D.3 Economic Development Element

The recommended Economic Development Plan for the Town of Coventry is presented in the following five sub-sections:

- Introduction and Analysis
- State of Rhode Island Economic Development Framework
- Economic Development Implementation Guidelines
- Tiogue Avenue Revitalization Concept Plan
- Economic Development Plan Interface with Other Plan Elements

D.3.1 Introduction and Analysis

The Economic Development Plan element of the Coventry Comprehensive Community Plan provides a recommended economic development program for the Town through the Year 2010. The Economic Development Plan and Implementation Guidelines have been prepared based on the Visions, Goals and Objectives for economic development presented in Chapter C and have been coordinated with the State of Rhode Island Economic Development Strategy (1986) and the Industrial Land Use Plan - State Guide Plan Element 212 (1990). The Visions, Goals and Objectives were formulated at public workshops with the CPAC. In addition to serving as the Community Plan's Economic Development Element, this Economic Development Plan will serve as the preliminary work program for the recommended Economic Development Commission and will provide direction as to a comprehensive approach in revitalizing Tiogue Avenue (the community's prime commercial district), in conjunction with the Route 3 widening planned by the RIDOT.

Several issues were identified during the data collection and analysis phase of the Comprehensive Community Plan preparation. These are documented in Chapter B, Inventory and Analysis, and can generally be grouped into the following three areas:

- History of the Community's Development
- Land Use Pattern
- Lack of Infrastructure

a. History of the Community's Development

The primary elements that historically shaped economic development in the Town of Coventry were the railroad and textile mills. With the advent of these two influences in the nineteenth century, the physical characteristics of much of the community were established. Tiogue Lake, the Flat River Reservoir and other mill ponds were created to power the mills, standardized housing was built and company stores were constructed in most of the village centers that are still evident today. The construction of the Hartford, Providence and Fiskville Railroad further supported this nineteenth century industrial growth linking many of the mill villages and providing a central spine for commerce through Coventry.
As the textile industry declined in the late 1800's due to cheap labor and lower transportation costs in the southern United States, Coventry saw an exodus of industry, relatively minor growth in population, very limited economic development activity and the evolution of Providence as the region's prime center of commerce and jobs. With the completion of Route 3 and Interstate 95, commuting to other locations of employment in the region became even easier for Coventry residents, and the Town has taken on the character of a suburban "bedroom" community since the early 1960's.

b. **Land Use Pattern**

Despite the growth of Coventry in the 1900s, no centralized core or commercial district has developed. The community's two commercial districts include Tiogue Avenue (State Route 3) stretching from Tiogue Lake westward to approximately Woodland Manor, and Route 117 from the Town of West Warwick to approximately South Main Street. Both commercial areas have developed in a strip fashion generally one lot deep, abutting adjacent residential neighborhoods with no land use transition or buffers. Conditions in these commercial districts are further exacerbated by the numerous curb cuts causing significant traffic and public safety problems, lack of any coherent landscaping theme, a proliferation of unsightly signage and a variety of building types, sizes and character that presents a rather negative image to the public.

In terms of industrial land use within Coventry, the State's *Industrial Land Use Plan* identified six sites currently zoned industrial within the Town, totaling approximately 1,157 acres. Of this total of 1,157 acres, the Plan identified 305 acres currently under industrial use, 289 acres currently used for other types of land uses and 563 acres as vacant. These estimates are somewhat deceiving given that major portions of one of the larger sites (the former Coventry Airpark) has severe industrial development constraints, including poor access, high water tables, wetlands, floodplains of the Pawtuxet and Mishnock Rivers and the presence of groundwater aquifers. The other large site, a current aggregate extraction and recycling area located along the Town's southern boundary between Hopkins Hill and Arnold Roads, poses strong potential for reuse as a business park adjacent to the West Greenwich Technology Park and Interstate 95, but will require significant site restoration and the development of buffers adjacent to existing and proposed residential uses.

A closer look and field reconnaissance of existing and potential industrial sites in the Town of Coventry identified approximately eleven viable sites, as illustrated on Figure D.3-1, *Economic Development Plan*, and described in Table D.3-1, *Industrial Land in Coventry*.

Other smaller industrial sites are located in isolated instances throughout the Town, usually within commercial areas along the Route 117 and Route 3 corridors.

Along route 3, commercial/mixed use sites have been targeted for general office development. Opportunity for innovative site designs integrating office development with commercial enterprises, while reducing building footprints and sharing parking facilities is provided through these land uses.

---

**Coventry Comprehensive Community Plan**

D.3-2

**Comprehensive Community Plan Elements**

PL/66-T3/COV-D3.RPT
TABLE D.3-1
INDUSTRIAL LAND IN COVENTRY

• Industrial - Existing Mill Facility

<table>
<thead>
<tr>
<th>Facility</th>
<th>Location</th>
<th>Site Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Garland Mill</td>
<td>South Main Street/Route 117</td>
<td>4AC</td>
</tr>
<tr>
<td>2. Coventry Narrow Fabrics Mill</td>
<td>Pilgrim Avenue/Route 117</td>
<td>8AC</td>
</tr>
<tr>
<td>3. Concordia Mill</td>
<td>Pilgrim Avenue/Route 117</td>
<td>4AC</td>
</tr>
<tr>
<td>4. Holiday Products Mill</td>
<td>Village of Harris</td>
<td>2AC</td>
</tr>
<tr>
<td>5. Victor Electric Mill</td>
<td>Village of Harris</td>
<td>8AC</td>
</tr>
<tr>
<td>6. Arcwright Mill</td>
<td>Village of Harris</td>
<td>5AC</td>
</tr>
<tr>
<td>7. Hoechst Celanese Mills and Industrial Site</td>
<td>Pawtuxet River/Route 117</td>
<td>58AC</td>
</tr>
</tbody>
</table>

• Industrial - General Industrial Park or Facility

<table>
<thead>
<tr>
<th>Facility</th>
<th>Location</th>
<th>Site Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Coventry Industrial Park</td>
<td>Industrial Park Road/Route 117</td>
<td>80AC</td>
</tr>
<tr>
<td>2. General Industrial Site</td>
<td>Dale Street/Route 117</td>
<td>2AC</td>
</tr>
<tr>
<td>3. Hoechst Celanese Mills and Industrial Site</td>
<td>Pawtuxet River/Route 117</td>
<td>58AC</td>
</tr>
</tbody>
</table>

• Existing Aggregate Extraction Areas Targeted for Business Park Development

<table>
<thead>
<tr>
<th>Facility</th>
<th>Location</th>
<th>Site Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Aggregate Extraction and Recycling Site</td>
<td>Arnold Road/New London Turnpike along Town South Border to Hopkins Hill Road</td>
<td>310AC</td>
</tr>
</tbody>
</table>


c. Lack of Infrastructure

A significant factor limiting economic development in the Town of Coventry is the availability of sanitary sewer facilities. Sewer facilities are available only on a limited basis in eastern Coventry, and include a 15" gravity line in the New London Turnpike serving the
West Warwick Industrial Park and the West Greenwich Technology Park. A short extension of this line runs approximately 500 yards down Arnold Road to serve the Cal Chemical Company in Coventry. This line currently has excess capacity and could prove to be a significant asset to business park development in southern Coventry near Interstate 95. The only other significant public sewer line in Coventry is located in Main Street and serves the Village of Harris, particularly the Victor Electric site. A 10" force main with capacity of 200,000 gallons/day (gpd) was constructed along Tiogue Avenue to serve Woodland Manor by its developer. This sewer line has "excess capacity," and may be tapped to serve adjacent areas with the approval of the Town of West Warwick. Currently, the Town of Coventry has installed a "dry" sewer line in Hopkins Hill Road to serve future industrial uses to the south tapping the existing Tiogue Avenue "private" sewer line, or a future line to be built by the Town in Tiogue Avenue.

As more and more evidence of groundwater, lake and pond pollution is identified, it is becoming obvious that a comprehensive approach is necessary to install sanitary sewers in eastern and central Coventry to rectify environmental problems, and to provide significant economic development opportunities.

In addition to sewer lines, roadway capacity will be an important criteria for stimulating economic development in Coventry. The proposed business park site along the Town's southern boundary is served well by the recently upgraded Hopkins Hill Road (4 lanes), but will require capacity improvements to the New London Turnpike and Arnold Road to serve any significant development on site. Both freeway interchanges with Interstate 95 should also be examined for traffic handling capacity in the future as significant industrial development occurs in both Coventry and West Greenwich. The RIDOT currently has plans to begin a preliminary engineering study of Tiogue Avenue/Route 3 for widening to four lanes to accommodate existing and forecasted traffic volumes through this major commercial district.

D.3.2 State of Rhode Island Economic Development Framework

The State of Rhode Island currently has two key documents that provide significant assistance and direction to local economic development planning. These include the State's Economic Development Strategy and the Industrial Land Use Plan - State Guide Plan Element 212.

a. Economic Development Strategy

The State of Rhode Island Economic Development Strategy was drafted in 1986 with a primary goal of:

"fostering and maintaining a vigorous economy able to provide an adequate number and variety of activities that generate wealth for the people of the State."

Within that framework, the Economic Development Strategy has three primary objectives:

• Objective A - Employment: Provide at least 10,800 new employment opportunities per year.
Objective B - Facilities: Encourage industrial and commercial development of a type and in a location that is consistent with the State Land Use Policies and Plan, and with other applicable elements of the State Guide Plan.

Objective C - Climate: Maintain a business environment conducive to the birth, sustenance, and growth of suitable industry and commerce.

The Division of Planning indicated in 1988 that the State's economy will support approximately 504,000 jobs by the Year 2010, representing an increase of nearly 61,000 jobs over the 1985 level. A significant portion of this growth is expected to be within the services sector, with approximately one third anticipated to be industrial employment requiring industrial or business park locations, including manufacturing, wholesale trade, transportation, communications and utilities and certain business services. Utilizing a cross industry average of 15 employees generated per acre in industrial and business parks, from the 1975 State Land Use Policies and Plan, the State of Rhode Island will require an additional 1,200 acres (or 48 acres/year) of this land use through the Year 2010.

b. Industrial Land Use Plan - State Guide Plan Element 212

As a followup to the State's Economic Development Strategy, the Industrial Land Use Plan was completed in 1990, with two key factors in mind:

First, Rhode Island has more than enough acreage zoned for industrial use to support anticipated growth through the Year 2010, but much of this existing inventory requires significant improvement to fully achieve site development potential.

Second, The tools were not available to identify, inventory and maintain an up-to-date data base for all new industrial sites on a statewide basis.

In the State's Economic Development Strategy, the following goals emphasize the need to reserve sufficient, quality land for industrial expansion:

Diversify industrial base
"...capitalize on the wide range of the State's resources to build an industrial base..."

Promote "urban industry"
"Relate industrial development to overall land use and general industrial development in accordance with sound land use policy."

Provide optimal infrastructure types
"...transportation, utilities, goods, water, energy and waste processing..."

Based on establishing the following three target industry criteria:

- high growth potential
- low energy consumption
- low environmental impact

The State of Rhode Island has identified a listing of ten target industry types for attraction to or expansion within the State, as listed below on Table D.3-2, *Target Industries for Rhode Island*.

**TABLE D.3-2**

**TARGET INDUSTRIES FOR RHODE ISLAND**

<table>
<thead>
<tr>
<th>Standard Industrial Classification (SIC) Code</th>
<th>Industry Types</th>
</tr>
</thead>
<tbody>
<tr>
<td>2831</td>
<td>Biological Products</td>
</tr>
<tr>
<td>2833</td>
<td>Medicinal Chemicals</td>
</tr>
<tr>
<td>2834</td>
<td>Pharmaceutical Preparations</td>
</tr>
<tr>
<td>3511</td>
<td>Small and Medium Turbines</td>
</tr>
<tr>
<td>3622</td>
<td>Two-way Communications Equipment</td>
</tr>
<tr>
<td>3693</td>
<td>Medical Electronics</td>
</tr>
<tr>
<td>3811</td>
<td>Laboratory, Scientific and Research Instruments</td>
</tr>
<tr>
<td>3823</td>
<td>Process Control Instruments</td>
</tr>
<tr>
<td>3825</td>
<td>Instruments to Measure Electricity</td>
</tr>
<tr>
<td>3843</td>
<td>Dental Equipment</td>
</tr>
</tbody>
</table>


In summary, the State's *Industrial Land Use Plan* objectives are to direct the public and private sectors to:

1. **Reserve 20,000 acres of industrial land** suitable to sustain economic growth without compromising Rhode Island's quality of life.

2. **Employ "mixed use" as a strategy** wherever feasible, using industrial performance standards to commingle appropriate industries, while at the same time protecting their neighbors, and optimizing utilization of the limited land resource.

3. **Assure to the maximum extent possible, the appropriate use of "prime" industrial land** by matching an industry's needs to the land.

4. **Promote the reuse of under-utilized facilities in urban industrial zones** to make the most out of existing infrastructure, and to accommodate small but growing businesses in the central cities.
5. Encourage business partnerships that can nurture growing companies with much potential, strategically locating them in industrial parks and business incubators.

D.3.3 Economic Development Guidelines

The techniques recommended to carry out the economic development goals and objectives of the Coventry Comprehensive Community Plan are presented in the following four categories:

- Economic Development Structure
- Target Industry Identification and Recruitment
- Local Business Outreach/Retention
- New Business Recruitment/Attraction Program

a. Economic Development Structure

The techniques recommended to establish an overall organizational structure to aggressively pursue economic development in Coventry include establishing a close working relationship with the Rhode Island Department of Economic Development (RIDED) in order not to duplicate State efforts and to maximize State investments and their return to Coventry. The following organizational strategies include:

1. appointing an Economic Development Commission by the Town Manager (in accordance with Section 296 of the Town Code) to act in an advisory capacity to the Town Council and Town Manager to promote and encourage the location and development of new business in Coventry, and to encourage the maintenance and expansion of trade and business within the Town.

   The Economic Development Commission should include 8 to 12 individuals with representatives from the business community, financial institutions, merchant organizations, the real estate sales and development industry, utility companies, major property owners and the Quidnick Reservoir Company.

2. Hiring a Town Economic Development Director to support the activities of the Economic Development Commission, serve as the Executive Director of the Economic Development Corporation (as described below), aggressively pursue economic development opportunities for the Town and carefully coordinate all activities with the Rhode Island Departments of Administration (Planning Division) and Economic Development.

   The Economic Development Director should report directly to the Town Manager and have significant past experience in economic development marketing, recruiting and successful enterprise development, along with skills in financial analysis, urban planning, community involvement and real estate sales.
3. **Incorporating a Town Economic Development Corporation or Foundation** as a non-profit development corporation which can serve as a holding entity for land banking, negotiate property acquisition and sales in a confidential manner, apply for grants and loans set aside for non-profit economic development activities, plan and develop projects and reinvest proceeds into new ventures without overriding political considerations.

As an entity for land banking, the Town's Economic Development Foundation can negotiate the reservation or acquisition of key land parcels, enabling property owners to realize significant tax free concessions while these properties are held "off the market" awaiting final sales for future economic development projects. Care must be taken in implementing this strategy to evaluate the potential effect on the Town's tax base.

4. **Establishing a Computerized Inventory of Potential Industrial and/or Economic Development Sites** within the Town of Coventry to be utilized as resources in the pursuit of new economic development projects. Under the direction of the Economic Development Director, a comprehensive inventory of all sites zoned for commercial, office and industrial development should be made identifying size, available access and infrastructure, development characteristics (soil conditions, slopes, etc.), ownership, surrounding land uses, assessed valuation and estimated market value.

This inventory should also include characteristics of existing facilities (e.g., size, access, infrastructure, loading facilities) that are available for sale or lease, as well as potential regional and local developers and contractors, and contacts at local utilities, lending institutions and public agencies involved in economic development.

**b. Target Industry Identification and Recruitment**

The techniques recommended to identify target industries for recruitment include establishing a very strong, cooperative working relationship with the RIDED to achieve consensus on those industry types best suited for development in Coventry. This will include closely reviewing those target industries identified for recruitment by the Statewide Planning Program in 1979, as listed earlier in Table D.3-2, evaluating their developmental requirements against the opportunities and constraints to development in Coventry, and establishing a refined list for targeted marketing efforts. It is also recommended that the Town encourage the RIDED to prepare an updated Competitive Trade Study, which should further expand and update a statewide target industry identification and recruitment strategy in relationship to the regional assets identified within the State.

**c. Local Business Outreach/Retention**

The techniques recommended to communicate with, address the needs of and retain local businesses and industry include a variety of supportive strategies that can be provided by the Town, the School District's Vocational Educational Program, local and regional colleges and universities, and local business/merchant associations. These strategies include:

1. **Establishing a Local Business Outreach Program** between the Town's Economic Development Director/Economic Development Commission and local merchant organizations, industrial councils, civic groups, etc., which might include a monthly newsletter, regular Speaker's Bureau and traveling exhibits.
This effort should include a strong presence on the part of City staff (e.g., Economic Development Director, Town Manager, Planning Director) to maintain two-way communications with the business community in terms of explaining local ordinances and regulations that affect business, soliciting assistance from the business community in industrial recruiting, providing information on upcoming community development and public works projects that affect the business community and disseminating information on any available business assistance program [e.g., Town rehabilitation loans, Small Business Administration (SBA) loans, etc.]. This effort will also include establishing communications between the business community and resources such as the University of Rhode Island (URI) Small Business Assistance Center, Bryant College's Small Business Development Center, the Brown Venture Forum and the School District's Vocational Educational Program to provide potential technical assistance on various business planning, marketing and financial subjects.

2. **Encouraging the development of various support services** to local businesses, such as child care, occupational health care, business fitness/recreation, etc.

   This effort should primarily take the form of planning for and promoting Coventry's business centers (industrial areas, business and office parks, and commercial areas) as good locations for the development of child care, health and related recreational facilities. As new business and office parks, in particular, are planned and developed, the Town's Planning and Economic Development Directors should strongly encourage the inclusion of these business support services to meet the needs of contemporary employers and employees.

3. **Developing programs to encourage business revitalization and expansion** in targeted areas.

   The Town, utilizing its Economic Development Revolving Fund or future Community Development Block Grants (CDBG), should consider establishing targeted business expansion and revitalization efforts in various business districts or specific new business park development locations. If federal funds are utilized for these purposes, it will be important to target the use of such funds to ensure jobs are created for low- and moderate-income persons. The initial program efforts in this area should include concentrating on the revitalization, selected redevelopment and public facility improvements along Tiogue Avenue, as presented in D.3.4, below. Subsequent efforts could concentrate on village center commercial district rehabilitation or the development of a new business park through the Town's Economic Development Foundation.

d. **New Business Recruitment/Attraction Program**

   The techniques recommended to recruit and attract new businesses to Coventry must be a joint venture of the Town's Economic Development Commission and the RIDED, maximizing the resources of both and emphasizing the assets of the Town. The basis for this effort should be rooted in the State's Economic Development Strategy and the Industrial Land Use Plan to position Coventry to aggressively pursue new economic development activities. These strategies include:
1. **Preparing a high quality Town of Coventry marketing brochure** that describes the community's quality of life, school system, public safety and fire protection services, available infrastructure to fully serviced sites, low rate of taxation, low cost of doing business in Town and available economic development incentives.

2. **Establishing a specific cooperative agreement between the Town and RIDED to market Coventry** for appropriate types of economic development.

   Based on the target industries identified as appropriate for development in Coventry (as discussed in b. above), the RIDED would utilize its network of contacts, prospecting trips, membership in various trade organizations [National Association of Industrial and Office Parks (NAIOP), Urban Land Institute (ULI), Center for Urban Economic Development (CUED)], participation in trade shows and conferences and public relations programs to identify "leads" and establish contacts with industries considering relocation, consolidation or branch plant development. Once identified (and on a confidential basis), the Town of Coventry Economic Development Director and Economic Development Commission, with the assistance of RIDED, would develop specific proposals and incentives to present to the candidate target industries, followed up by appropriate negotiations to formalize a development agreement.

   This process would be designed to maximize the resources of the State of Rhode Island in marketing economic development opportunities, including utilization of the RIDED data resource bank, audio/visual presentations and briefing center at T.F. Greene Airport, State marketing materials and RIDED marketing staff. Resources that could be targeted to create incentive packages to attract industry would include State assistance such as low-interest loans for project development and capital equipment purchases, grants for infrastructure development, designation of enterprise zones or tax increment financing districts and providing assistance and facilitation in project review through such agencies as the RIDEM. Local assistance such as low-interest loans from the Town's Revolving Loan Program, infrastructure development financed through CDBG funds and providing assistance and
facilitation in project planning and zoning review would be coupled with State resources to create attractive industrial location proposals.

3. **Developing high quality, fully serviced business park sites** in attractive locations within the Town of Coventry.

   Either in joint venture with private property owners or developers, or through the Economic Development Foundation, the Town of Coventry should acquire and develop high quality, fully serviced business park sites within close proximity to Interstate 95. The Town of Coventry should propose the co-funding (with the RIDED through a Community Planning Grant) of required site analysis and master planning activities to evaluate the conversion of the current gravel extraction and recycling site between Arnold and Hopkins Hill Roads along the Town's southern boundary, into a high quality business park that could accommodate a variety of light industrial, warehousing/distribution/transportation, research and development and office uses. This planning exercise should take into consideration the life expectancy of the current mineral extraction operations and formulate a long-range master plan for business park development tied to the "phase out" of the current uses.

4. **Securing "reserve capacity" within existing infrastructure to support new business park development within the Town of Coventry.**

   In addition to master planning, reserving or acquiring property, negotiating development agreements and recruiting industry for new business park development, the Town of Coventry should negotiate and make appropriate financial commitments with the City of West Warwick to "reserve" adequate sanitary sewer capacity in the New London Turnpike 15" sewer line to support business park development in Coventry. Likewise, the Town of Coventry should also negotiate with the KCWA to "reserve" water supply capacity in new infrastructure recently installed to service the West Greenwich Technology Park.

   As described in D.5, Community Services and Facilities Plan Element, the Town of Coventry should also pursue the phased development of sanitary sewers in eastern and central Coventry, including service to Tiogue Avenue which would allow the utilization of the new Hopkins Hill Road sewer line to serve new business park development within the Town.

5. **Revising the Town Zoning and Subdivision Ordinances to include strong performance standards for business park development.**

   As part of the comprehensive planning process, recommendations have been made to revise the Town's Zoning and Subdivision Ordinance. These include establishing
a Business Park Zoning Classification to encourage the development of carefully planned settings, which typically include the following features:

- Subdivision and development in accordance with a master plan;
- Accommodating a "community" of industries, whose operations do not conflict with each other;
- Exhibiting a "park-like character" that enhance acceptance by its neighbors, through heavy landscaping, streetscape amenities and signage controls;
- Protecting surrounding areas through suitable buffering and architectural controls; and
- Maintaining a much lower employment density than typical urban industrial centers (13-15 employees per acre vs. 20-25 employees per acre in central city areas).

6. **Examining the potential reuse of existing under-utilized industrial facilities.**

In addition to new industrial development, the Town of Coventry offers the opportunity to examine the reuse of possibly under-utilized existing industrial facilities, principally its mills. As described earlier under D.3.1 of this chapter, the Town of Coventry includes seven mill sites that are currently utilized for a wide variety of industrial uses ranging from electronics to fabric manufacturing, from chemical processing to holiday products manufacturing. At this time it is difficult to determine if these structures are being fully utilized.

As part of the inventory of potential industrial and/or economic development sites described above, the Town's Economic Development Director should carefully evaluate the current mills' utilization with their property owners and identify any potentials for reuse. If appropriate, the Economic Development Director, in joint cooperation with the RIDED, may then examine the opportunity for alternative use of some of Coventry's mill space. Alternative uses that may be considered include industrial incubators (such as Richmond Square located adjacent to Brown University), "back" office uses, particularly those that required large floor plates and utilize heavy data processing equipment or the potential development of affordable housing.

If, after preliminary analysis, a potential reuse project seems feasible, the same process and resources as those described above under the strategy to develop new business parks could be targeted for reuse of existing industrial facilities.
D.3.4 Tiogue Avenue Revitalization

a. Introduction

Tiogue Avenue/Nooseneck Hill Road (Route 3) constitutes the primary commercial service spine in the Town of Coventry running from east to west in the southern portion of the community. The corridor has evolved from that of a series of isolated "strip" commercial areas in the 1960's and 1970's into a nearly linear pattern of commercial retail and service development that today has serious image and functional problems. In order to improve public safety and enhance traffic handling capacity, the RIDOT will soon initiate preliminary engineering studies to examine the feasibility of widening this two-lane corridor to four lanes from the West Warwick Town border to approximately the Coventry Plaza, a distance of approximately three miles. This study process, along with subsequent reconstruction activities, offers the Town of Coventry an excellent opportunity to plan for a comprehensive revitalization of this important commercial corridor to meet contemporary needs.

b. Tiogue Avenue Revitalization Concept Plan

In order to more fully evaluate a comprehensive revitalization of this commercial corridor, the Tiogue Avenue Revitalization Concept Plan has been prepared and is illustrated on Figures D.3-2A, D.3-2B and D.3-2C. This urban design study makes proposals for roadway, landscape, streetscape, lighting and transit improvements, as well as building rehabilitation and selective redevelopment activities. Recommended improvements are targeted into four character districts with varying levels of treatment.

- **Treatment Level #1: Residential Orientation**
  (from West Warwick Town border to Pilgrim Avenue)
  - Roadway Widening (to 4-lane section in an approximate 75' right-of-way)
  - Curb and Gutter Installation (to establish access control)
  - Street Tree Planting
  - Street Lighting (shielded from residential intrusion)
  - Public Sidewalk Installation
  - Underground Utilities
  - Transit Shelter Installation

- **Treatment Level #2: Recreational Commercial**
  (Pilgrim Avenue to Mister V's/Lakeside Antiques)
  - Roadway Widening (to 5-lane section in an approximate 100' right-of-way)
  - Curb and Gutter Installation (to establish access control)
  - Street Tree Planting
  - Street Lighting
  - Public Sidewalk Installation
  - Underground Utilities
  - Transit Shelter Installation
  - Commercial Building Rehabilitation and Signage Control
**Treatment Level #3: Urban Commercial**

(Mister V's/Lakeside Antiques to Coventry Plaza)
- Roadway Widening (to 5-lane section in an approximate 100' right-of-way)
- Realignment of Sandy Bottom Road/Arnold Road/Tiogue Avenue intersection into a "T" type intersection with through movement from Sandy Bottom Road to Arnold Road
- Curb and Gutter Installation (to establish access control)
- Street Tree Planting
- Street Lighting
- Pedestrian Walkway/Crosswalk Pattern Paving Installation
- Intensive Streetscape Improvements (e.g., benches, trash receptacles, planters, information kiosks)
- Underground Utilities
- Transit Shelter Installation
- Commercial Building Rehabilitation and Signage Control
- Selective Commercial Property Redevelopment
- Potential rear access road to reduce curb cuts and provide safe delivery access

**Treatment Level #4: Suburban Commercial**

(Coventry Plaza to West Greenwich Town border)
- Curb and Gutter Installation (to establish access control)
- Street Tree Planting
- Street Lighting
- Public Sidewalk Installation
- Underground Utilities

In order to carry out this revitalization program, it is recommended that the Town of Coventry conduct an overall Tiogue Avenue Urban Design Study concurrent with the RIDOT preliminary engineering studies for roadway widening. A Tiogue Avenue Task Force, consisting of representative merchants, property owners, financial institutions, real estate professionals and residents, should be established to provide rigorous public input into these planning, engineering and urban design processes. It is of critical importance that the Town-initiated Urban Design Study be undertaken as soon as possible to clearly establish the Town's position in regard to corridor revitalization and provide this input into the RIDOT roadway engineering process.

The implementation program of the Tiogue Avenue Urban Design Study should consider the types of funding in Table D.3-3, *Potential Tiogue Avenue Improvement Funding*, to carry out the improvements described above.
FIGURE D.3-2B

TIOGUE AVE. REVITALIZATION CONCEPT PLAN
FIGURE D.3-2C
TIOGUE AVE. REVITALIZATION CONCEPT PLAN
TABLE D.3-3

POTENTIAL TIOGUE AVENUE IMPROVEMENT FUNDING

<table>
<thead>
<tr>
<th>Revitalization Component</th>
<th>Potential Funding Resource</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Route 3 Widening and attendant improvements (e.g., curb and gutter, sidewalks), Traffic Signalization, Intersection Realignment, Street Lighting</td>
<td>RIDOT 5-Year Capital Improvement Program</td>
</tr>
<tr>
<td>2. Street Tree Planting, Streetscape Improvements, Underground Utilities</td>
<td>Local Improvement District (LID), Tax Increment Finance (TIF) District, Town 5-Year Capital Improvement Program (CIP)</td>
</tr>
<tr>
<td>3. Transit Shelters</td>
<td>RIPTA Capital Improvement Program</td>
</tr>
<tr>
<td>4. Commercial Rehabilitation</td>
<td>Community Development Block Grants, Local Bank Revolving Loan Program (CRA)</td>
</tr>
<tr>
<td>5. Commercial Redevelopment</td>
<td>Tax Increment Financing, Local Bank Loan to Economic Development Foundation (CRA)</td>
</tr>
<tr>
<td>6. Ongoing District Management, Maintenance and Marketing</td>
<td>Local Management (Assessment) District</td>
</tr>
</tbody>
</table>


D.3.5 Economic Development Plan Interface With Other Plan Elements

The Economic Development Plan Element of the Coventry Comprehensive Community Plan has been carefully integrated with all other plan elements, including Land Use and Community Facilities and Services. In each case, new economic development and commercial revitalization strategies have been recommended in accordance with planned land uses, programmed transportation facilities and proposed community facility and infrastructure improvements.
As illustrated on Table D.1-1, *Anticipated Land Needs, 1990-2010, Town of Coventry*, the Town will require approximately 383 acres of commercially-zoned land, and approximately 736 acres of industrially-zoned land, to support its own estimated population growth of approximately 4,000 persons by the Year 2010. However, the intent of this Economic Development Plan element is to go far beyond Coventry's needs and to contribute to achieving the State's goals identified in its *Economic Development Strategy* and *Industrial Land Use Plan - State Guide Plan Element 212*, through the following key strategies:

1. Development of over 310 acres of new Business Park development between Arnold and Hopkins Hill Roads along the community's southern boundary which could result in up to 600 new jobs created (utilizing the State's estimated average of 15/jobs per acre for business parks).

2. Revitalization and development of the approximate 4.6-mile Tiogue Avenue/Nooseneck Hill Road (Route 3) corridor through southern Coventry which will dramatically improve the functioning and appearance of the commercial corridor, create redevelopment opportunities of approximately 31 acres of retail and services which could result in approximately 270 net new jobs, development of approximately 160 acres of new office development which could result in approximately 6,900 new jobs and development of approximately 75 new acres of retail and services which could result in approximately 1,300 new jobs.

3. Additional development of the Coventry Industrial Park for either light industrial or warehousing/distribution uses which could result in up to 600 new jobs, or more if sanitary sewer service is provided to the site. Approval of development in this area should include site plan review to reduce degradation of nearby wetlands.

4. Examination of the mill facilities within the Town for full utilization of space, and potential accommodation of alternative uses such as in industrial incubator, "back" office space or affordable housing.

The end result of a successful economic development program in the Town of Coventry between now and the Year 2010 could result in significant job growth which would result in a corresponding significant housing and retail/services growth. Given the relative concentration of urban development in eastern Coventry, continued opportunities for substantial low- to moderate-density development in central Coventry and the targeted objective of maintaining a very low-density of development in western Coventry, as illustrated on the Land Use Plan, the Town should very easily be able to accommodate a significant increase in growth over that forecasted by the State, assuming a sanitary sewer system is installed on a phased basis to serve the higher density residential and commercial areas in eastern and central Coventry.