

4 Economic Development



Newport's economy remains grounded in tourism, the U.S. Navy, health and human services and academia. While these sectors provide a sound foundation, in recent years employment growth has been stagnant. City population is projected to decline, and the city's permanent residents are growing older. Adding to these challenges is the prospect of sea level rise and its impact on one of the city's primary concentrations of economic activity, employment and tax base. This chapter attempts to describe, in general terms, the current state of affairs, relevant trends and issues and how Newport can maximize its chances for continued success.

4.1 Existing Conditions

Background

Economic development is the foundation upon which a community is able to grow and generate revenue. This section examines key economic and market indicators in the City of Newport such as employment trends, largest employers and revenue sources. Reviewing this data enables the City of Newport to assess the strengths and weaknesses of Newport's economy which, in turn, will allow for targeted goals and policies that strengthen and improve Newport's economic condition. Various data resources were used to develop this assessment, including the State of Rhode Island, U.S. Census Bureau and the City of Newport.

Labor Force and Employment

As shown in the Table 4-1, the employment rate in Newport saw a slight increase from 58.1% to 58.8% from 2010 to 2014. While Newport's employment rate was growing slightly, the State of Rhode Island saw a slight drop in its employment rate (60.5% to 59.3%). Overall, the City of Newport and State of Rhode Island were very similar in total employment by 2014. In terms of unemployment, the Newport had an unemployment rate of 3.8% in 2014. This is significantly lower than the State's unemployment rate, which was 6.2% in 2014.

Table 4-1 –Employment Statistics 2000, 2010, and 2014

Jurisdiction	Statistic	2000	2010	2014
Newport	Labor Force	15,266	15,497	15,194
	Employed	12,648	13,652	12,552
	Unemployed	1,033	473	821
	Employment Rate	58.1%	60.8%	58.8%
	Unemployment Rate	4.7%	2.2%	3.8%
Rhode Island	Labor Force	534,353	564,706	568,439
	Employed	500,731	515,924	511,362
	Unemployed	29,859	44,627	53,671
	Employment Rate	60.5%	60.3%	59.3%
	Unemployment Rate	3.6%	5.2%	6.2%

Source: American Community Survey

Industry Profile

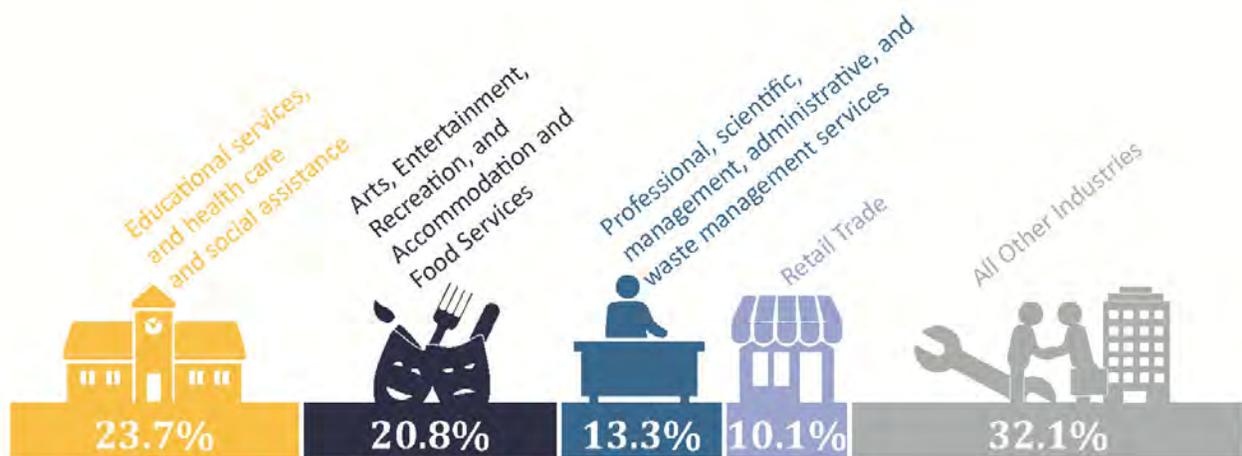
Table 4-2 provides specific employment data by industry sector for the years 2000, 2010, and 2014. The data in the table includes figures for the employed military civilians in Newport. The Educational Services, Health Care, and Social Assistance sector has the most employees in Newport. The City of Newport has a number of schools, both public and private, that span all grade levels. The city also has a number of health care and social assistance facilities such as the Newport Hospital and the Maher Center. Employment in Newport’s tourism industry is reflected in the Arts, Entertainment, Recreation, Accommodation and Food Services sector. This sector has the second highest total employment in the city. Together these two sectors account for just under half of all employment in Newport.

From years 2010 to 2014, six of the thirteen sectors experienced decreases in employment. The largest of these decreases was in the Construction industry, which lost 487 employees. The total amount of jobs lost in all six of these sectors between 2010 and 2014 was 1,286. The seven remaining sectors experienced gains in employment between 2010 and 2014. The largest employment gain was in the Public Administration sector with 208. The total amount of jobs gained in these seven sectors was 560. There was a net loss of 627 jobs in all sectors between the years 2010 and 2014.

Table 4-2 - City of Newport Employment by Industry Sector: 2000, 2010 and 2014

Industry Sector	2000 Count	2000 Percent of Workforce	2010 Count	2010 Percent of Workforce	2014 Count	2014 Percent of Workforce
Educational Services, and Health Care and Social Assistance	2,514	19.9%	3,149	23.9%	2,975	23.7%
Arts, Entertainment, Recreation, and Accommodation and Food Services	2,348	18.6%	2,439	18.5%	2,607	20.8%
Professional, Scientific, Management, Administrative, and Waste Management Services	1,558	12.3%	1,648	12.5%	1,674	13.3%
Retail Trade	1,375	10.9%	1,533	11.6%	1,273	10.1%
Manufacturing	912	7.2%	716	5.4%	804	6.4%
Finance and Insurance, and Real Estate and Rental and leasing	803	6.3%	901	6.8%	775	6.2%
Public Administration	638	5.0%	528	4.0%	736	5.9%
Other Services, except public administration	549	5.1%	413	3.1%	529	4.2%
Construction	692	5.5%	991	7.5%	504	4.0%
Transportation and Warehousing, and Utilities	463	3.7%	355	2.7%	283	2.3%
Wholesale Trade	320	2.5%	159	1.2%	191	1.5%
Information	285	2.3%	340	2.6%	173	1.4%
Agriculture, Forestry, Fishing and Hunting, and Mining	91	0.7%	7	0.1%	28	0.2%
Total	12,548	100%	13,179	100%	12,552	100%

Source: 2000 U.S. Census, 2010 & 2014 American Community Survey 5-Year Estimates



The four major industries in Newport are Education Services and Healthcare and Social Assistance; Arts, Entertainment, Recreation, and Accommodation and Food Services, Professional, Scientific, Management, Administrative, and Waste Management Services; Retail Trade. The rest of the industries comprise 32.1% of the workforce industries.

Notably, employment gains were accomplished in key sectors, including professional, scientific and management, and manufacturing. These jobs typically pay higher wages and provide better benefits than others, such as hospitality jobs. In addition, they are typically not seasonal positions. These two factors provide greater economic benefits (per position) over a longer period of time, resulting in higher multipliers and more stability.

Compared to the state as a whole, Newport’s strength in the tourism industry is evident. As shown in Table 4-3 below, nearly 11% of the state’s population is in the Arts and Entertainment sector. By comparison, this sector represents nearly 21% in the City of Newport. The strength of the tourism industry is important to Newport as it directly relates to increased revenues through sales tax from outside sources. The City of Newport also employs a larger percentage of their workforce in the Professional, Scientific, and Management sector as compared to the state. This sector comprises 13.3% of Newport’s workforce, compared to 9.7% for the state as a whole.

Table 4-3 - State of Rhode Island Employment by Industry Sector 2014

Industry Sector	2014 Count	2014 Percent of Workforce
Educational Services, and Health Care and Social Assistance	138,299	27.0%
Arts, Entertainment, Recreation, and Accommodation and Food Services	55,894	10.9%
Professional, Scientific, Management, Administrative, and Waste Management Services	49,411	9.7%
Manufacturing	56,078	11.0%

Source: 2010 & 2014 American Community Survey 5-Year Estimates

As of 2014, there were several employers that made a major contribution to the full-time employment base in the community. These include Newport Hospital, the Newport Harbor Corporation (owners/operators of several city restaurants and lodging venues), the James L. Maher Center, the City of Newport, and Salve Regina University. However, as noted in Table 4-4, the economy of Newport, and that of Newport County as a whole, is heavily reliant upon the defense industry.

In 2014, the single largest employer in Newport County was the U.S. Navy with 8,340 civilian employees. The activities at Naval Station Newport (NAVSTA) provide a mix of job opportunities for civilians as well as military personnel. In 2013, it was estimated that 73% of the civilian workforce at Naval Undersea Warfare Center (NUWC) was employed in Science, Technology, Engineering and Math (STEM) occupations. Individual annual wages are estimated at \$110,000. The importance of this facility to the region and to Newport cannot be overstated.



State occupational demand projections indicate that demand will continue to grow for workers in many health-related occupations, including medical laboratory and radiology technologists, laboratory and pharmacy assisting, and practical nursing.

Table 4-4 - City of Newport Employment by Largest Employers, 2014

Employer	Industry	Number of Employees
Naval Station Newport	Military (Civilian Employees)	8,340
Newport Hospital	Medical Facility	802
Newport Harbor Corporation	Hospitality	702
RIARC (Maher Center)	Non-Profit	571
City of Newport	Government & Public School (FTE)	661
Salve Regina University	Higher Education	546

Source: 2000 U.S. Census, 2010 & 2014 American Community Survey 5-Year Estimates

U.S. Navy

The military, civilian, and student personnel at the Navy Base and their families form an important part of Newport's social and economic fabric. Along with these year-round residents, the educational activities at the base bring short-term residents to the Island as well.

The educational component of Naval Station (NAVSTA)

Newport includes the Naval Education and Training

Center, Officer Candidate School, the Naval Supply Corps School, Officer Development School, Surface Warfare Officer School, Naval Justice School, and Naval War College. As of October 2015, the War College alone enrolled 599 students in its programs, including international students. The War College faculty employs 333 instructors, of which 129 are civilians, and a staff of 336 persons including 236 civilians. The housing, goods, and services procured by these adult students and their families provide direct economic benefits to the local economy.



Newport's economy is highly dependent on the military industry.

Institutions

Health services provide excellent employment opportunities. These jobs require varying levels of education and training, making them available to a wide segment of the population. The availability of quality health services adds to Newport's quality of life, particularly for its aging resident population.

Newport's Educational Services, Health Care, and Social Assistance sector had 2,975 employees in 2014. Newport has two large institutional employers that contribute significantly to the local economy and quality of life: Lifespan (Newport Hospital), and Salve Regina University. These institutions are among Newport's largest private employers. Newport Hospital employed an estimated 802 persons in 2014, making up a major portion of health services employment in Newport.

Salve Regina University also makes a significant contribution to Newport's economy, providing a broad spectrum of educational and employment opportunities for Newport residents. During the summer months, Salve offers a number of conferences and programs that bring professional seminars to the campus, and Fall enrollment for 2015 was 2,758. In addition, the school's chapel and facilities are used for weddings and events.

Although not listed in Table 4-4, the Newport campus of the Community College of Rhode Island (CCRI) is another key and growing employer. The Newport campus has hundreds of students enrolled and is the most high-tech of the six campuses of CCRI. The campus has 16 "smart" classrooms which have the capacity for data and video reception, computer labs and distance learning laboratories throughout the campus, and a multi-media seminar room.

CCRI Newport Campus is located in the city's North End and is one of the primary drivers in the strategy to reposition this area of the city.

In addition to healthcare and academia, social services are an important part of Newport's economy, and part of the community's culture of caring. One notable operation is the James L. Maher Center, whose mission is to:

"...foster independence and opportunities, promote dignity and advance integration in housing, employment and social engagement for individuals with developmental or other disabilities through customized programs in order to meet their diversified needs."

Beginning in 1953 with only 13 families, the Maher now supports over 300 families in Newport and Bristol Counties, operates 11 group homes, 12 apartments and provides over 2,000 rides every week for program participants. The Maher now employs 571 persons.

The City of Newport, including the School Department, is also one of the largest institutional employers in Newport, providing approximately 661 jobs in a variety of occupations.

Hospitality and Visitor Industry

In recent years, Newport has experienced steady growth in all tourism-related services including hotels, restaurants, retail goods, museums, galleries and recreational services.

In 2014, the Arts, Entertainment, Recreation, and Accommodation and Food Services Industry had 2,607 employees in Newport, comprising a total 20.8% of the workforce.

The strength of the hospitality and visitor industry has helped fuel the expansion of land development. This is evident along America's Cup Avenue, Thames Street, and Spring Street, as well as Bowen's and Bannister's wharves, plus the commercial areas of Bellevue Avenue and Memorial Boulevard. This expansion has significantly boosted the local property tax base and employment opportunities within Newport.

Downtown meeting-facilities for conference needs are met by the Newport's five major hotels: Viking, Chanler, Marriott, Harbor Hotel, and Hyatt. However, because of space limitations, Newport hotels cannot accommodate both meeting and exhibition spaces for larger groups.

The tourism industry is vital to Newport's economy, with the multiplier effect creating thousands of jobs and generating outside revenue for the community, but Newport's tourism is largely seasonal, peaking in the summer. As a result, the local chamber and Newport County Convention & Visitors Bureau (NCCVB) are working on marketing efforts to increase visitor activity during the winter and "shoulder" seasons. As Newport's tourism industry continues to mature, the net effect has resulted in the reduction of the traditional marine uses on the waterfront, as tourism facilities yield a higher return on property.

Also of note is the fact that although Newport is home to many national and international hospitality interests, it also benefits from many local enterprises as well. The Newport Harbor Corporation (NHC) had its beginnings in the local fuel oil distribution business, and in 1980 the company opened the Newport Yachting Center and sold the fuel oil business to concentrate on hospitality in 1985. Today, the NHC owns and operates a number of local venues, including the Castle Hill Inn, and employs over 700 people.



Large conferences and conventions often bypass Newport because hotels are not large enough to accommodate significant gatherings. This impacts the hospitality industry and the overall tourism industry.



Although tourism in Newport is seasonal; it is one of the most relied upon industries in Newport's economy.

NHC has also created and sustains various “green” initiatives, including support for renewable energy projects, use of locally grown products where possible, donation of used cooking oil to Newport Biodiesel, potable water conservation and other worthy efforts.

Services

Newport’s Professional, Scientific, Management, Administrative, and Waste Management Services Industry sector had 1,674 employees in 2014. This industry consists of a wide range of diverse occupations, including finance and insurance, professional and scientific services, and management. This sector pays relatively higher median wages and employed 2,975 persons in 2014. Information services include network maintenance, computer and data services. The 2011 reported median earnings for the information sector was \$54,531. Computer and data processing, along with engineering and management services, are major job sources at the regional level. Regionally one of the larger service sectors is Professional, Scientific and Technical Services, providing opportunities for well-paying professional employment, with median earnings of \$73,615 in 2014. Most, though not all, of these services are associated with defense-related and high technology industries. These sectors are key targets in the City of Newport’s economic development strategy.

Retail Trade Industry

The retail trade industry employs 1,273 people and represents 10.1% of the total Newport civilian labor pool. The median earnings for those in the retail trade is \$22,617 (2014 inflation adjusted). Retail serving year round residents naturally tends to reflect the incomes, needs and preferences of that population, while tourist oriented products are more specialized. Changes in the makeup of the market (i.e. growing elderly cohort) impact both demand and desired product types.

Manufacturing

Manufacturing, although relatively small compared to other Newport industry sectors, employs 804 people and comprises only 6.4% of the total civilian labor force in Newport. The manufacturing sector is vital to Newport and provides high paying jobs with a significant multiplier effect.



Compared to other local communities, Newport is not a major retail provider. Shops which depend on seasonal tourists must close during the off season. While retail jobs serve local demand, they are also closely tied to and dependent upon seasonal tourism. There is little demand for additional retail on Aquidneck Island primarily due to stagnant or declining populations and limited growth in wages and incomes.

Stephen Gold, President and Chief Executive Officer, Manufacturers Alliance for Productivity and Innovation (MAPI) recently noted that “...annual input-output tables have calculated that a dollar's worth of final demand for manufacturers generates \$1.48 in other services and production. This is higher than any other sector. The retail and wholesale trade sectors have much lower multipliers, generating 54 cents and 58 cents respectively in other additional inputs for every dollar of economic activity they generate.” [Source: US Bureau of Economic Analysis (BEA), 2014]

One notable local example of a manufacturer bringing outside dollars in to Newport is International Marine Industries (IMI). Established in 1977, IMI is a supplier of bait to lobstermen fishing in the North Atlantic. Today, they are also a major supplier of commercial bait to fishing fleets in the Pacific Northwest as well as a top supplier of Alaskan Groundfish both domestically and internationally. [Source: <http://www.imifish.com/about.html>, May 31, 2016]

Maritime and Waterfront

Newport's marine industry continues to seek to preserve Newport's sea-faring legacy. Traditional maritime uses currently include a major shipyard, boat repair, sail making, chandlery and other marine services. State Pier, located in the Long Wharf neighborhood, is operated by the Department of Environmental Management (RIDEM) and has accommodations for 40-45 vessels and hosts dockside sales.

Personal Income

According to the U.S. Census American Community Survey (ACS), the median household income in the City of Newport in 2014 was \$61,320. While the services and retail sectors are large employers in the Newport economy, these jobs are relatively lower paying and are the principal sources of part-time employment in the community.



The escalating cost of land and property taxes on the Newport waterfront has been incentive for some fishing and marine businesses to sell their property.

Another important issue is underemployment. In planning to increase personal income for Newport residents, public policy relies upon providing information and services to those who currently lack resources, skills, and guidance regarding their employment options.

Newport Revenue

As a resort community, Newport is visited annually by approximately 3.5 million visitors. Activities and amenities that draw tourists include special events, sailing, beaches, natural beauty, the historic character, and many others. Newport's popularity has stimulated significant private investment in retail shopping facilities, hotels, transient guest facilities, restaurants, clubs, and other visitor-oriented enterprises. Municipal revenue sources to finance government expenditures are limited by Rhode Island statute to a relatively small number of categories, e.g. real and personal property taxes, bonding and user fees. Therefore, general services are heavily dependent on the property tax revenue.

The property tax revenue for 2015 in the FY 2016-2017 General Fund budget is estimated to be \$70,390,223. This represents 80% of the total municipal revenue of \$88,480,966 for FY 2015. The Hotel Tax and the Meals and Beverage Tax are two other important sources of revenue for the City of Newport. These account for approximately 4.5% of the City's total revenue and are collected to help support tourism efforts in the state and help offset any infrastructure costs caused by tourism in Newport. The Casino Revenue Tax, while generating less funds, is another related revenue source for the City. The fact that Newport primarily relies on property tax revenues to finance City services and capital improvements poses a question of equity when considering the impact on infrastructure and services due to the large, transient tourist population. As seasonal visitors do not share a proportionate percentage in the costs, they must be borne largely by Newport's property owners.

Local Economic Development Plans, Programs, and Incentives

The City of Newport is actively engaged in several initiatives intended to diversify the local tax base, provide employment for residents, leverage existing technical and human capital, improve city capital facilities and otherwise support and promote a healthy economy. The intent of this plan is to align these more closely with other plan goals, policies and strategies in order to maximize returns of public investments while preserving Newport's highly valued attributes.

The principal initiatives are listed on the following pages.

North End

The city's North End is, has been, and will continue to be a major area of policy and program emphasis. In light of the established character of most other areas of the city, the north end provides the greatest opportunity to address the needs of the community, innovate, re-position, leverage and otherwise move the Newport forward. In collaboration with major stakeholders, the City of Newport has already begun to weave together key projects that are synergistic and mutually supportive.

- The Pell Bridge re-alignment will provide significant opportunities for land development and economic diversification.
- The City of Newport has moved forward to develop an Innovation Hub concept which will leverage Newport's unique opportunities in resilience, ocean, and defense areas with its proximity to the U.S. Naval facility, academic institutions (like the MET School and the new CCRI campus), and Newport's extensive array of coastal assets. Land use plans, utilities, transportation, zoning, and other tools will be aligned to support this important effort.
- Redevelopment of the former Sheffield School into Innovate Newport. Innovate Newport is a technology accelerator and flex-space redevelopment for resilience, defense, and ocean related technologies and services.
- Navy Hospital site redevelopment will play an important support role in the overall plan for north end repositioning. This nine-acre waterfront site is ideally situated at the south end of this area and will include a mix of compatible uses such as a hotel, shops, dining, offices and/or residential uses.
- The Community College of Rhode Island's (CCRI) new Newport campus is also thriving. Academic and technical training relationships with the Innovation Hub partners are being developed, with a focus on evolving technical and scientific subjects, including areas relating to sea level rise and its impacts. Newport will act as the perfect classroom for these creative and necessary efforts.

Tourism and Hospitality

Newport is, and always should be, one of the premier destinations for leisure and recreation in the U.S. While diversification of the economic base is important, Newport must find ways to continue to support its tourism sector, addressing the negative impacts on mobility, public services, and neighborhoods where possible. Every year Newport dedicates hundreds of volunteer hours and thousands of dollars in support of iconic events, marketing, public safety, and other activities which directly benefit this business sector.

Workforce Development

Newport has become a regional leader in supporting efforts to link academic institutions with local employers, particularly in regards to meeting the need for "STEAM" skills – Science, Technology, Engineering, Arts, and Mathematics. The MET School, the Newport branch of the CCRI, and the city's public schools are all involved in these efforts in some way.

Housing

City leadership understands that housing development and redevelopment are both economic engines themselves, but that a sufficient, safe and affordable supply of housing to meet the needs of local employees is essential to economic success. The City of Newport is investing resources in improving the quality of its housing stock across all income levels and maintains affordable housing through efforts such as the Community Block Development Grant (CBDG) and the Newport Housing Authority programs.

Climate Change Adaptation and Mitigation

Perhaps the greatest challenge the city will face are the threats to its economy posed by sea level rise and its associated impacts. Some of these impacts include, but are not limited to: increased flooding and erosion, loss of natural habitat, loss of historic resources, continued decline of maritime industry and reduction in tourism due to losses of the natural and built environment. Newport has been and will be a leader in supporting comprehensive and collaborative efforts to identify, design, and implement the actions necessary to successfully meet these challenges. Moreover, through collaboration with a major global investment, design, and construction consortium, Newport is using the challenges of ocean-related climate change as catalyst for major economic development and employment creation opportunities.

Streetscape Projects

Newport understands that streets are not just corridors for vehicles, but that they are important and valuable public spaces to leverage and create value. In recent years Newport has invested in streetscape improvements that will provide safe, beautiful, functional and pleasing environments for residents and visitors. Thames & Spring Streets, America's Cup Avenue, Memorial Boulevard, and Broadway will serve as design models for any future streetscape projects. The Newport streetscape is a backdrop for its historic and cultural assets; maintenance positively affects the livelihood of the community.

Capital Facility Projects

The City of Newport Capital Improvement Plan (CIP) is a detailed aggregation of phased utility and other public facility improvements, ideally tied to a holistic and comprehensive strategy based on the City's Comprehensive Land Use Plan. In terms of economic development, the City of Newport uses the CIP to address multiple needs in areas throughout the city. Funds are never sufficient for all necessary projects, and first priority typically goes to those which address life safety or serious compliance issues. Many of these have direct implications on economic development. For instance, improvements to the city's potable water supply storage, treatment and distribution system have direct bearing on the ability to support seasonal peaks in tourism.

Marine and Water Dependent Business

Pressures to convert waterfront lands to private water enhanced and non-water dependent uses are constant and growing, as land values increase. Newport understands that water dependent and marine trades businesses are an essential part of its economy, its history and its future. The City of Newport will continue to take appropriate measures to strike a balance between competing waterfront uses, so that Newport remains both a pre-eminent coastal resort community and a place where traditional maritime uses thrive. This includes support for the harbor's public walkway, public boat launch areas and public access to the waterfront in general.

Public School Improvements

Newport understands that a quality public educational system is an important determining factor in where families choose to live and invest. Education goes well beyond preparing students for college or the workforce, it is part of any community's overall attraction to investors.

Exploring Revenue Options

Part of Newport's economic development effort is to constantly investigate and advocate for revenue options which provide a better balance between the tax contributions provided by tourism in Newport (high) with the tax sharing returned by the State to the City of Newport to pay for the services required by the large tourism industry (low).

Regional Collaboration

Newport's economic development plans and related strategies have been developed to be consistent and supportive of regional and cohort municipal plans. By working together, interests can multiply beneficial outcomes and maximize public investments in capital facilities, streetscape, transit, and other necessary support infrastructure.

Support for transit and protecting the area’s potable water supply system are other examples of regional collaboration impacting economic development.

Energy

Newport has aggressively sought to reduce long term energy costs, while also promoting the use of renewable energy sources, consistent with State objectives. Savings can be passed on to city residents and/or be used to fund additional economic development efforts, increasing return on investments even further.

Support for Local Agriculture

Although most of Newport’s prime farmland soils were developed with housing and other uses long ago, the city still strives to support regional agribusiness in a variety of ways, with most efforts oriented towards consumers like seasonal tourists. For example, many restaurants participate in farm to table programs and use local seasonal produce wherever possible, as well as local shell and finfish, wines and artisanal cheeses. In addition, public school children benefit from the community gardening and farmer’s markets that are regularly held during the season. While it is not appropriate to create a stand-alone map of an agricultural zone in Newport, the City of Newport will continue to permit certain types of agricultural activities and uses through its zoning code. An example of this is the proposed community garden on the Quaker Meeting House property.

Home Based Business

Newport supports home based business and has a higher percentage of residents engaged in these types of jobs than the statewide average. It has been found that the growing use of the internet and cellular communications technologies combined with easy access to T.F. Green make Newport an ideal location for remote work. This sector has the potential for major benefits in terms of the flexibility of hours, ability to support mixed use, decrease seasonal employment peaks, reduce vehicle use, support and stabilize neighborhoods and otherwise distinguish Newport from competing communities. This also ties into the City’s efforts to reposition the north end. Newport already contains the type of amenities desired by this unique population and their wages are often well above the median income.

4.2 Goals and Policies

Goal ED-1	To develop a robust and diverse economy, providing suitable employment opportunities for residents, and a stable tax base.
Policy ED-1.1	The City shall support key economic drivers while also seeking to attract and grow its technology sector and businesses that represent new and innovative concepts and technologies.
Policy ED-1.2	The City shall work to implement the Innovation Hub plans.
Policy ED-1.3	The City shall work closely with local, regional and state educational institutions, leadership and practitioners to strengthen vital networks and associations between employers, workforce training, academic programs and curricula.
Policy ED-1.4	The City shall work with communications and other utilities to provide the best possible communications network.
Policy ED-1.5	The City shall build upon thriving sectors to develop of a more substantial year-round tourism economy.

- Policy ED-1.6** The City shall evaluate the economic impacts of sea level rise and climate change and seek to develop and implement plans and strategies to mitigate impacts and leverage opportunities short term mitigation and long term needs.
- Policy ED-1.7** The City shall work closely with the U.S. Navy to anticipate, plan for and leverage changes in Navy operations and facilities, including opportunities to create and exploit linkages between military, academic, government, institutional and private sector technology interests.
- Policy ED-1.8** The City shall remain actively engaged in regional and statewide initiatives, collaboration programs and other actions necessary to attract and retain key employers.

Goal ED-2

To protect and enhance the City's maritime related businesses.

- Policy ED-2.1** The City shall consider the impacts of plans, programs, investments, regulations and other factors influencing or potentially influencing the viability of its maritime businesses and will take appropriate actions to avoid or mitigate negative impacts.

Goal ED-3

To provide efficient and effective government services to encourage economic development.

- Policy ED-3.1** The City shall work with the State and advocate for City revenue options which provide a better return between the tax contributions provided by tourism in Newport with the tax revenues returned by the State to the City to pay for the services required to support the large tourism base.
- Policy ED-3.2** The City shall take maximum advantage of available technologies to reduce or limit the costs of services, provide efficient and effective services to clients and customers, and enhance internal and external communication.
- Policy ED-3.3** The City shall seek and deploy strategic, focused public/private partnership initiatives.
- Policy ED-3.4** The City shall work in collaboration with state and federal cohorts to investigate and develop new and innovative financing mechanisms to support economic development opportunities.
- Policy ED-3.5** The City shall make strategic capital investments that facilitate core economic development objectives.
- Policy ED-3.6** The City shall use energy efficiency, conservation and renewables as strategic economic assets.

4.3 Implementation Actions

The following are the implementation actions for the goals included in the Economic Development Element.

Goals & Actions	City Objectives								Priority Cost	Time	Responsibility / CIP
	Prosperous	Beautiful	Happy	Destination	Collaborative	Smart	Healthy	Resilient			
GOAL ED-1: To develop a robust and diverse economy, providing suitable employment opportunities for residents, and a stable tax base.											
A) Pursue coordinated implementation of the Pell Bridge re-alignment, the Westside Master Plan, the Innovation Hub, Navy Hospital site redevelopment, Hope VI housing completion, the Sheffield Incubator, CCRI and other north end economic development projects and initiatives.	■			■	■	■		■	High —— \$\$\$	Short & On-going	<ul style="list-style-type: none"> • City Council • RIDOT • RIDEM • Navy • Utilities (In CIP – partial)
B) Continue to aggressively pursue opportunities to leverage climate change and resiliency as a key part of the City's economic development and diversification initiatives.	■				■			■	High —— \$	Short & On-going	<ul style="list-style-type: none"> • City Council • Civic Investment (In CIP – partial)
C) Continue to work with Discover Newport, NCCVB, Commerce RI, Newport Preservation Society, Newport County Chamber, Newport Harbor Corporation and other stakeholders to expand tourism in the city.	■				■				High —— \$	Short & On-going	<ul style="list-style-type: none"> • Civic Investment
D) Continue to support Healthcare and social services by maintaining close and regular communication with Lifespan (Newport Hospital) leadership, the Maher Center and others in order to anticipate and resolve issues of mutual concern.	■				■			■	Mid —— No Cost to \$	Short & On-going	<ul style="list-style-type: none"> • City Council • City Manager
E) Collaborate with local academic institutions to advance STEAM educational priorities and workforce development.	■				■	■		■	High —— \$	Short & On-going	<ul style="list-style-type: none"> • City Council
F) Collect and evaluate data on home-based businesses.	■					■		■	Mid —— No Cost to \$	Short	<ul style="list-style-type: none"> • Planning • Finance

Newport Comprehensive Land Use Plan

Goals & Actions	City Objectives								Priority Cost	Time	Responsibility / CIP
	Prosperous	Beautiful	Happy	Destination	Collaborative	Smart	Healthy	Resilient			
G) Work with local service providers to improve communications infrastructure necessary to support new business opportunities.	■				■	■	■	■	High ———— \$\$\$	Mid & On-going	<ul style="list-style-type: none"> • Utilities • RIDOT (In CIP – partial)
H) Support CIP projects which advance multiple Comprehensive Plan or Strategic Plan goals.	■				■	■		■	High ———— No Cost to \$	Short & On-going	<ul style="list-style-type: none"> • City Council
I) Continue to pursue and implement infrastructure improvements in the city's North End to enhance economic development potential.	■	■			■	■	■	■	High ———— \$\$\$	Short & On-going	<ul style="list-style-type: none"> • City Council • Civic Investment • Public Services • Utilities (In CIP)
J) Continue to support streetscape projects in mixed use arterial corridors.	■	■		■	■	■	■	■	Mid ———— \$\$	Mid & On-going	<ul style="list-style-type: none"> • City Council (In CIP)
K) Continue efforts to develop workforce capabilities in collaboration with educational and business entities.	■				■				High ———— No Cost to \$	Short & On-going	<ul style="list-style-type: none"> • City Council
L) Work closely with Commerce RI, Newport County Chamber, US EDA, NUWC, URI, SENEDIA and other like groups to pursue cyber-security, energy, resiliency and other STEAM technology related diversification efforts.	■				■	■		■	High ———— No Cost to \$	Short & On-going	<ul style="list-style-type: none"> • City Council
GOAL ED-2: To protect and enhance the City's maritime related businesses.											
A) Continue to give high priority to water-related uses on the waterfront within the City harbor area.	■	■			■		■		High ———— \$	Short & On-going	<ul style="list-style-type: none"> • City Council • Planning and Zoning Board • Planning • RIDEM

Goals & Actions	City Objectives								Priority Cost	Time	Responsibility / CIP
	Prosperous	Beautiful	Happy	Destination	Collaborative	Smart	Healthy	Resilient			
B) Promote, secure and improve public access to the shoreline.	■	■	■	■	■			■	High ———— \$	Short & On-going	<ul style="list-style-type: none"> • City Council • Planning and Zoning Board • Planning
C) Evaluate current land use regulations and permit procedures to identify modifications that would promote and protect maritime business on appropriate sites.	■								Mid ———— No Cost to \$	Short to Mid	<ul style="list-style-type: none"> • Planning and Zoning Board • Planning
GOAL ED-3: To provide efficient and effective government services to encourage economic development.											
A) Enhance efforts to document total visitors and costs associated with providing services to these visitors.	■							■	Mid ———— No Cost to \$	On-going	<ul style="list-style-type: none"> • Civic Investment • Finance

Please see the next page.