

## **IMPLEMENTATION PROGRAM**

### **6.1 INTRODUCTION**

The Implementation Program of the Comprehensive Plan is designed to provide specific guidance to decision makers on implementation of the Plan's major policies for action. For key plan recommendations, those agencies of the town who will be responsible for action are designated. At the end of this section is a Work Program for the next 18 months itemizing for each Town agency primary tasks to accomplish.

*Each Plan Element should be reviewed in detail for additional policies for action and implementation to support and give direction to those listed below.*

### **6.2 IMPLEMENTATION PROGRAM - NEAR TERM - 18 months to 5 years**

#### **6.2.1 Growth Management**

- Implement a growth management program based on the growth management study recommendations.

Responsible:      Planning Department  
                         Planning Board  
                         Town Council

- Adopt ordinance to enforce growth management program.

Responsible:      Planning Department  
                         Planning Board  
                         Town Council

- Maintain statistical data annually on growth using housing starts and review of tax revenue based on available records.

Responsible:      Planning Board  
                         Tax Assessor  
                         Planning Department

- Develop Capital Plan that reflects forecasted growth.

Responsible:      Planning Department  
                         Planning Board

#### **6.2.2 Economic Development**

- Continue the work of the Economic Development Advisory Commission for the exploration and solicitation of preferred development in accordance with the Comprehensive Plan. Consider retaining an outside consultant to recommend development compatible with the Comprehensive Plan.

*Responsible:* Town Council  
Planning Board

### 6.2.3 Land Use

- Adopt flexible zoning provisions and the Farmland - Rural Conservation Overlay Zoning District.

*Responsible:* Planning Board  
Town Council

- Adopt amendments to Route 6 Highway Commercial Zoning to encourage mixed use, nodes of development, protective setbacks and neighborhood scale. These changes are specified in the Land Use Element of this Plan.

*Responsible:* Planning Board  
Town Council  
Economic Development Commission

- Provide Creative Land Development (CLD) zoning and flexible zoning alternatives for all Agricultural - Residential (AR) District areas not within Farmland - Rural Conservation Overlay zoning District.

*Responsible:* Planning Board  
Town Council

- Initiate Special Area Management (SAM) planning for individual villages with advisory committees composed, of village residents.

*Responsible:* Planning Board  
Town Council

- Adopt methodology for notice of lot merger.

*Responsible:* Planning Board  
Town Council

- Implement policy of tax incentives designed to keep farmland.

*Responsible:* Tax Collector  
Tax Assessor

- Utilize Town property and Land Trust property for cellular tower sites where applicable.

*Responsible:* Planning Board  
Zoning Board  
Land Trust

#### 6.2.4 Housing

- Establish percentage goal of long-term affordability for 20% of Foster's Housing units.

*Responsible:* Planning Board  
Town Council

- Initiate Plan to improve and expand accommodations for elderly housing services. Interview elderly residents for input on plan.

*Responsible:* Planning Board  
Town Council  
Human Resources  
Tax Collector  
Tax Assessor

- Move neighborhood Commercial from Cucumber Hill to location of former Moosup Valley Store

*Responsible:* Planning Board  
Town Council

- Utilize Land Trust to provide land for Low/Moderate income and elderly housing sites.

*Responsible:* Land Trust  
Planning Board  
Town Council

- Establish a plan to fairly compensate the Town for the cost of the State's Public Water Supply.

*Responsible:* Tax Collector  
Tax Assessor

- Support the Western Rhode Island Home Repair Program to ensure future program efforts.

*Responsible:* Town Council

#### 6.2.5 Community Facilities

- Continue to use a 5-year Capital Improvement Budgeting Program.

*Responsible:* Planning Board  
Planning Department  
Town Council  
Engineering Board

- Develop and Maintain a Five Year Capital Improvement Program for maintenance of Town Bridges.

Responsible: Planning Board  
Department of Public Works

- Consider establishing a Finance Committee.

Responsible: Town Council

- Monitor student population and growth.

Responsible: Planning Board  
Planning Department  
School Committee

- Continue the school facility master planning process.

Responsible: Planning Board  
Planning Department  
School Committee

- Re-establish the 5-year Road Improvement Plan - with modifications to comply with standards as they are particularly as they pertain to maintaining and enhancing scenic roads.

Responsible: Planning Board  
Public Works Department  
Town Council  
Conservation Commission  
Police Department

- Maintain compliance for handicap accessible meeting areas.

Responsible: Town Council

- Designate or acquire a Town-owned emergency wellhead.

Responsible: Town Council

#### 6.2.6 Natural Resources

- Adopt Farmland-Rural Conservation Overlay zoning District with

standards for environmental protection.

*Responsible:* Planning Board  
Town Council

- Determine key areas of conservation concern for protective measures and establish mechanisms to preserve these areas of concern.

*Responsible:* Conservation Commission  
Land Trust  
Planning Board  
Town Council

- Continue to monitor the use restrictions and development standards specified for the Scituate Reservoir Watershed Management Plan and assure that the Town maintains the ability to implement such standards.

*Responsible:* Conservation Commission  
Planning Board  
Town Council

- Require ISDSs that include maintenance inspections.

*Responsible:* Conservation Commission  
Planning Board  
Town Council

- Promote planned Greenways to connect with Greenways in adjacent communities.

*Responsible:* Conservation Commission  
Planning Board  
Town Council

#### 6.2.7 Historic and Scenic Resources

- Adopt Farmland - Rural Conservation Overlay zoning District with protection standards for historic and scenic resources.

*Responsible:* Town Council  
Planning Board

- Continue to work with the State and National Register of Historic Places and ongoing nomination programs in the nomination and listing of historic sites.

*Responsible:* Planning Department  
Foster Preservation Society

- Begin discussion with property owners residing in Foster Historic Districts to evaluate the benefits of implementing Historic District Zoning in their respective Districts.

Responsible: Planning Department  
Foster Preservation Society  
Town Council

- Continue preservation/maintenance program for town-owned historic buildings.

Responsible: Town Council  
Public Works Department

- Explore opportunities for economic development capitalizing on Foster's scenic resources, including but not limited to tourism and commercial recreation, and if warranted, develop tourism management plan consistent with goals and policies of the Comprehensive Plan.

Responsible: Town Council  
Economic Development Commission

- Encourage celebrations such as Foster Old Home Days and Farm and Forest Coalition's Harvest Festival.

Responsible: Town Council  
Economic Development Commission

- Continue to place a high priority on the contribution of historic resources to landscape and character of the town in evaluating plans for new subdivision development.

Responsible: Planning Board  
Town Council

- Continue to map archeological sites, and record information on historic resources, farms mill and cemeteries.

Responsible: Conservation Commission  
Preservation Society

- Maintain and update collection of historical and restoration reference materials at town libraries and planning office.

Responsible: Planning Board  
Preservation Society  
Conservation Commission

- Continue program of scenic road designation and establish scenic standards including setback requirements for new roads.

Responsible: Planning Board  
Conservation Commission  
Public Works Department

- Rezone sections of the Route 6 commercial zone for nodal development.

Responsible: Planning Board  
Economic Development Commission  
Town Council

- Develop Special Area Management Plans for the Historic Villages.

Responsible: Planning Board  
Conservation Commission  
Preservation Society  
Economic Development Commission  
Town Council

- Review and update Town's sign ordinance to include standards for home-based business signs, commercial and industrial signs and signs within historic districts.

Responsible: Planning Board  
Town Council

- Design and distribute interpretive brochures of Foster's cultural landscape. Develop educational programs for real estate salespeople to educate them on Foster's heritage, development goals and policies regarding preservation and conservation.

Responsible: Planning Department  
Preservation Society  
Conservation Commission

- Work with Land Trust on acquisition of historic and scenic easements to preserve resources.

Responsible: Lands Trust  
Planning Board

#### 6.2.8 Circulation

- Re-establish, implement and fund 5-year Road Improvement Program.

Responsible: Public Works Department  
Town Council

- Designate and nominate scenic roads for State scenic road designation.

*Responsible:* Planning Board  
Town Council  
Conservation Commission  
Preservation Society  
Police Department

- Maintain design standards for maintenance and improvement of scenic roads. Publish Scenic Roads directory and submit directory to the State representatives for associated funding.

*Responsible:* Planning Department  
Public Works Department  
Planning Board  
Conservation Commission

- Coordinate review of state road and bridge projects with the State Department of Transportation design staff and Foster residents to insure that these projects are compatible with the goals of the comprehensive plan and incorporate appropriate signage and safety features.

*Responsible:* Planning Department  
Public Works Department  
Planning Board  
Conservation Commission  
Town Council  
Police Department

- Develop design standards for upgrades and new development roads that preserve rural character while providing for safe travel.

*Responsible:* Planning Department  
Public Works Department

- Establish and promote a privately and publicly developed trail system (walking, biking, horseback riding).

*Responsible:* Lands Trust  
Planning Board  
Conservation Commission  
Preservation Society

- Manage Route 6 and other planned commercial development for safe circulation including new zoning for nodal development along the Route 6 corridor.

*Responsible:* Planning Board  
Public Works Department

Town Council

- Increase traffic enforcement on major through highways.

Responsible: Police Department

- Establish a location for a Medivac site in the town.

Responsible: Planning Department  
Emergency Services  
Public Works Department  
Town Council

- Establish a plan guiding property acquisition for Open Space and Recreation purposes.

Responsible: Planning Board  
Town Council  
Land Trust  
Conservation Commission

6.2.9 Open Space and Recreation

- Adopt Farmland - Rural Conservation Overlay zoning District with protection for unique areas of conservation concern - unique habitats - scenic areas.

Responsible: Conservation Commission  
Planning Board  
Town Council

- Maintain list of priority areas based upon plan for protection through land development regulation and management, less than fee simple acquisition, or as a last resort outright purchase. Particularly priority for East/West Greenways and North/South Corridors.

Responsible: Conservation Commission  
Land Trust

- Assist Economic Development Commission in making use of open space conservation as a marketing tool.

Responsible: Planning Department  
Conservation Commission

- Maintain and update Capital Improvement Budgeting Program to allocate funds for: passive and active recreational facilities development, maintenance of existing sites and appropriate open space acquisition. Utilize, fee-in-lieu of monies for the purchase of a recreation site and facility and any related capital expenses.

*Responsible:* Recreation Commission  
Planning Board  
Town Council

- Coordinate with schools to maintain and develop centrally located recreational facilities.

*Responsible:* Recreation Commission  
School Committee  
Town Council  
Planning Board

- Maintain and update a Recreation, Conservation and Open Space Plan to capture Federal and State funding for facility improvement.

*Responsible:* Recreation Department  
Conservation Commission  
Planning Department  
Planning Board  
Town Council

- Target major playfield development near Foster Center for further investigation and funding.

*Responsible:* Recreation Commission  
Town Council  
Planning Board

### **6.3 IMPLEMENTATION PROGRAM - LONG TERM - 6 years to 10 years**

#### **6.3.1 Economic Development**

- Maintain and enhance zoning and other incentives for a diversity of small scale industry, office, agriculture, and cottage-craft economic development activities.

*Responsible:* Economic Development Commission  
Planning Board  
Town Council

#### **6.3.4 Housing**

- Explore creation of community land trust for use as a housing land bank. Coordinate with municipal Land Trust already in existence.

*Responsible:* Planning Department  
Planning Board  
Town Council

#### **6.3.5 Community Facilities**

- Maintain the a Town-owned emergency wellhead.

*Responsible:* Planning Department  
Public Works Department  
Town Council

- Facilitate the collaboration of communities within region on purchasing bulk supplies and other cost sharing.

*Responsible:* Public Works Department  
School Superintendent  
Town Council  
School Committee

#### 6.3.6 Natural Resources

- Promote North - South Hiking and Recreational Trail.

*Responsible:* Recreation Commission  
Conservation Commission  
Economic Development Commission  
Planning Board

- Promote the educational program for wastewater management.

*Responsible:* Planning Department  
Conservation Commission

#### 6.3.7 Historic and Scenic Resources

- Evaluate the benefits of implementing Historic District Zoning.

*Responsible:* Planning Department  
Historic District Zoning Study Commission  
Town Council

- Publish design standards for scenic areas.

*Responsible:* Planning Department  
Conservation Commission  
Planning Board  
Town Council

#### 6.3.8 Circulation

- Promote North - South Hiking and Recreational Trail.

*Responsible:* Public Works Department  
Economic Development Commission  
Recreation Commission  
Conservation Commission

Planning Board  
Land Trust

- Establish and promote trail system on public roads R-O-Ws connecting North - South Hiking and Recreational Trail.

*Responsible:* Public Works Department  
Economic Development Commission  
Recreation Commission  
Conservation Commission  
Planning Board

#### 6.3.9 Open Space and Recreation

- Protect areas of conservation concern listed as priorities through land development regulation, management, less than fee simple acquisition, or as a last resort, outright purchase.

*Responsible:* Conservation Commission  
Planning Board  
Land Trust  
Town Council

- Cooperate with neighboring towns in Connecticut for identification of open space preservation strategies for regional protection strategies, and for regional recreational facility development.

*Responsible:* Planning Department  
Recreation Department

- Utilize recreational clubs (current and future) and other organized users to pay for, in part, through user fees or by donation, the development of new specialized recreational facilities which they advocate.

*Responsible:* Recreation Department  
Recreation Commission  
Town Council

#### **6.4 WORK PROGRAM - Next 18 months - REMAINDER TO BE UPDATED**

The Town Council will require each responsible Town agency, board or commission to complete an annual work program identifying implementation directives within the Plan to be filed and maintained by the Planning Board (listed in each Plan Element and/or highlighted in the Implementation Element) which they are responsible for and itemizing how and when each directive will be accomplished. The following list, based upon the implementation items enumerated in this section, identifies key directives for which each Town agency, board or commission is responsible including those which the Town Council itself must address.

**TOWN COUNCIL**

Growth Management:

- Implement a growth rate management strategy.

Economic Development:

- Continue to support the Economic Development Advisory Commission.

Land Use:

- Adopt flexible zoning and the Farmland - Rural Conservation Overlay Zoning District.
- Rezone the Route 6 Highway Commercial District to planned commercial nodes.
- Provide Creative Land Development zoning alternatives for all AR districts not within Farmland - Rural Conservation districts.
- Initiate Special Area Management planning.

Housing:

- Adopt affordable housing incentives to meet 20% goal.
- Support Western Rhode Island Home repair program.

Community Facilities:

- Adopt an effective Animal Control Program.
- Continue to utilize a five-year Capital Improvement Budget which addresses appropriate near term implementation items.
- Re-establish the five-year Road Improvement Plan.
- Maintain compliance for handicapped accessibility.
- Consider establishing a Finance Committee.

Natural Resources:

- Adopt Farmland - Rural Conservation Overlay zoning.
- Determine and preserve key areas of conservation concern.

- Continue to monitor Scituate Reservoir Watershed Management Plan recommendations.

Historic and Scenic Resources:

- Adopt Farmland - Rural Conservation Overlay zoning.
- Continue to work with the State and National Register of Historic Places.
- Continue to evaluate Historic District Zoning.

Circulation:

- Re-establish, implement and fund near term components of the 5-year Road Improvement Program.
- Designate Scenic Roads and nominate for State Scenic Road listing.
- Maintain design standards for maintenance and improvement of scenic roads.
- Work with State DOT officials for the Routes 6 and 101 upgrade projects.

Open Space and Recreation:

- Adopt Farmland - Rural Conservation Overlay zoning District.
- Maintain list of priority areas for protection.
- Include in the Capital Improvement Budget funds for appropriate recreational facility development and open space acquisition. Incorporate use of Fee-in-lieu of Land.
- Coordinate school facility and other related planning efforts with the School Committee.
- Develop Plan to guide land acquisition for Recreation, Conservation and Open Space.
- Target major playfield development near Foster Center for funding.
- Revise Zoning Ordinance to comply with Zoning Enabling Act Amendments.
- Revise and update the Zoning Ordinance to conform with the Comprehensive Plan within 18 months of final adoption.

**PLANNING BOARD**

Growth Management:

- Implement a growth rate management strategy.

Land Use:

- Adopt flexible zoning and the Farmland - Rural Conservation Overlay Zoning District.
- Rezone the Route 6 Highway Commercial District to planned commercial nodes.
- Provide Creative Land Development zoning alternatives for all AR districts not within Farmland - Rural Conservation districts.
- Inititate Special Area Management planning.
- Implement lot merger procedure.

Housing:

- Adopt affordable housing incentives to meet 20% goal.

Community Facilities:

- Continue to utilize a five-year Capital Improvement Budget which addresses appropriate near term implementation items.
- Re-establish the five-year Road Improvement Plan.
- Maintain compliance for handicapped accessibility.

Natural Resources:

- Adopt Farmland - Rural Conservation Overlay zoning.
- Determine and preserve key areas of conservation concern.
- Continue to monitor Scituate Reservoir Watershed Management Plan recommendations.

Historic and Scenic Resources:

- Adopt Farmland - Rural Conservation Overlay zoning.

- Continue to work with the State and National Register of Historic Places.
- Continue to evaluate Historic District Zoning.

Circulation:

- Re-establish, implement and fund near term components of the five-year Road Improvement Program.
- Designate Scenic Roads and nominate for State Scenic Road listing.
- Maintain design standards for maintenance and improvement of scenic roads.
- Work with State DOT officials for the Routes 6 and 101 upgrade projects.

Open Space and Recreation:

- Adopt Farmland - Rural Conservation Overlay zoning District.
- Maintain list of priority areas for protection.
- Assist Economic Development Commission in open space related marketing.
- Include in the Capital Improvement Budget funds for appropriate recreational facility development and open space acquisition. Incorporate use of Fee-in-Lieu of Land.
- Coordinate school facility and other related planning efforts with the School Committee.
- Adopt an updated Recreation, Conservation and Open Space Plan.
- Target major playfield development near Foster Center for funding.
- Revise Zoning Ordinance to comply with Zoning Enabling Act Amendments.
- Revise and update the Zoning Ordinance to conform with the Comprehensive Plan within 18 months of final adoption.

**CONSERVATION COMMISSION**

Community Facilities:

- Re-establish the five-year Road Improvement Plan.

Natural Resources:

- Determine and preserve key areas of conservation concern.
- Continue to monitor Scituate Reservoir Watershed Management Plan recommendations.

Circulation:

- Designate Scenic Roads and nominate for State Scenic Road listing.
- Maintain design standards for maintenance and improvement of scenic roads.
- Work with State DOT officials for the Routes 6 and 101 upgrades projects.

Open Space and Recreation:

- Adopt Farmland - Rural Conservation Overlay zoning District.
- Maintain list of priority areas of protection.
- Assist Economic Development Commission in open space related marketing.

**LAND TRUST**

- Determine and preserve key areas of conservation concern.
- Maintain list of priority areas for protection.

**RECREATION COMMITTEE**

- Include in the Capital Improvement Budget funds for appropriate recreational facility development and open space acquisition. Incorporate use of Fee-In-Lieu of Land.
- Coordinate school facility and other related planning efforts with the School Committee.
- Adopt an updated Recreation, Conservation and Open Space Plan.
- Target major playfield development near Foster Center for funding.

**PLANNING DEPARTMENT**

Growth Management:

- Implement a growth rate management strategy.

Community Facilities:

- Continue to utilize a five-year Capital Improvement Budget which addresses appropriate near term implementation items.
- Re-establish the five-year Road Improvement Plan.
- Maintain compliance for handicapped accessibility.
- Monitor student population growth.

Historic and Scenic Resources:

- Continue to work with the State and National Register of Historic Places.

Circulation:

- Maintain design standards for maintenance and improvement of scenic roads.
- Work with State DOT officials for the Routes 6 and 101 upgrade projects.

Open Space and Recreation:

- Assist Economic Development Commission in open space related marketing.

**PUBLIC WORKS DEPARTMENT**

Community Facilities:

- Re-establish the five-year Road Improvement Plan.
- Maintain compliance for handicapped accessibility.

Historic and Scenic Resources:

- Continue to work with the State and National Register of Historic Places with the nomination of Historic Sites.
- Evaluate the benefits of implementing Historic District Zoning.

Circulation:

- Re-establish, implement and fund near term components of the five-year

Road Improvement Program.

- Designate Scenic Roads and nominate for State Scenic Road listing.
- Maintain design standards for maintenance and improvement of scenic roads.
- Work with State DOT officials for the Routes 6 and 101 upgrade projects.

**POLICE DEPARTMENT**

- Provide Animal Control.
- Re-establish the 5-year Road Improvement Plan.
- Designate and nominate scenic roads.
- Work on Route 6 and Route 101 upgrades.