In Kind		
NR2	NR-12	Develop a mapping and compliance tracking system for Farm, Forest, and Open Space Program (FFOS) properties.			Planning Department and Tax Assessor	•			In Kind		
NR2	NR-13	Update the 1985 Recreation, Conservation, and Open Space Master Plan, including identification and prioritization of specific parcels of land for acquisition, development rights, foreclosing right of redemption (tax sale properties), farmland preservation, and open space purposes.		*	Planning Department and Department of Parks and Recreation		•		TBD		
NR2	NR-14	Develop a Town-Wide Forest Management Plan to improve public education and appreciation for Town Forests, enhance management of Town-owned forest land, and identify ways the Town aims to minimize forest fragmentation.		*	Planning Department and Land Trust	•			TBD		
NR2	NR-15	Research municipal nursery programs in Rhode Island and evaluate Town-owned parcels that may be viable locations for a municipal nursery.		*	Planning Department and Land Trust	•			In Kind		

Timeframe  
 Short-Term = Complete in < 2 years  
 Intermediate = complete in < 5 years  
 Long-Term = Complete in < 10 years

AM: Asset Management  
 SC: School Curriculum  
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Goal #	Action #	Implementation Actions	Responsibility			Time Frame			Cost	Label	Check-In Status
			Town Council	Planning Board	Department	Short-Term	Intermediate	Long-Term			
NR2	NR-16	Collaborate with agencies (e.g., RIDEM, RIDOH) and local stewards (e.g., Pawtuxet River Authority, Johnson's Pond Civic Association) to develop an environmental management plan for Johnson's Pond that improves water quality, prevents harmful blooms, and controls invasive aquatic vegetation.		*	Planning Department, RIDEM, and RIDOH		•		TBD		
<b>Open Space And Outdoor Recreation</b>											
OS1	OS-1	Create a public facing online map of town-owned and other open spaces, as well as recreational access routes, for greater public awareness and accessibility; use OpenStreetMap, RI e911 streets, and RIGIS DOT data as initial data source, subject to on-the-ground verification, to fill in gaps in existing town GIS data. Consider working with volunteers or school groups to build this resource.		*	Planning Department, Land Trust, and Department of Parks and Recreation		•		In Kind / TBD		
OS1	OS-2	Increase social media presence, expand email list, and improve general communications capacity and efficacy in support of recreational programs (See Services and Facilities Action under Goal 1).			Department of Parks and Recreation and Town Manager	•			N/A		
OS2	OS-3	Construct a town playground for children seven years and older on town property.	*		Department of Parks and Recreation	•			TBD		
OS2	OS-4	Create maintenance plan for newly acquired town land in coordination with the Land Trust, Planning Department, and the Recreation Department.		*	Land Trust, Planning Department, and the Department of Parks and Recreation		•		In Kind		
OS2	OS-5	Develop a comprehensive asset management program to support the maintenance, funding, and prioritization of town recreational infrastructure, including town-owned open spaces, developed parks, and recreational facilities. This should begin with an assessment of condition and longevity of existing recreational assets. Use the results of the asset management program * to inform annual capital improvement planning (See Transportation Action Under Goal 1, Economic Development Action under Goal 1, and Services and Facilities Action Under Goal 4).		*	DPW, Town Council, and Department of Parks and Recreation	•			In Kind / TBD	AM	
OS2	OS-6	Evaluate and modify user fee structure for town-owned fields as a way of mitigating overuse of fields.			Department of Parks and Recreation	•			N/A		
OS2	OS-7	Replace lights at Herbert Paine field and select one other town field for installation of lights.			Department of Parks and Recreation	•			TBD		

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			Town Council	Planning Board	Department	Short-Term	Intermediate	Long-Term			
OS2	OS-8	Develop an improvement plan to revitalize Johnson's Pond that includes new and enhanced public access, identifies recreational opportunities, restores and protects natural resources and outlines potential infrastructure improvements. This plan should identify estimated costs and funding mechanisms for improvements.		*	Planning Department		•		TBD		
OS3	OS-9	For each town-owned park and recreational facility, assess the current level of access for people walking, biking and parking and create a plan for improved low-stress walking and biking access and parking enhancements (See Transportation Action for Bike and Pedestrian Plan under Goal 2).			Department of Parks and Recreation and Planning Commission	•			In Kind / TBD		
OS3	OS-10	Upgrade ADA non-compliant sidewalks and ramps leading to outdoor space, with priority given to places near senior housing (See Transportation Action under Goal 1).			DPW and Department of Parks and Recreation		•		TBD		
OS3	OS-11	Install lighting along the Coventry Greenway in Eastern Coventry to increase user safety.		*	State of RI, Planning Department, and Department of Parks and Recreation		•		TBD		
OS4	OS-12	Partner with local indigenous community representatives and cultural heritage groups such as RI Indian Council to promote public art and language access in Town-owned parks and gateways. Consider adding wayfinding signage in English, Spanish, and the Nahagansett language.			Department of Parks and Recreation	•			In Kind / N/A		
OS4	OS-13	Maintain a full-time staff member within the Recreation Department who supports recreational programming.		*	Department of Parks and Recreation and the Town Manager	•			\$45,000-\$70,000		
OS4	OS-14	Develop an annual family friendly town-wide event bringing together community groups and Coventry community members.			Department of Parks and Recreation and Town Manager	•			In Kind		
OS4	OS-15	Establish connections with existing community groups, like the scouts, middle and high school clubs, and church groups to support park and conservation land clean ups.			Department of Parks and Recreation	•			N/A		
OS4	OS-16	Consider establishing a trails committee.			Department of Parks and Recreation, DPW, and Land Trust	•			N/A		
<b>Historical And Cultural Resources</b>											

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			Town Council	Planning Board	Department	Short-Term	Intermediate	Long-Term			
HC1	HC-1	Install interpretive signage that links, via QR codes, to an easily updated website, map, or other resource describing historic sites, including historic villages (See Open Space and Recreation Action under Goal 1 and Transportation Action Under Goal 2 about interactive mapping).			Historic Preservation Commission			•	TBD		
HC1	HC-2	Install historic markers for all National Register Districts and non-register districts.			Historic Preservation Commission		•		In Kind / TBD		
HC1	HC-3	Establish a local cultural council tasked with visioning and implementing cultural activities, including a historic and cultural walking trail utilizing the town's bike path's proximity to several of the town's historic assets to offer wayfinding signage, location descriptions, and public art, and a local artist commissioned to organize annual community mural events in town.	*		Town Council	•			In Kind		
HC1	HC-4	Apply for a state historic preservation grant to design and rehabilitate the Arkwright Bridge, through engagement with community groups, and coordination with state and local stakeholders.			Historic Preservation Commission	•			In Kind		
HC1	HC-5	Develop materials to inform owners of historic properties how to maintain exterior appearance, scale, texture, and architectural treatments, and encourage owners of historic structures who request demolition permits to seek alternatives to demolition, including, rehabilitation, donation of the structure or moving of the structure.		*	Planning Commission and Historic Preservation Commission		•		In Kind / TBD		
HC1	HC-6	Explore site plan review requirements to require archaeological surveys in areas near significant indigenous sites, areas that are known to contain archaeological sites as identified by the RIHPC, and areas designated as archaeologically sensitive after survey by a professional archaeologist, and measures to identify, evaluate, protect or safely remove artifacts from areas around proposed development.		*	Planning Commission	•			In Kind / TBD		
HC1	HC-7	Develop a public private partnership with a performing arts company to host live events at town spaces.		*	Department of Parks and Recreation	•			In Kind		
HC1	HC-8	Support the Historic District Commission's pursuit of Certified Local Government grants from the RIHPC to carry out projects that are important to the town.			Town Manager and Historic Preservation Commission	•			N/A		
HC1	HC-9	Assess the properties currently on the historic register to understand if the historic value and contributing features of the property have been compromised.			Historic Preservation Commission	•			In Kind		
HC1	HC-10	Update the development review process to incorporate provisions to seek advisory comments from the RIHPC if a property listed on the National Historic Register's contributing features will be compromised through renovations.		*	Planning Commission	•			In Kind		

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			Town Council	Planning Board	Department	Short-Term	Intermediate	Long-Term			
HC1	HC-11	Expand local historic district zoning in town (as defined in R.I.G.L. § 45-22.2-4) to protect sites in the National Historic Register and other local historic properties. Work with existing Historic Preservation Commission and the State of Rhode Island to determine suitable expansion area.	*	*	Planning Commission and Historic Preservation Commission		•		In Kind		
HC1	HC-12	Evaluate the feasibility of using space within a Town-owned building as a central location for a visitor center and community art space to bring people together around town history, culture and community.		*	Planning Commission and Historic Preservation Commission	•			In Kind / TBD		
HC1	HC-13	Develop a Village Plan for the historic South Main Street area and provide recommendations for architectural and streetscape improvements, potential special overlay district design standards, neighborhood connectivity, an inventory of historic resources, housing revitalization opportunities, and/or adaptive reuse of historic industrial buildings.		*	Planning Department			•	N/A		
HC1	HC-14	Explore opportunities to better track historic cemeteries and burial grounds in Coventry.			Historic Preservation Commission			•	TBD		
HC2	HC-15	Develop curriculum related to cultural and historical resources in Coventry through the public schools and library. Invite historical experts into public schools and the library to teach history from diverse cultural perspectives, and schedule field trips to local museums.			School Department and Historic Preservation Commission		•		In Kind / TBD	SC	
HC2	HC-16	Develop curriculum to increase the voice of underrepresented cultures and voices in Coventry public schools.			School Department and Historic Preservation Commission				In Kind / TBD	SC	
HC2	HC-17	Create a public event series to promote inclusivity and sharing of cultural heritage, communities and ideas, for example, a diversity potluck or sponsoring of local community cultural organizations to host events.		*	Planning Department, School Department, and Historic Preservation Commission		•		In Kind		
<b>Housing</b>											
H1	H-1	Monitor existing LMIH inventory for expiring use restrictions, financial distress, or risk of conversion; establish early intervention protocol.		*	Planning Department, Coventry Housing Authority, and applicable Affordable Housing			•	N/A		
H1	H-2	Establish "zero net loss" target for affordable units to ensure production efforts are not offset by inventory losses.		*	Planning Department and Coventry Housing Authority			•	N/A		

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			Town Council	Planning Board	Department	Short-Term	Intermediate	Long-Term			
H1	H-3	Expand existing housing rehabilitation program to include lead paint abatement given age of eastern Coventry housing stock.		*	Planning Department (CDBG Program Manager)			•	In Kind		
H1	H-4	Meet annually with Coventry Housing Authority/CHAC and nonprofit developers (such as Women's Development Corporation, ONE Neighborhood Builders, Habitat for Humanity) to discuss development opportunities and communicate municipal priorities.		*	Planning Department, Coventry Housing Authority, and other nonprofit organizations			•	N/A		
H1	H-5	Identify and evaluate Town-owned or tax-foreclosed properties for potential disposition to nonprofit developers for affordable housing.		*	Planning Department, Tax Assessor, Town Manager, and Coventry Housing Authority			•	N/A		
H1	H-6	Create an affordable housing site inventory of suitable privately-owned parcels in sewerred, transit-accessible areas where Town would proactively support nonprofit development projects		*	Planning Department			•	N/A		
H1	H-7	Provide proactive municipal support for nonprofit developers including letters of support for funding applications, technical assistance navigating local process, site identification assistance, and consideration of fee waivers.		*	Planning Department	•			In Kind		
H1	H-8	Establish clear municipal expectations for LMIH inclusion in medium and large-scale residential projects, particularly regarding deeper affordability targeting (60-80% AMI) and unit types aligned with identified needs.		*	Planning Department			•	In Kind		
H1	H-9	Pursue state housing funding programs such as the Housing 2030 Infrastructure Program, the Small Scale Rental Program, and the Preservation Program, in order to support nonprofit applications for development funding.		*	Planning Department			•	In Kind		
H1	H-10	Create a Transit-Oriented Development planning framework along RIPTA Routes 13 and 23 to unlock TOD funding eligibility.		*	Planning Department and Planning Commission			•	In Kind		
H1	H-11	Pursue Housing Champions Designation to secure preferential access to discretionary state funds; consider aligning comprehensive plan, zoning reforms, and housing production with program criteria.		*	Planning Department			•	In Kind		
H2	H-13	Identify priority growth areas within Urban Services Boundary, along RIPTA routes (Route 13, Route 23), in village centers (Summit Village, Tiogue Avenue, Sandy Bottom Road), and within sewerred corridors.		*	Planning Department			•	N/A		
H2	H-14	Evaluate potential code changes to allow two-family and multifamily housing (not just through Comprehensive Permits) in identified priority areas with sewer and transit access.		*	Planning Department and Planning Commission			•	N/A		

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			Town Council	Planning Board	Department	Short-Term	Intermediate	Long-Term			
H2	H-15	Coordinate housing strategy with infrastructure planning to ensure sewer expansion plans, transit service improvements, and housing growth areas are aligned.		*	Planning Department		•		N/A		
H2	H-16	Prioritize the integration of non-regulatory LMIH units in housing developments in the Centre of New England region (e.g. LMIH units not required by state-enabled Comprehensive Permit review or other tools).		*	Planning Department	•			N/A		
H3	H-17	Develop code that allows for mixed-use development in village centers and other appropriate areas.		*	Planning Department and Planning Commission		•		N/A		
H4	H-18	Support affordable homeownership development serving households from 60% AMI up to 120% AMI, recognizing that Coventry's limited inventory of affordable single-family homes represents a critical gap across all low- and moderate-income levels.		*	Planning Department			•	N/A		
H4	H-19	Support shared equity homeownership models (community land trusts, deed-restricted resale programs) that maintain long-term affordability.		*	Planning Department			•	N/A		
H4	H-20	Conduct housing-employment analysis examining wages at major Coventry employers/industries and comparing to local housing costs to identify gaps and partnership opportunities.		*	Planning Department		•		N/A		
H4	H-21	Explore employer interest in workforce housing partnerships including land contributions, gap financing, or employee homeownership assistance programs.		*	Planning Department		•		N/A		
H5	H-22	Explore monitoring protocols for affordable multi-family rental properties to allow for early identification of conversion or reduce redevelopment risk.		*	Planning Department			•	N/A		
H5	H-23	Engage with community partners to aid preservation of affordable multi-family rental properties.		*	Planning Department			•	N/A		
<b>Economic Development</b>											
ED1	ED-1	Develop a comprehensive asset management program to support the maintenance, funding, and prioritization of town infrastructure to extend the service life of town-owned infrastructure assets, maintain quality of life and continuity of essential services, and attract economic activity and development.	*	*	DPW, Planning Department, and Town Council		•		In Kind / TBD	AM	
ED1	ED-2	Explore opportunities to expand the use of tools such as tax stabilization agreements and more actively pursue loans and grants for economic development programs to help local businesses grow and thrive.			Town Manager and Economic Development Commission		•		In Kind		

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			Town Council	Planning Board	Department	Short-Term	Intermediate	Long-Term			
ED1	ED-3	Review design guidelines for mixed-use village centers to encourage attractive, community-scale commercial development.		*	Planning Department		•		In Kind		
ED1	ED-4	Continue to fund and support the efforts of the Economic Development Commission to provide education, support, and coordination services for local businesses. Establish metrics of success for EDC activities.	*		Town Council	•			N/A		
ED2	ED-5	Continue to develop new and creative ways to share Coventry's rich history, both indigenous and colonial, with visitors and residents alike.			Economic Development Commission		•		N/A		
ED2	ED-6	Consider developing zoning and tax incentives for the reuse and preservation of historic buildings for commercial or mixed uses.	*	*			•		N/A		
ED3	ED-7	Work with the Economic Development Commission to promote agritourism to Coventry's historic and scenic agricultural areas.			Economic Development Commission		•		In Kind		
ED3	ED-8	Integrate local agricultural businesses with the local business community to help connect them with farmers markets and promote the purchase of local produce by entities like Coventry Public Schools.			Economic Development Commission		•		In Kind		
ED3	ED-9	Convene Town staff, officials, and members of the local farming and business communities to review and plan to implement the recommendations of RIDEM's 2018 Community Guidance to Maintain Working Farms & Forests.			Economic Development Commission and the Town Manager	•			In Kind		
<b>Community Services And Facilities</b>											
SF1	SF-1	Pilot monthly drop-in breakfast/happy hour for residents and business owners to come ask questions of the town manager and assistant town manager and engage with select department staff.			Town Manager		•		N/A		
SF1	SF-2	Task a town staff member with expanding the creation and posting of daily social media content and/or a regular newsletter about town programs, services, meetings, and events through coordination with community groups and representatives from town department heads on 2-3 social media platforms (Facebook, Instagram, Twitter). (See Recreation Action under Goal 1)			Town Manager	•			N/A		
SF1	SF-3	Develop a town 311 page where residents can report specific facility issues to the town.			DPW	•			In Kind / TBD		

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			Town Council	Planning Board	Department	Short-Term	Intermediate	Long-Term			
SF2	SF-4	Conduct assessment of vacant or underutilized town buildings including the Old Teen Center, the Historic Read Schoolhouse, the Old Summit Library, and the Former Police Station to understand if the spaces can address existing town needs including limited space in the Guy L. Lefebvre Community Center, limited library programming space, and lack of a town visitor center, community arts space and performing arts space, or whether they can be sold.	*	*	Town Council and Planning Department	•			TBD		
SF2	SF-5	Develop a space sharing program enabling community members and non-profits to rent currently underused space in town buildings. Proceeds from the program should help fund improvements to those same buildings.			DPW Department of Recreation, and Town Manager	•			In Kind / TBD		
SF3	SF-6	Develop and implement a five-year Capital Budget program including a Capital Operating Fund and Capital Reserve fund.	*		Town Manager and Town Council	•			In Kind		
SF3	SF-7	Develop a protocol for Town Council to use in annual decision making over capital spending on public services and utilities or infrastructure that incorporates the town's asset management programs and relevant planning documents including the facilities plan and wastewater facilities plan.	*		Town Council and Town Manager	•			In Kind	AM; WR	
SF3	SF-8	Apply for a Champlin Foundation grant to fund the construction of additional programming space for the Coventry Public Library, which may include a dedicated story-time room, programming room, and/or meeting space.			Library	•			In Kind		
SF4	SF-9	Develop a comprehensive asset management program to support the maintenance, funding, and prioritization of town infrastructure life cycle requirements, including town-owned buildings (including school buildings), town vehicles, stormwater infrastructure, and sewer facilities. Use the results of the asset management program to inform annual budgeting (See Transportation Action Under Goal 1, Economic Development Action under Goal 1, and Recreation Action Under Goal 2).	*		DPW		•		TBD	SW; AM; WR	
SF4	SF-10	Utilize the results of the recent study of fire district organization as a framework for creating consensus around future fire districts consolidation or fore-organization. Any future update to the Comprehensive Plan should incorporate the results of this study.			Town Manager and Municipal Fire Commission		•		N/A		
SF4	SF-11	Implement recommendations of the 2022 Town Performance Audit. The audit reviewed the policies, practices, staffing and general workloads in town to improve operations, optimize performance and deliver effective municipal and educational services.			Town Manager		•		N/A		
SF4	SF-12	Implement operational improvements to the Police Department such as form a traffic division within the Police Department and develop a police officer scheduling plan to accommodate training during work hours.			Police		•		N/A		

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SF4	SF-13	Expand waste collection services in response to increased demand by new residential developments through either a private contract or increased employee capacity within the Department of Public Works.	*		DPW and Town Council	•			TBD		
SF4	SF-14	Implement recommendations of the Facilities Master Plan (currently underway), and any similar plan prepared and endorsed by the School District (and the Town Council, as applicable and warranted).	*		Town Council	•			TBD	AM	
SF4	SF-15	Continue annual strategic planning process and implement recommendations of annual each department's annual strategic plans.			Town Manager	•			N/A		
SF4	SF-16	Utilize the 2016 Facility Condition Assessment to prioritize and address ongoing school building facility issues.			School Department and DPW	•			TBD		
SF4	SF-17	Split out the education section of the 2022 Town Performance audit as its own section to clarify needs.			School Department	•			N/A		
SF4	SF-18	(From the Coventry Public Schools Committee Guiding Beliefs policy) Allocate resources to support professional development and establish a professional development committee at the school and in the district.			School Department		•		TBD		
SF4	SF-19	(From the Coventry Public Schools Committee Guiding Beliefs policy) Continuously examine and revise school curriculum in the area of math, English and language arts, and allocate resources towards quality instruction.			School Department		•		N/A	SC	
SF4	SF-20	Establish a district-wide technology committee focused on ensuring all schools have access to appropriate computer technology, and allocate resources towards efforts of this committee.			School Department	•			In Kind		
SF4	SF-21	(From Coventry Public Schools Committee Guiding Beliefs policy) Provide opportunities for community and parental involvement to affect student achievement. Also discussed in FINAL PK-12 Strategic Plan.			School Department		•		N/A		
SF5	SF-22	Implement recommendations of Wastewater Facilities Plan.	*		Town Manager, Assistant Town Manager, Engineering Department, and Sewer Subcommittee			•	TBD	WR; AM	
SF5	SF-23	Provide funding opportunities to assist homeowners with failing septic systems and cesspools.		*	Town Manager and Planning Department		•		TBD		
SF5	SF-24	Construct the Arnold Road Pump Station.			Town Council, Assistant Town Manager,		•		TBD		

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SF5	SF-25	Based on the results of the Town's ongoing Wastewater Facilities Plan, plan for sewer extensions to expand service to commercial and mixed-use developments.	*		Town Council, Assistant Town Manager, Engineering Department, and Sewer Subcommittee	•		•	N/A	WR	
SF6	SF-26	Review and reconcile all data sources for the quantity, condition, location, and maintenance schedule of town catch basins, drainage pipe networks, stormwater manholes, and stormwater Best Management Practices (BMPs) (including basins and drywells) to produce an authoritative data set.			DPW and Engineering Department			•	In Kind / TBD	SW	
SF6	SF-27	Prepare an updated Storm Water Management Program Plan (SWMPP) outlining specific goals, training, and actions proposed by the DPW to ensure the SWMPP reflects the current conditions of the System and maintenance being performed in Town.			DPW and Engineering Department			•	In Kind / TBD	SW	
SF6	SF-28	Track flooding and stormwater-related complaints using GIS mapping to identify areas for future study and potential stormwater improvements.			Engineering Department			•	N/A / TBD	SW	
SF6	SF-29	Identify and reconcile potential discrepancies in submission requirements in the Soil Erosion and Sediment Control Ordinance, Subdivision and Land Development Regulations (Section XIII), and Rhode Island Stormwater Regulations, as well as, update and modernize the Zoning Ordinance and Regulations to incorporate the following: <ul style="list-style-type: none"> <li>• Low Impact Development (LID) requirements for new development,</li> <li>• Increases in development fees to fund Town-wide stormwater improvements,</li> <li>• Requirements for developers to provide details on the proposed maintenance responsibilities, schedule, budget, and method of funding for stormwater features, and</li> <li>• Review thresholds that, if exceeded, would require a project be reviewed by the Technical Review Committee.</li> </ul>		*	Engineering and Planning Department	•		•	N/A / TBD	SW	
SF6	SF-30	Initiate a Town-wide Project to identify locations in Town where implementation of suitable stormwater Best Management Practices (BMPs) will enhance protection of receiving waters.		*	Engineering and Planning Department			•	TBD	SW	
SF6	SF-31	In relation to the previous action item, require installation of sub-surface stormwater Best Management Practices (BMPs) to be witnessed by Town Engineer or their representative as a condition of Project approval. Or, implement an alternative method that the Town Engineer recommends.		*	Planning and Engineering Departments	•			N/A	SW	
SF6	SF-32	Conduct a program to educate the public on the problems associated with impaired stormwater quality and ways to reduce runoff through downspout disconnects, rain gardens, and cisterns.		*	Planning and Engineering Departments	•			In Kind	SW	
SF7	SF-33	Perform a waste composition study to identify the types of solid waste that could be but are not currently being recycled and/or diverted.			DPW			•	TBD		

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SF7	SF-34	Confirm a site for a town composting facility.	*		DPW, Town Council, and Town Manager		•		N/A		
SF7	SF-35	Implement a curbside composting program.	*		DPW, Town Manager, and Town Council	•			TBD		
SF8	SF-36	Develop infrastructure reserve fund accounts (e.g., roadways, sidewalks, culverts, curbing, etc.).			DPW	•			TBD		
SF8	SF-37	Develop a comprehensive asset management program to support the maintenance, funding, and prioritization of town infrastructure life cycle requirements, including drinking water, wastewater, and stormwater management systems.	*		DPW		•		N/A / TBD	SW; WR; AM	
SF8	SF-38	Identify potential funding sources for stormwater system maintenance and improvements, including exploring implementation of a Town-wide stormwater utility program, increasing filing fees for developers, and seeking grants for improvements.	*		DPW and Engineering Department		•		N/A	SW; WR	
SF9	SF-39	Identify expertise among Coventry staff to improve coordination with the KCWA, and continue to communicate with KCWA staff and planners about planned infrastructure projects.		*	DPW and Planning Department			•	N/A		
SF9	SF-40	Continue to fill Coventry seats on KCWA Board of Directors.	*		Town Council		•		N/A	WR	
SF9	SF-41	Prepare a Watershed Management Plan outlining specific actions needed to prevent degradation of the water supply and mitigate existing contamination of the water supply.		*	Water Authority, and Engineering and Planning Departments		•		TBD	WR	
SF9	SF-42	Create electronic records for locations of private drinking water wells to inform proposed municipal stormwater improvements.		*	Engineering and Planning Departments	•			N/A	SW; WR	
SF9	SF-43	Conduct outreach and education for citizens on the actions they can take to protect their own private well and the watershed/wellhead protection area.		*	Planning Department	•			N/A	WR	
SF9	SF-44	Develop a Drought Coordination Communication Plan.			Emergency Management Agency (Police)	•			TBD		
<b>Energy and Renewable Energy</b>											
ER1	ER-1	Complete an updated municipal energy audit to assess the amount of energy being used by municipal buildings, equipment, and vehicles and determine where improvements can be made to conserve and efficiently use energy. This will update the Town's previous 2012 audit to provide better recommendations for municipal energy improvements.	*		DPW and Town Manager			•	In Kind / TBD		
ER1	ER-2	Collaborate with the Rhode Island Office of Energy Resources to help homeowners and businesses complete personal energy audits.			DPW		•		N/A		

In Kind: Volunteer or staff

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Goal #	Action #	Implementation Actions	Responsibility			Time Frame			Cost	Label	Check-In Status
			Town Council	Planning Board	Department	Short-Term	Intermediate	Long-Term			
ER1	ER-3	Pursue the possibility of incorporating a solar installation on the Human Services and Police building at 50 Wood Street and other municipal buildings. Installing new clean energy sources would improve the Town's energy profile as well as set an example for clean energy solutions.			Department of Health and Human Services and Building Official		•		N/A		
ER1	ER-4	Partner with the State to expand the network of publicly accessible electric vehicle charging stations.			DPW and RI Energy	•			TBD		
ER2	ER-5	Incentivize new development and redevelopment in Coventry to showcase best practices in renewable energy and energy efficiency through the development of local programs to exempt rooftop solar and passive heating and cooling systems from municipal property taxes, and waiving permitting fees for projects that plan for protecting canopy cover or drought tolerant practices.	*	*	Planning Department			•	N/A		
ER2	ER-6	Partner with Coventry Public Schools to create opportunities for students to explore energy topics through field trips, community projects, and/or expert-led discussions, promoting awareness and responsible energy use.			School Department			•	In Kind	SC	
ER2	ER-7	Partner with State programs for residential small scale solar and rooftop solar funding and other renewable programs such as the RI Efficient buildings Fund (EBF) and Driving Rhode Island to Vehicle Electrification (DRIVE EV). As the State continues to incorporate more energy funding programs into their repertoire to prepare for Energy 2035, Coventry should take advantage of these opportunities.		*	Planning Department and DPW		•		N/A		
ER2	ER-8	Develop a dedicated advisory task force for reviewing Town Energy programs and green solutions and for making recommendations towards the advancement of town-wide energy efficiency.	*		Planning Department and DPW		•		N/A		
<b>Transportation</b>											
T1	T-1	Build off the existing pavement management plan and sidewalk and ramp inventory to develop a comprehensive asset management program to support the planning, funding, and prioritization of infrastructure improvements, including wayfinding signage, bridges, streetlights, pavement markings, and other transportation network infrastructure. Use the results of this routinely updated asset management plan to inform annual budgeting. Fund improvements for sidewalks at a minimum of 20% of the roadway budget (See Recreation Action Under Goal 2, Economic Development Action under Goal 1, and Services and Facilities Action Under Goal 4).	*		DPW		•		TBD	AM	

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Goal #	Action #	Implementation Actions	Responsibility			Time Frame			Cost	Label	Check-In Status
			Town Council	Planning Board	Department	Short-Term	Intermediate	Long-Term			
T1	T-2	Develop plan for multimodal safety improvements to Route 3 between Reservoir Road and Arnold Road / Sandy Bottom Road for people walking, biking, and driving. The resulting plan should provide low-stress walking and biking accommodation along the corridor, benches, landscaping, and consideration of speed reduction including narrowed travel lanes.		*	DPW and Planning Department	•			TBD		
T1	T-3	Expand senior transportation options, including on-demand services, shopping services, and medical appointment transport, in response to increased senior transportation needs and demand.			Department of Health and Human Services		•		TBD		
T1	T-4	In coordination with state parties, including the Office of Energy Resources and Driving Rhode Island to Vehicle Electrification (DRIVE EV), expand electric vehicle charging at municipal parking lots.		*	DPW and Planning Commission		•		TBD		
T1	T-5	Set up meeting with RIDOT representative to identify possible mechanisms for expediting important roadway enhancements on Coventry's State-owned roadways.	*	*	DPW and Planning Commission	•			N/A		
T2	T-6	Complete construction and connection of the Washington Secondary Bike Path with the envisioned path in Connecticut and with the Blackstone River Bikeway that, together, help to comprise the East Coast Greenway.		*	State of RI	•			TBD		
T2	T-7	Adopt and effectively implement a Complete Streets Ordinance to integrate multiple transportation options into the design and construction of the town's transportation system. This provides safe access to all users, regardless of how they traveling.		*	Planning Department and Planning Commission			•	N/A		
T2	T-8	Work with RIPTA to improve bus amenities on key corridors.		*	Planning Department		•		N/A		
T2	T-9	Consider feasibility of adding a sidewalk and crossing treatment on East Shore Drive leading to Tiogue Elementary School and adding stop control at the Tiogue School driveway to reduce motorist confusion and enhance comfort for students walking to school.			DPW, Traffic Advisory Board, and Police Department		•		N/A		
T2	T-10	Consider feasibility of adding either a shared use path or striped bicycle lanes along routes 102, 116, 117, and Tiogue Avenue west of Reservoir Road, and construct preferred alternatives.			DPW, Traffic Advisory Board, and Police Department		•		N/A		
T2	T-11	Purchase and install 10-15 new U bike racks at destinations along the Coventry Greenway / Washington Secondary Trail.			Department of Parks and Recreation		•		TBD		
T2	T-12	Collect bike and pedestrian volumes before and after bicycle and pedestrian infrastructure improvements are constructed. Aim to collect bicycle and pedestrian volumes as part of all new roadway construction projects.		*	Planning Department	•			In Kind / TBD		

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			Town Council	Planning Board	Department	Short-Term	Intermediate	Long-Term			
T2	T-13	Develop a town-wide bicycle and pedestrian plan to prioritize sidewalk and bicycle network expansion, with particular focus on identifying needed connections from residential areas and commercial areas to the Coventry Greenway / Washington Secondary Trail.		*	Planning Department and Conservation Commission	•			TBD		
T2	T-14	Develop wayfinding maps in the form of both static maps and a mobile or online presence to guide people to existing low-stress bicycle connections, including low volume roads and existing trails (See Open Space and Recreation Action under Goal 1 and Historic and Cultural Resources action under Goal 1 about interactive mapping).		*	Planning Department, Conservation Commission, and Department of Parks and Recreation	•			In Kind / TBD		
T2	T-15	Consider adding sidewalk fee-in-lieu language to Subdivision and Land Development Regulations making sidewalks required on private roads. This would allow developers to pay a fee in lieu of building sidewalks within a private development if a project meets certain criteria. The fee could finance future sidewalk upgrades on public roadways near the development		*	Planning Department and Planning Commission	•			N/A		
<b>Natural Hazards and Climate Change</b>											
NHC1	NHC-1	Update the Town's Hazard Mitigation Plan – The first step to ensuring Coventry is prepared for a natural hazard event is through the mandatory update of its hazard mitigation plan, last updated in 2018. This plan will provide more in-depth strategies for the mitigation of natural hazards after a thorough review of the Town's capabilities and most vulnerable areas.	*		Emergency Management Agency (Police)	•			\$30,000		
NHC1	NHC-2	Expand existing recreation land that meets community needs and takes natural hazards into consideration.			Department of Parks and Recreation and Town Engineer			•	TBD		
NHC1	NHC-3	Develop a Drought Coordination and Mitigation plan to protect water resources in town as climate change impacts the frequency and severity of drought events			Emergency Management Agency (Police) and the Kent County Water Authority		•		TBD	WR	
NHC1	NHC-4	Review land uses in exposed areas to determine whether further development restrictions are necessary to prevent or lessen potential flood losses during large storm events.			Emergency Management Agency (Police)	•			N/A	SW	
NHC1	NHC-5	Explore mechanisms to track impermeable surfaces to better manage stormwater and plan for the use of stormwater best management practices (BMPs) in future developments.			DPW and Town Engineer	•			N/A	SW	

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NHC2	NHC-6	Complete in-depth vulnerability analysis of municipal infrastructure, buildings, and other critical facilities to determine priorities for adaptation and determine which areas of development are most at risk of damage during a natural hazard event.			DPW and Town Manager		•		TBD	AM	
NHC2	NHC-7	Ensure the approval of Dam Emergency Action Plans by RIEMA - EAPs must be recorded and approved by RIEMA for the most effective response in case of a dam emergency.			Emergency Management Agency (Police)	•			N/A		
NHC2	NHC-8	Form a Town committee or curriculum to teach the public about climate change through examining the extent of climate change impacts on Coventry and share how the town and residents can prepare for future resilience.	*		Emergency Management Agency (Police) and Land Trust			•	In Kind	SC	

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Abbv	Section
LU	Land Use
NR	Natural Resources
OS	Open Space And Outdoor Recreation
CH	Cultural And Historic Resources
T	Transportation
H	Housing
ED	Economic Development
SF	Community Services And Facilities
ER	Energy and Renewable Energy
NH	Natural Hazards and Climate Change



# APPENDIX: EXISTING CONDITIONS AND NEEDS

(UNDER SEPARATE COVER)

1. LAND USE
2. NATURAL RESOURCES
3. OPEN SPACE AND OUTDOOR RECREATION
4. CULTURAL AND HISTORIC RESOURCES
5. HOUSING
6. ECONOMIC DEVELOPMENT
7. COMMUNITY SERVICES AND FACILITIES
8. ENERGY AND RENEWABLE ENERGY
9. TRANSPORTATION
10. NATURAL HAZARDS AND CLIMATE CHANGE