



Newport, RI Climate Resilience and Financing Prioritization Report

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RESILIENCE is the ability of a community's various systems, structures, and populations to proactively resist, absorb, and bounce back from hazards and disasters. Resilience is the ability to retain basic functions amidst disasters, while simultaneously building sustainable systems and structures to better respond to future events.

NEWPORT ENVISIONS a resilient community that is well positioned to proactively mitigate the effects of anticipated natural hazards, quickly respond to hazards and disasters as they occur, and make long-term adjustments following a disaster event to enhance future resiliency.

Newport's vision for resilience is circular—constantly mitigating short-term hazards while also enhancing the long-term sustainability of systems in the face of future threats. Additionally, this vision is comprehensive, encompassing the physical, economic, and social elements of the community. Newport recognizes that climate change will affect every aspect of local government. To that end, the City's efforts must be integrated across its human, legal, fiscal, infrastructural, and community resources to adequately respond to the hazards associated with climate change.

The above definition and vision were developed by the Newport/ SNEP Network Workgroup using guidance from Workgroup discussions, [Newport's Hazard Mitigation Plan](#), [the Newport Resilience Assessment Tour](#), [the Aquidneck Island Resilience Study](#), and [Newport's Comprehensive Land Use Plan](#).

PART I: INTRODUCTION AND EXECUTIVE SUMMARY.

Introduction to SNEP Network. In 2019, the US Environmental Protection Agency (US EPA) awarded a five-year cooperative agreement to the [New England Environmental Finance Center \(New England EFC\)](#) at the University of Southern Maine to establish a technical assistance network to support the work of multiple partner organizations that provide training and assistance to municipalities, organizations, and Tribes across the region. The purpose of the network is to advance stormwater management, ecological restoration, and climate resilience within Rhode Island and southeastern Massachusetts. An important overarching component of the network is to create sustainable revenue streams and financing processes in support of local implementation efforts now and into the future.

[The Southeast New England Program \(SNEP\) Network \(“the SNEP Network” or “the Network”\)](#) is composed of over 16 different partner organizations from across the region, thereby offering a full complement of technical and financial services to communities in support of leadership development and peer-to-peer learning. The Network's collective goals are to bring about a broader understanding of the impacts of stormwater facing the community, and to overcome implementation barriers through capacity building and innovative financing systems.

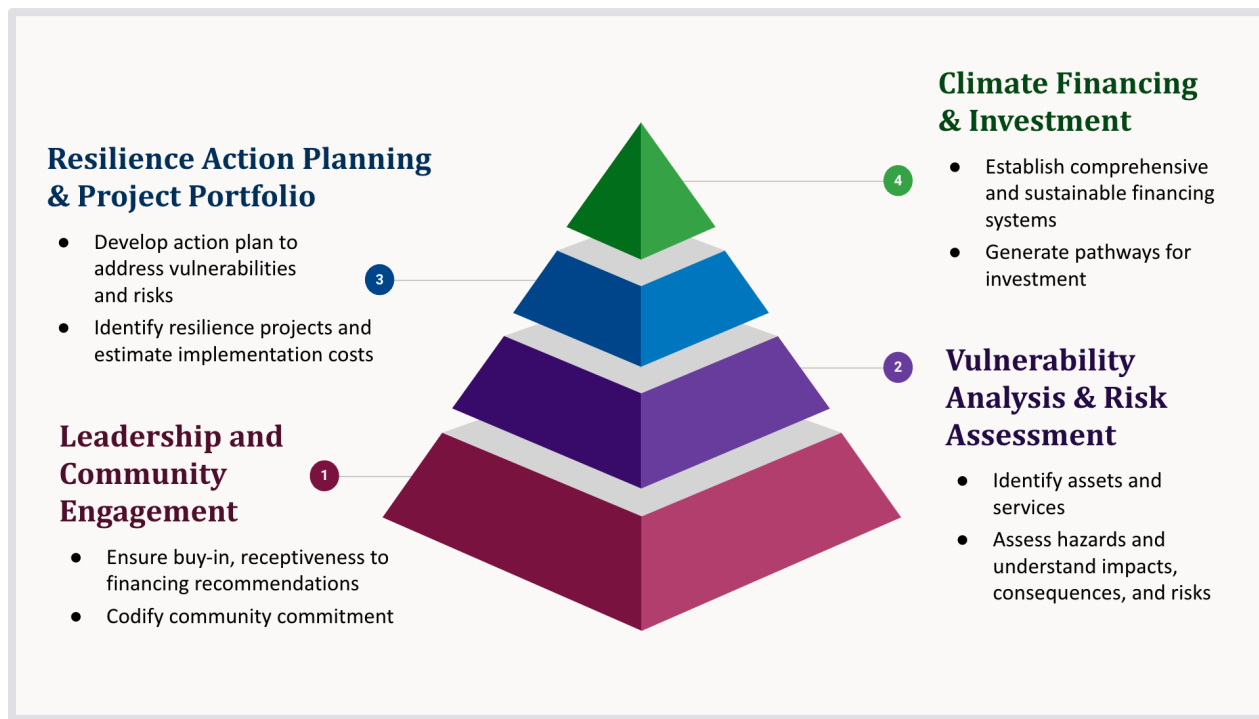
Project Overview. The City of Newport faces numerous environmental and climate challenges, particularly those related to stormwater and flooding. These challenges will continue to be exacerbated by the impacts of climate change, such as increased precipitation, storm surge, and sea level rise. While the City is acutely aware of its climate hazards, a more thorough analysis of the results of previous hazard inventories and their subsequent recommendations was required to position the City for long-term climate action. As such, Newport responded to the 2021 SNEP Network Call for Participants and was awarded technical assistance by the Network. SNEP Network partner organization [Throwe Environmental, LLC](#) was tasked with developing a community-based climate resilience implementation and financing strategy to guide Newport's short- and long-term climate actions. Results of this work are detailed throughout this document.

Resilience Financing Framework. The approach taken by Throwe Environmental and other Network Partners (hereinafter referred to as “the Project Team”) follows the step-by-step Resilience Financing Framework (“RFF” or “the Framework”) laid out in the [Planning to Action: Climate Toolkit \(PACT\)](#). Both resources were developed by Throwe Environmental to guide communities from the earliest stages of resilience planning through the latter stages of implementation and financing.

Applied here, the Framework begins with an assessment of Newport's capacity to address its climate concerns through engaged leadership and community action. Throwe worked with City staff and community stakeholders to analyze relevant climate hazards and identify at-risk assets and populations. The Project Team explored potential actions to address Newport's climate vulnerabilities. Finally, the Project Team produced

recommendations to implement priority actions through sustainable funding, financing, and investment.¹

Figure 1: Resilience Financing Framework (Source: Throwe Environmental)



Climate Prioritization and Financing Workgroup. In collaboration with City staff, the SNEP Project Team formed a Climate Prioritization and Financing Workgroup (“the Workgroup”) composed of more than 25 municipal staff members, community leaders, and regional stakeholders. From October 2021 to June 2022, the Workgroup held monthly conversations regarding key topics related to Newport’s climate resiliency, as well as to respond to and provide feedback on the research, work products, and deliverables produced by the SNEP Project Team.

The SNEP Project Team, led by Throwe Environmental, conducted multiple resilience assessment and planning exercises to better understand the resilience challenges and opportunities facing the City. The SNEP Project Team used these activities to prioritize implementation action based on short-, mid-, and long-term risk and need. The product was a prioritized list of action steps (categorized by topic) that serve as the basis for the City’s resilience action strategy. The priority list was initially developed by aggregating action items from various City planning documents reviewed during the project’s literature review stage. The priority list was subsequently narrowed and ranked using feedback from Workgroup meetings, with additional review from Workgroup participants upon completion of a draft list. The prioritized list of actions is available in **Appendix C** and includes the following information:

¹ PACT is an adaptation of the existing [US Climate Toolkit](#).

- **Priority level:** Community assets are categorized by short, mid, and long-term priority
- **Action category:** Action items are prioritized and grouped by the category or “umbrella” under which each item fits best. For example, roads and bridge improvements are categorized under *Transportation*
- **Goal:** Target outcome for each action category
- **Strategy:** Individual steps needed to reach the broader category goal
- **Performance measures:** Metric by which goals and strategies can be tracked
- **Performance targets:** Desired level of performance measure and timeline for reaching that measure
- **Proposed Actions and Project Focus Areas:** Specific projects and programs that can be implemented to further progress on action category

Summary of Recommendations and Next Steps. The Project Team, in conjunction with various community stakeholders and City staff, recommends the following actions to advance climate resilience efforts in the City of Newport, both in the near- and long-term:

1. **Establish a targeted and prioritized project portfolio.** The portfolio should include information such as project typology, timing, anticipated costs, and responsible party. More immediate attention should be given to the highest priority resilience needs, which the Project Team has identified as water quantity and flood, energy and innovation, transportation, and water quality and wastewater.
2. **Develop a long-term climate resilience implementation and financing strategy.** While the project portfolio will provide the foundation for the City of Newport’s resilience plan, it is the financing and implementation strategy that will transform the process from planning to action. The financing strategy should consider how to balance cost and benefit, achieve fairness and equity in the financing system, and expand cooperation. It should also identify particular revenue sources and financing mechanisms.
3. **Establish a Climate Resilience and Sustainability Officer within the City.** The City should establish or expand an existing position to move Newport towards its resilience goal. The Officer would be responsible for coordinating resilience efforts across departments, identifying and pursuing federal and state funding opportunities, building interjurisdictional partnerships, managing municipal resilience projects and programs, and championing resilience citywide.
4. **Establish an Aquidneck Island Regional Resilience Leadership Exchange.** Working with the Towns of Middletown and Portsmouth, as well as Naval Station Newport and the Rhode Island Infrastructure Bank, the City should launch a Leadership Exchange as a conduit for resilience efforts citywide and islandwide. The Exchange would provide a forum for consistent dialogue, coordinate planning and

implementation efforts across jurisdictions, and advancing funding and financing processes at scale.

Given the above recommendations, which are expanded upon throughout the body of this document, the Project Team suggests the following "next steps" be taken to build on current momentum. In other words, these next steps are what Newport can do *now* to advance resilience efforts in the immediate future.

- **Appoint or hire a Climate Resilience and Sustainability Officer** within the next 6 months to spearhead climate resilience projects and programs in the City.
- **Hire a contractor or assign the Climate Resilience and Sustainability Officer to seek out and take advantage of available funding opportunities**, such as the Bipartisan Infrastructure Law and Inflation Reduction Act.
- **Begin Coordinating the Aquidneck Island Regional Resilience Leadership Exchange** with Middletown, Portsmouth, and other partners.

PART II: BACKGROUND AND COMMUNITY ASSESSMENT.

The Project Team held nine Workgroup sessions to discuss a variety of topics related to Newport's long-term climate resilience. This approach was grounded in the fact that climate change will require Newport (and every community across the United States) to dramatically shift how it operates. This shift must occur in two ways — directly and indirectly. First, Newport and other coastal communities must make direct investments in climate change through new on-the-ground infrastructure (e.g., green infrastructure, underground storage systems, etc.) and new programs to support that infrastructure. Second, these communities will also be tasked with adapting their *existing* infrastructure and day-to-day operations to account for the additional costs (e.g., intensified maintenance and fluctuations in tourism cycles) associated with climate change.

For Newport to adequately meet the challenges posed by climate change, City leaders must address *both* the direct and indirect impacts of climate change in conjunction. Moreover, these impacts must be contextualized. The following sections of this report summarize the topics² explored in Workgroup meetings. In each conversation, the SNEP Project Team led the Workgroup in considering the direct and indirect costs of climate change.

Summary of Findings: Community Engagement & Capacity Building. Newport has a history of meaningfully engaging the community in its planning efforts, as is evidenced by the community's participation in the Municipal Resilience Program "Community Resilience Building Workshop Summary of Findings" (referred to hereinafter as the "MRP Report") and in development of the Transportation Master Plan. The City should build on these efforts to foster continued participation and to ground all resilience work in community engagement. To guide the City's future resilience initiatives more clearly, the Workgroup developed an operating definition for resilience and a community vision (see pg. 2).

² While the topics of water quality and wastewater infrastructure were periodically discussed throughout this project, the scale of these resilience issues was too large to include within the scope of this project. That said, water quality and wastewater issues are certainly high resilience priorities for the City of Newport, and should be further explored islandwide as a key climate resilience topic during the Leadership Exchange (see Recommendation 4).

Together, the draft definition and vision allow the community to think about resilience holistically and set its own priorities. Newport can and should refer to these statements as it conducts communications around ongoing and future resilience initiatives.

Continued community leadership will be essential as Newport looks to take long-term climate action. Newport leaders should continue to pursue proactive climate action at the local and state level. Additionally, community leaders should continue to engage with other jurisdictions³ to exchange ideas and foster support for climate resilience initiatives.

While community engagement is critical to effective action, so too is the capacity for city staff to carry out that action. Additional capacity will be needed to support the direct and indirect impacts of climate change. In some cases, these capacity needs will be strictly internal. Additional staff will be required to oversee municipal programs; apply for and manage grant funding; and plan, design, and construct new infrastructure. In other cases, additional capacity can be outsourced. The City should continue to build and strengthen regional partnerships with other municipalities and non-governmental organizations to meet capacity needs. These partnerships offer real opportunities to synchronize outreach, education, grant management, and long-term financing and investment. To these ends, internal and external capacity are discussed further in our project recommendations.

KEY TAKEAWAYS – Community Engagement & Capacity-Building

- Newport’s comprehensive resilience vision should guide all resilience planning efforts and projects
- Future resilience planning should be dynamic, clearly communicated, and community-led
- Additional staff capacity is needed to address climate change
- Regional collaboration offers real opportunities for efficiency, cost savings, and capacity
- Newport leaders should leverage momentum to move resilience plans towards action

Summary of Findings: Transportation. Newport is defined by its transportation network. The Pell Bridge links communities across Narragansett Bay, while Newport’s busy thoroughfares carry residents and visitors throughout downtown. It is critical that Newport’s transportation system evolves to not only become more resilient in its own right, but also serves as a *conduit* for resilience across the City. The Pell Bridge Realignment and the Transportation Master Plan have embodied mobility, accessibility, and connectivity. Future efforts should continue to prioritize these principles, while also deliberately incorporating climate resilience.

Newport’s transportation system will need to adapt to meet future demand. This means expanding public transit and supporting a citywide, multi-modal transportation network. Transportation projects are well-suited to include structural practices that also address climate change. For example, the Pell Bridge realignment has catalyzed ancillary efforts to reduce localized flooding in the City’s North End. Looking ahead, Newport should consider how climate vulnerabilities can be addressed alongside *all* transportation infrastructure improvements. This approach creates efficiency, saves valuable resources, and stretches funding further. Projects that are also able to provide additional economic benefits and/or address systemic inequities should be the City’s highest transportation priorities.

³ <https://www.annapolis.gov/CivicAlerts.aspx?AID=834>

Transportation systems are defined by on-the-ground infrastructure, making them one of the more expensive municipal initiatives. In many communities, transportation projects are supported through general funds, capital improvement programs, enterprise funds, and/or departmental operational budgets. Climate change will inevitably drive transportation costs up, causing significant strain on these pots of funding. Newport must consider how its current method of funding and financing transportation projects can be augmented (such as through a [climate resilience contingency fund similar to Bourne, MA's](#)) to deal with these increasing costs.

KEY TAKEAWAYS – Transportation

- All transportation efforts should be characterized by mobility, accessibility, safety, and resiliency.
- Newport should prioritize transportation initiatives that catalyze resilience, provide economic benefit, and address social inequities.
- Public transit and multi-modal transportation will be key tools to improve transportation and resiliency.
- Newport should consider sustainable revenue streams to meet the rising cost of transportation projects.

Summary of Findings: Emergency Management. Effective emergency management requires communities to balance proactive mitigation, immediate response, and long-term recovery. Some communities prefer to invest heavily in proactive efforts to minimize the impacts of a natural disaster, while others find it more effective to simply accept a certain level of risk and invest more heavily in response. While there is no “right” way to configure this balance, climate change will likely require communities to be able to perform all aspects of emergency management at least to a certain degree. Therefore, each community must determine what this balance will look like and the level of risk it is willing to accept. Newport must have this conversation as a community to decide where and how emergency management resources will be expended.

Newport’s current approach to emergency response is event driven — for example, broad-scale flooding tends to prompt calls for evacuation while sheltering in place is advised when flooding is localized. Regardless of the event, the City’s emergency management infrastructure, evacuation routes, and emergency communications systems are critical tools to effectively protect community members and assets.

- **Emergency management infrastructure**, such as shelters, will become increasingly important as weather events become more intense, frequent, and concentrated. There is only one regional shelter for all of Aquidneck Island—Gaudet Middle School in the Town of Middletown. This shelter is not adequate for all island residents. While alternative options, such as hotels, have been used for sheltering in recent years, these options are not always reliable. The entire Aquidneck Island community must coordinate efforts to provide adequate sheltering.
- **Evacuation routes** are also critical assets for effective emergency management. Studies from the RI Emergency Management Agency, Naval Station Newport, and the University of Rhode Island have found that several Aquidneck Island evacuation

routes are in low-lying areas at risk of flooding. These flooding concerns should be remediated alongside existing transportation projects.

- **Emergency communications systems** are perhaps just as important as physical infrastructure during a disaster event. Current communications systems in Newport are good, and interjurisdictional communications are increasingly strong. The City uses “Rave Alerts” to target mass communications. Additionally, Newport’s Communications Officer is a central voice for all City communications during a disaster event. Newport should continue to leverage these strengths as it strengthens its emergency preparedness and pursues funding dollars for future enhancements.

KEY TAKEAWAYS – Emergency Management

- The community must decide how it will balance risk through mitigation, response, and recovery
- Both infrastructure and communications systems are integral tools to effective emergency management
- The Aquidneck Island community must collectively address sheltering and evacuation concerns
- Climate change will introduce unique challenges and higher costs to emergency management

Summary of Findings: Water Quantity & Flooding. It is impossible to discuss resilience in Newport without also discussing coastal flooding and sea level rise. Compounded by increased precipitation frequency and intensity, as well as poor draining soils and urbanization, flooding and stormwater system capacity have become city-wide issues.

As such, the City has had to find innovative ways to combat its water quantity dilemma. Public-private partnerships (P3s) have been used to increase public understanding of climate impacts, bolster a sense of urgency, and support a variety of mitigation activities. Newport has carried out outreach activities to-date in conjunction with infrastructure improvements (green, gray, and hybrid) that make the city more physically resilient to the effects of flooding, sea level rise, and severe weather. Newport should continue this multifaceted approach, capitalizing on partnerships and linking outreach with infrastructure. Other Aquidneck Island municipalities present a great opportunity for establishing partnerships at scale, enhancing collective resources and capacity. The similarities shared by municipalities on the island could allow for an island-wide approach to flooding and sea level rise, reinforced by more local solutions at the city level.

All flooding and sea level rise mitigation planning efforts in Newport must recognize that 55% of Newport's economy resides in the floodplain. While Newport’s proactive approach to climate change has produced several plans to coordinate action to enhance downtown resiliency, the transition from planning to implementation poses challenges. The City should take the first steps to protect its most vulnerable areas by implementing projects and programs that are visible to the public, likely to succeed, and have strong support. By starting with “easy win” initiatives, such as the pavement removal projects along Spouting Rock Drive and Pine Street, Newport can build momentum and catalyze future public and private action in support of its resilience goals.

KEY TAKEAWAYS – Water Quantity & Flooding

- Newport’s approach to water quantity should be multifaceted and consider programmatic (i.e., education, outreach) *and* infrastructure (green, gray, and hybrid) opportunities
- Partnerships that allow for shared resources and capacity will greatly advance Newport’s resilience goals.
- Sustainable revenues in support of a climate resilient waterfront will be essential for moving Newport’s plans forward to implementation.

Summary of Findings: Community & Economic Development.^{4 5 6} Ninety percent of all land parcels in Newport are developed⁷ and land use patterns are well established. While efforts to-date have aimed to make existing development more resilient, retrofits can be limited by how quickly the community can reasonably change. As with many municipalities, Newport has instead focused its development/land use concerns on post-storm recovery rebuilding. This issue arises when municipalities do not have sufficient funding to prepare for emergencies pre-storm and are left waiting for insurance claims post-event. Newport should seek to leverage its planning to-date to promote retrofitting for resilience. Moving forward, the City should focus on establishing sustainable revenue streams that will allow for a more proactive approach to resilient development.

A major concern that arose during Workgroup discussions was related to local ordinances pertaining to rebuilding after climate catastrophes. There is a clear opportunity here to increase the resilience of some of the most vulnerable structures by allowing for more resilient structures to be built post-storm. This may include elevated buildings, hardened structures, or green infrastructure installations on properties that previously lacked any sort of climate resilience best management practices

Another barrier to resilient community development is limited public knowledge. More robust outreach and education will foster self-sufficiency, positioning businesses owners and residents to act before and/or after a storm hits. Newport should provide resources for community members to prepare for and respond to both minor and major events. With 55% of Newport’s economy and 21% of its workforce is based on tourism, preparing businesses for the impacts of climate change is a sound investment in the economic resiliency of the City.

KEY TAKEAWAYS – Community & Economic Development

- Limiting factors regarding development have left Newport focused on reactive post-storm recovery rather than proactive mitigation.
- Public education and outreach can help business and property owners become more resilient while safeguarding Newport’s tourism-based economy.
- There are multiple policy and regulatory areas Newport can explore for opportunities to increase resilience.

⁴ [Newport Comprehensive Land Use Plan \(2021\)](#)

⁵ [Special House Commission to Study Economic Risk Due to Flooding and Sea Level Rise \(p. 31, 2016\)](#)

⁶ <https://slidetodoc.com/the-economic-impact-of-tourism-in-rhode-island/>

⁷ [2016 Hazard Mitigation Plan](#)

Summary of Findings: Socio-cultural Resilience. Socio-cultural assets in Newport range from historic structures and outdoor recreation facilities to the residents, business owners, and tourists that make the City thrive. The protection of these assets will need to be considered both individually and collectively to make Newport as resilient as possible.

Regarding historic structures and recreation facilities, Newport's Historic District has been a National Historic Landmark District since 1968 ([Keeping History Above Water](#)), serving as a cultural hub and economic driver for the City. That said, protecting assets within the District is of great importance when addressing climate change and sea level rise. The Newport Restoration Foundation has taken a leading role in protecting these assets to date. However, going forward, the community must decide who is ultimately responsible for paying for the protection of privately owned historic structures. Newport will also have to address key issues regarding the means of protecting such assets, including ways to maintain the historic streetscape should buildings need to be elevated to become more resilient. Additionally, a large majority (>90%) of land in Newport is developed. Most undeveloped lands are dedicated to other public uses such as parks and walkways. This will pose a significant barrier when deciding where to move these structures should relocation be chosen as a last resort.

When considering residents, business owners, and tourists, Newport will need to ensure that all people, including those who are most vulnerable to the negative effects of climate change, are protected. As previously mentioned, most of the land in Newport has been developed, and as properties are lost to sea level rise and climate change higher demand will be placed on an already strained housing stock. Protecting coastal communities at risk of inundation will be an important job for the City, but it is paramount that Newport also protects low-income and minority neighborhoods further inland at risk of gentrification resulting from coastal displacement.

Newport is currently in the process of revising zoning ordinances in the North End to help the neighborhood become more resilient to the effects of climate change. There is a great opportunity here to bring this practice to other neighborhoods and allow for a more diverse housing stock of single-, two-, and multi-family housing that better suits residents without increasing the risk of displacement for low-income and minority communities.

KEY TAKEAWAYS – Socio-Cultural Resilience

- Socio-cultural assets in Newport range from historic structures and outdoor recreation facilities to the residents, business owners, and tourists that make the City thrive.
- Newport must decide how historic structures will be preserved for future generations, as well as who will be responsible for paying for their preservation.
- Newport will need to ensure that all people, especially those most vulnerable Newporters, are protected.
- While Newport has an obligation to protect coastal residents at risk of displacement, it also has an obligation to protect marginalized populations at risk of gentrification.
- Single- and multi-family housing could be an opportunity to expand the housing stock without putting low-income and minority residents at risk of displacement.

Summary of Findings: Energy & Innovation. Traditional energy production and consumption accounted for 25% of greenhouse gas emissions in the U.S. in 2020.⁸ In response, Newport has set the ambitious goal of reaching 20% reductions in energy consumption paired with a 20% increase in renewable energy use compared to 2017 values. Solar, wind, offshore wind, thermal systems, efficiency upgrades, and development of a microgrid were all cited in the 2017 Comprehensive Plan as potential opportunities to reach this goal, decrease Newport’s carbon footprint, and promote innovative economic development. Newport staff are eager to participate in conversations regarding how the City can benefit from renewable energy. Additionally, Newport is in the process of finalizing a Community Choice Aggregation package and will make this document publicly available upon completion.

Newport is currently in the process of solarizing schools, updating historic regulations to allow solar on residential properties, evaluating the potential for offshore wind developments, and putting forth regulations to require all new developments to assess the feasibility and cost effectiveness of clean, on-site energy generation. While new regulations are a step in the right direction, Newport currently lacks the data and staff capacity to demonstrate to developers and the larger community that these measures will produce a net benefit. Thus, Newport is currently unable to demand implementation. According to the 2021 North End Urban Plan Amendment to the 2017 Comprehensive Plan, another limitation specific to Rhode Island “is the limited ability for municipalities to mandate energy efficiency and performance requirements beyond those set by the State.”⁹

One of the more innovative ideas being discussed in Newport is the implementation of a microgrid. Newport has engaged on this front before, looking to implement a microgrid that would include the Police Station, Fire Station, City Hall, the Hospital, and Thompson Middle School. However, it never came to fruition due to lack of buy-in from a key partner that hampered the feasibility of the endeavor. The North End Innovation District provides Newport with an opportunity to reassess the feasibility of implementing a microgrid. That said, any policy or development within the North End should be in line with the guidelines laid out in the North End Urban Plan, which identifies ways in which the Innovation Hub can be strategically leveraged and expanded to advance social, economic, and environmental resilience goals.

Finding local and sustainable solutions to energy demands is of utmost importance in Newport, as the City is located at the end of a “limited and potentially vulnerable gas pipeline”¹⁰ that lacks storage capacity, redundancy, and backup. In emergency events, such as the unexpected gas outage of 2019, Newport is left with no viable alternative energy sources. “Natural gas is not a long-term energy solution for the Island”¹¹ and the Island’s current infrastructure is nearing service capacity. With this in mind, Newport and Aquidneck Island as a whole must begin the process of phasing out natural gas and other fossil fuels in order to move toward a more sustainable future that is able to meet energy demands.

⁸ <https://www.epa.gov/ghgemissions/sources-greenhouse-gas-emissions#electricity>

⁹ Comp Plan North End Urban Plan Amendment (2021).pdf p.36

¹⁰ Ibid.

¹¹ Ibid.

KEY TAKEAWAYS – Energy & Innovation

- Newport has set the goal of reaching 20% reductions in energy consumption paired with a 20% increase in renewable energy use compared to 2017 values. This goal needs an updated target date.
- Newport is currently unable to demand clean on-site energy production from new developments due to capacity issues and legal constraints.
- The North End Urban Plan, which identifies ways in which the Innovation Hub can be strategically leveraged and expanded, should serve as the guiding document for all policies and developments within the North End.
- Newport is especially vulnerable to emergencies impacting the natural gas pipeline going into the City, as there are few redundancies in place to safeguard the system.
- Newport must begin the process of phasing out natural gas and other fossil fuels by transitioning to local and sustainable energy production.

PART III: ANALYSIS AND RECOMMENDATIONS.

The following key themes emerged in all Workgroup conversations, and in the Project Team’s exploration of various City reports and documents:

1. **Enhance Outreach and Education.** A major theme that arose during all Workgroup conversations was the need for more robust, targeted outreach with local community members. Outreach and education increase overall understanding of and attention to climate impacts and mitigation actions. Outreach and education must be tailored to various groups, including small and large businesses, residents, tourists, underserved populations, and geographic subgroups (i.e., those in the North End or the Historic District). Outreach and education should promote detailed, feasible actions that community members can take to increase their long- and short-term resilience to both major and minor events, while also engaging the community in decision-making around municipal actions and programs.
2. **Create Synergy.** Workgroup members stressed the need to identify and advance opportunities that create synergy between multiple resilience initiatives, as well as other state and local priorities (e.g., public health, transportation, etc.). While the various topic areas discussed above are all priorities in their own right, synergistically bundling opportunities for action can counteract barriers associated with competing priorities and limited capacity or funding. The City should identify and prioritize projects where two or more focal areas overlap with resilience. For example, making roads more resilient to flooding during regular maintenance and installing electric vehicle charging stations near major thoroughfares or transportation hubs, such as the Gateway Center.

With this in mind, Newport should identify and pursue cross-cutting funding opportunities available through the Bipartisan Infrastructure Law (“BIL,” [Public Law 117-58](#)) and Inflation Reduction Act (“IRA,” [Public Law 117-169](#)). While BIL and IRA opportunities will be discussed more thoroughly in the following recommendations, notable funding programs include *Improving Energy Efficiency, Water Efficiency, or Climate Resilience of Affordable Housing Grants* and *Low Carbon Transportation Materials Grants*.

3. **Integrate Resilience Across the Board.** Recognizing the reality that is climate change, Workgroup members supported the systematic integration of resilience into all planning and implementation activities in the City. Knowing there is no one solution to climate change, integrating resilience into all education and outreach activities, policies, and infrastructure projects will result in a City that is ready to face the problem head on — usually for a lower cost over the long-term.

The Project Team encourages Newport to take the following recommended actions to advance climate resilience efforts in the near- and long-term:

Recommendation 1: Establish a targeted and prioritized project portfolio. The City of Newport has significant community planning capacity. The results of a number of planning processes have allowed City leaders to identify many programmatic and capital projects that are necessary to ensure resilience and long-term viability. In fact, a review of existing planning documents identified more than 700 capital and programmatic projects that fall, at least to some extent, in the resilience planning framework. While this provides an indication of the level of commitment and engagement associated with City leadership, it also suggests that the City's resilience planning efforts require refinement and prioritization. To that end, we recommend that Newport establish a climate resilience project portfolio based on a risk and vulnerability assessment, coupled with the asset inventory. The portfolio should be developed in collaboration with relevant City staff and partners, and should be made available to relevant stakeholders and/or the public. The portfolio will enable city leaders to codify a resilience plan of action. The action plan should be organized around three key elements: (1) project and programs typology, (2) the anticipated timing of impacts and associated project implementation, and (3) the expected cost of taking action.

Resilience Project Typology. Local resilience projects can take a myriad of forms. From a management perspective, they can be categorized based on three typologies:

- **Baseline projects and programs** provide structure to the region's resilience system, including staffing support, necessary studies and assessments (such as ongoing risk and vulnerability analyses), as well as project implementation.
- **Enterprise or outcome-based projects and programs** focus on essential local government services. Conversations with key experts during this project's discovery phase indicate that climate resilience projects will overlap a variety of enterprise programs and outcome-based needs. This includes wastewater/watershed management, drinking water management and delivery, emergency services, and stormwater/drainage mitigation. Each of these is codified through an established enterprise program/fund and will be impacted by collective resilience implementation processes.
- **Capital and infrastructure projects** are a primary focus of the resilience financing process. These projects can be embedded within baseline or enterprise processes, but they are often implemented because of specific community needs, including:
 - **Protecting essential assets.** The most targeted project approach is associated with protecting assets threatened by climate change. Within Newport and

Aquidneck Island, this includes mitigating built infrastructure — including roads and structures — and addressing threats to natural infrastructure such as coastal erosion.

- Protecting an asset class or system. Many community resilience projects are designed to protect a suite of assets within a system. This may include protecting road and transportation networks, residential and commercial buildings, or essential public utilities. Projects designed to protect an asset class are often coupled with regulatory or permit changes (e.g., building codes, floodplain management).
- Protecting threatened geographies or communities. Large-scale resilience projects are often designed to protect specific communities or neighborhoods from climate hazards and threats. Projects can include flood mitigation/abatement and transportation enhancements.
- Incentivizing outcomes. Finally, resilience projects may be designed to address a particular hazard or a desired outcome. These projects are often associated with enterprise fund activities, but they can also include other community priorities such as habitat restoration and protection.

Project timing. Climate impacts are expected to evolve and intensify over time. Responses will also need to evolve. This requires that the resilience systems and processes — including financial — be dynamic. The project portfolio should address short-, mid-, and long-term implementation needs and time horizons. Categorizing projects in this way will be critical for creating a sustainable revenue plan.

- **Short-term (0-3yrs).** This category represents the immediate infrastructure and financing needs. The financing components necessary to address short-term needs include:
 - Codified, stable funding streams, supported by general obligation bonds and general funds or through enterprise programs and dedicated fees; and
 - A clear understanding of the project's useful life, i.e., how long the project will sufficiently address changing resilience needs.
- **Mid-term (3-15yrs).** The mid-term category includes infrastructure or systems to replace or augment existing ones. This category will likely get larger over time. Revenue streams to support mid-term needs are not necessarily required immediately, but the processes for generating future revenue and investment should be put in place now.
- **Long-term (15yrs+).** This category includes investments in major infrastructure projects to address the most significant climate impacts such as sea-level rise, temperature and precipitation changes, and catastrophic storms. Community leaders should begin establishing the necessary financing systems and processes in the short-term with a vision towards the long-term. This includes establishing the

conditions necessary for investment, identifying anticipated revenue streams, and building capacity by establishing appropriate financing institutions.

Anticipated project costs. Cost estimation is the process of forecasting the fiscal resources needed to complete a project within a defined scope. It accounts for each project element to determine a project's overall budget. Cost estimates for projects within each category will be needed to estimate revenue needs and for project scheduling. As climate resilience infrastructure projects move through the design and implementation process, it is essential to accurately account for all direct and indirect expenses, including labor, materials and equipment, facilities, and all associated risk. However, the initial resilience planning and implementation processes require a high-level or cursory evaluation of project costs, within each category over time. This high-level evaluation will enable Newport to identify the appropriate institutional and revenue systems necessary for achieving long-term resilience.

Resilience Priority List. The preceding project prioritization elements provide the structure for a resilience action strategy; the next step is to apply these elements to existing planning processes. In recent years, Newport has dedicated substantial resources to planning efforts that have aggregated community feedback and developed lists of climate-related project and program ideas. While these lists have been broad, additional details are needed to extract specific projects to build a project portfolio and pursue implementation funding. Nonetheless, prior planning efforts (paired with invaluable Workgroup input) served as the basis for prioritization efforts throughout this project and should continue to do so into the future. The Project Team compiled a list of priority focal areas and proposed actions ripe for the next stages of implementation — including site assessment, engineering, and design. A complete list of high, medium, and low priority projects is available in **Appendix C**.

1. **Water Quantity and Flooding.** Water quantity and flooding were consistently cited by our workgroup members as a main concern for the City. Areas of highest priority were cited as those areas between King's Park and just north of the Pell Bridge. The major downtown economic center located on Thames Street, specifically, is Newport's greatest vulnerability but also one of its greatest assets. Hardening existing infrastructure, installing green infrastructure, and conducting needed maintenance of the stormwater system should all be prioritized, leading to our recommendation to pursue BIL opportunities including the *Promoting Resilience Operations for Transformative, Efficient, and Cost-Saving Transportation (PROTECT) Grant*, the *National Coastal Resilience Fund*, and the *Building Resilient Infrastructure and Communities (BRIC) Grant*. Additional programs to consider include expanded outreach and education for residents and business owners, as well as policies that focus on minimizing the addition of impervious cover.

Goal: Minimize the impacts of coastal and inland flooding events resulting from sea level rise and increased intensity and frequency of precipitation.

Strategy: Increase stormwater storage capacity and storm surge resilience through green, gray, and hybrid infrastructure; ensure residents and businesses are prepared for and can recover from storm events.

Performance Measure: Frequency and duration of coastal and inland flooding; ability for residents and businesses to recover post-storm; storage capacity of green infrastructure projects (number in place x water retained)

Performance Target: TBD (based on input from the Director of Utilities)

Proposed capital actions and project focus areas:

- Upgrade waterfront facilities and infrastructure during planning and construction of capital improvement projects and general maintenance to be more resilient. This includes flood proofing buildings, installing flood vents, raising utilities, and upgrading stormwater drainage infrastructure.
- Protect existing infrastructure (residences, businesses, public facilities) with nature-based solutions where possible and hardening where necessary.

Proposed programmatic actions and project focus areas:

- Educate boaters, marine facility operators, and harbor masters to prepare for and respond to storms and hurricanes.
- Provide capacity to help create plans to aid and restart businesses after storm events.
- Continue to educate local citizens, property owners, and business interests regarding the impacts of climate change, the costs of failing to adapt and mitigate, and the options available to successfully overcome the challenges.
- Generate a list of the top ten actions for individuals to take to increase household resilience including welcoming packets, etc.
- Implement regulations and ordinances that require or incentivize resilience, such as impervious cover offsets.

2. **Energy and Innovation.** The workgroup demonstrated clear support for advancing clean, innovative energy generation across Newport, and should consider using the *Energy Efficiency Conservation Block Grants* within the BIL to advance this goal. The North End, which is currently undergoing major redevelopment, was cited as a great opportunity to prioritize clean, on-site energy generation. The workgroup also discussed the idea of a microgrid in this area, as well as the potential for advancing clean electric vehicles, the latter of which could be funded in part by the *Charging and Fueling Infrastructure Grant* within the BIL. In addition to new developments and redevelopments in the North End, schools were identified as a top priority for energy efficiency and clean energy projects. For this reason, we recommend the City pursue the *Clean School Bus Grant*.

Goal: Become a leader in renewable energy statewide and find innovative and sustainable solutions to energy needs.

Strategy: Retrofit existing buildings to become more energy efficient while incorporating renewable energy into all new developments and redevelopments where feasible

Performance Measure: Energy consumption and renewable energy adoption.

Performance Target: Reduce energy consumption and increase adoption of renewable energy in compliance with state goals.

Proposed capital actions and project focus areas:

- Install solar panels on private and public infrastructure, including residential houses, Roger's High School, and other public facilities.
- Use new developments, especially developments in the North End, to catalyze the adoption of renewable energy.
- Implement offshore wind energy systems.

Proposed programmatic actions and project focus areas:

- Implement policies that require the installation of renewable energy on new developments, especially in the North End.
 - Include energy efficiency, conservation, and renewable energy projects as one of the City Council's objectives, particularly as relates to cost savings.
 - Use public buildings and other facilities to set a high standard for design and performance.
 - Implement the projects and programs outlined in the [2021 North End Urban Plan](#).
 - Encourage use of heat pumps to counteract vulnerabilities in gas infrastructure.
 - Explore opportunities to develop new revenue streams tied to the production of renewable energy.
 - Revisit opportunities to implement microgrids, potentially in the North End.
3. **Transportation.** With the Transportation Master Plan (TMP) underway concurrently with our work, it was not surprising that transportation was consistently mentioned during our workgroup meetings. While the TMP is not yet finalized, it is clear that implementation of projects identified in the plan will be some of Newport's highest priority projects in the near future. During implementation of such projects, it's important that Newport focus on mobility, access, and safety, key themes that arose during our transportation discussion. Multimodal transportation options that focus on walkability, bikeability, and public transportation options that give all persons access to key infrastructure in the City are essential to Newport residents, businesses, and tourists. For these reasons, we recommend Newport pursue the *Neighborhood Access and Equity Grant* housed within the IRA.

Goal: Create and maintain safe and effective transportation options that provide increased mobility, access, safety, and resiliency to all of Newport.

Strategy: Advance multimodal transportation options that promote safety, mobility, and sustainability.

Performance Measure: Availability and adoption of multimodal transportation options, including walking, biking, and public transportation (e.g., rate of access, rate of use); sustainability of the various modes of transportation.

Performance Target: 100% of Newporters and visitors have access to sustainable multimodal transportation options; X% of residents use alternative transportation options (i.e., walking, biking, or public transit) within Newport; X% of workers use alternative transportation options to and from work.

Proposed capital actions and project focus areas:

- Retrofit city road projects with best management practices (i.e., green infrastructure, walkability best management practices) when construction, renovation projects, and maintenance are undertaken.
- Expand bicycle infrastructure and sidewalks and install safer bicycle infrastructure (bike lanes, bike paths, separation, bike boxes) on major thoroughfares and throughout Newport.
- Install a bike path along the abandoned rail, including bike lanes throughout the neighborhood.

Proposed programmatic actions and project focus areas:

- Develop a citywide Strategic Parking Plan.
- Promote development of strategically located mixed use nodes (i.e., North End and the City's historical urban core area).
- Encourage employers to incentivize transit programs for employees.
- Expand access to electric vehicle (EV) charging stations.
- Embrace principles of Mobility as a Service (MaaS) to make the overall transportation network more efficient and user friendly.
- Coordinate with RIDOT through the Leadership Exchange (*see Recommendation 4*) to improve regional connections and optimize multimodal transportation development opportunities within the North End.

Recommendation 2: Develop a long-term climate resilience implementation and financing strategy.¹² While the project portfolio will provide the foundation for the City of Newport's resilience plan, it is the financing and implementation strategy that will transform the process from planning to action. Local governments have traditionally paid for community services, programs, and capital projects by tapping into an array of complex local, state, and federal funding sources and an equally complex system of private financing mechanisms. Effectively mitigating climate impacts will result in significant pressure on already-stretched public budgets and fiscal resources. There is just not enough public revenue available for local governments to address existing infrastructure development needs. More new revenue sources will be needed to address climate impacts rather than just reallocating those sources that already exists. It is recommended that the City's Trust and Investment Commission is involved in the development of a long-term climate resilience implementation and financing strategy, as the Commission "maintains custody and control of all funds held in trust by the City."¹³

¹² The financing strategy described in the following section was developed by Thorne Environmental, in partnership with the Center for Global Sustainability at the University of Maryland.

¹³ <https://www.cityofnewport.com/en-us/city-hall/boards-commissions/commissions/trust-and-investment-commission>

Exacerbating the scarcity of public revenue will be the increased risk and uncertainty associated with climate change impacts. Uncertainty disrupts funding and financing processes, including revenue flow. In addition, there are real uncertainties associated with the performance of capital projects over time. This uncertainty extends to the scale and nature of future climate impacts as well as the potential benefits of infrastructure investments. Given the unique relationship that the City of Newport has with water and natural resources, as well as the City's diverse cultural and economic environment, City leaders will need to make some very challenging and nuanced financing policy decisions moving forward. For example:

- **Balancing cost and benefit.** Resilience infrastructure projects designed to anticipate and mitigate future climate impacts require balancing very significant short-term costs with equally significant long-term gains. It is difficult to transform avoided costs into cash flow, which again puts significant pressure on local revenues.
- **Achieving fairness in the financing system.** Fairness regarding infrastructure financing assumes that the cost burden reflects the benefits received from a project. This is difficult to achieve when public revenues create significant private benefit in very specific places.
- **Ensuring equity in the financing and implementation process.** Similar to fairness, achieving equity in the financing system has the potential to complicate resilience efforts. The ability of all citizens to pay for public funding projects is a persistent issue regarding infrastructure financing, and it is often at odds with achieving fairness.
- **Expanding cooperation.** Addressing climate change will require a level of cooperation among the Aquidneck Island communities. These communities must engage within a complex system that includes intra-community collaboration among agencies (planning, budgeting and finance, operations, legal) as well as inter-community engagement and implementation.

With this complex financing and policy environment as a background, the City's resilience plan will necessarily be based on two core components: revenue streams and cash flow management and investment processes.

Revenue sources. One of the most important issues associated with establishing a resilience financing process is identifying the revenues necessary to support infrastructure projects and resilience programming. While a grant funding process will serve as an effective starting point to support a regional resilience project portfolio and action strategy, in the long-term, a more sustainable and comprehensive revenue system must be established. There are any number of potential revenues sources in the form of fees, taxes, and grants that have the potential to provide either temporary or permanent support for resilience projects and activities. Key issues to consider when assessing the potential efficacy of a revenue source include:

- **The connection to long-term resilience issues.** The most sustainable and scalable revenue sources are those that are directly connected to the community infrastructure or programmatic need. Examples include enterprise funds or value-added taxing systems.

- **The potential scale of the revenue source.** Successfully financing community resilience in the long-term will likely require a suite of funding resources to support a variety of infrastructure and programmatic needs. As the project portfolio is developed, each asset class and project within that asset class must be connected to a revenue source(s) that is sufficient to achieve desired outcomes. In addition, just as redundancy is a central tenant of community resilience, so too is the need for redundancy in the financing system. Communities should have several funding options associated with achieving infrastructure financing goals (Jones, 2021).
- **The potential longevity of the revenue source.** While securing short-term grant funding may be an obvious first step, in the long-term, it will be necessary for Newport to establish permanent, dedicated, and long-term revenue streams.

Within these funding considerations, there are any number of potential revenues sources in the form of fees, taxes, and grants that have the potential to provide either temporary or permanent support for regional resilience projects and activities. Potential revenue sources include:

- **Property taxes (specifically using Special Taxing Districts and Tax Incremental Financing Districts).** Climate hazards will not always impact all parts of a community equally. As a result, the use of special taxing and financing districts can provide local governments with an opportunity to target revenues and financing mechanisms to those communities most impacted while at the same time ensuring equity and fairness in the financing and infrastructure investment process.
- **Private capital through P3s (public/private partnerships) and concession agreements.** In traditional public sector financing processes, public revenue is required to support infrastructure investment. However, there are opportunities to leverage public assets to create private, market-based revenue flows, specifically in the form of concession agreements.
- **Private and nonprofit philanthropic investment, including donations, grants, and program investments.** While grant funds are not appropriate for ensuring long-term sustainability in the financing system, they are very important for launching key projects, especially in sections of the community that often lack infrastructure investment. Grant funding has taken on added importance with the passage of the Bipartisan Infrastructure Bill and the Inflation Reduction Act.
- **Enterprise program funds.** Finally, enterprise program funds have historically been the foundation of local infrastructure financing. The role of enterprise programs is likely to expand as communities address additional challenges due to climate impacts. This will likely involve expanding the scale and scope of local stormwater fees to include both water quality and quantity and expanding road tolls to address increased maintenance resulting from climate impacts such as flooding and excessive heat.

The appropriate sources of revenues will be determined as the project portfolio is developed. The assumption when developing a revenue plan to support resilience project priorities should be that existing local revenues are limited, and as a result any new funding needs and priorities will require new or expanded funding resources. If new

revenues are not identified and leveraged, then resilience projects will be in competition with existing community programs and capital infrastructure projects. Therefore, the City's focus should be to estimate the expected increases in public funding necessary to implement the project portfolio and to facilitate an ongoing conversation among community leaders regarding revenue options moving forward.

Federal funding opportunities. The long-term success of the City's resilience financing plan will require sustained and sufficient revenue streams. In the short-term, however, there are immediate opportunities to leverage federal funding to advance key resilience projects. Specifically, the Bipartisan Infrastructure Law (BIL) and the Inflation Reduction Act (IRA) both offer an array of funding opportunities for local governments to advance climate-focused infrastructure projects. This report provides a preliminary analysis of BIL and IRA funding opportunities that can be used for initial investments into Newport's highest priority project areas, including flooding, transportation, and energy. While the opportunities identified here serve as a great starting point, further analysis of the BIL, IRA, and other federal funding opportunities will be required. This can be done in-house, through a regional organization, or through an external contractor.

To stay competitive for BIL, IRA, and other federal funding opportunities, Newport should begin having preliminary conversations with other local-, regional-, and state-level stakeholders to gather the information necessary to apply for grant funding. This information should include project identification and specification, permit requirements and regulations, matching contributions, and general partnership-building necessary for on-the-ground project implementation. Additionally, Newport should begin the process of aggregating monies to be used as match, developing a pool of funds set aside specifically for this purpose. Not only will this make Newport more competitive for current BIL and IRA funding opportunities, but also for additional grant funding in the future. Highest priority BIL and IRA opportunities are briefly explored in **Tables 1 and 2** on pages 25 and 26. Additional information on these opportunities and others identified within the BIL and IRA are available in **Appendix B**.

Though infrastructure financing—including climate resilience projects and programs—will primarily be the responsibility of the City of Newport; the same is true for other communities on Aquidneck Island. That said, there is potentially an opportunity for regional collaboration to identify and coordinate responses to BIL, IRA, and other public and private grant funding opportunities. Federal, and even private/philanthropic, grant programs often incentivize *regional* program and infrastructure implementation, especially when those infrastructure systems rely on and natural resources and processes. An important first step in developing an efficient grant funding program is to understand where the opportunities are and the timing of application deadlines, matching requirements, etc. Again, regional collaboration could play an important coordinating role in ensuring appropriate response by each of the three Aquidneck Island jurisdictions.

Finally, the process of identifying and securing sufficient revenue streams highlights the importance of establishing an actionable project portfolio. It is tempting to begin the planning process by identifying a specific revenue source, usually in the form of a tax or a fee. The complexity and anticipated scale of achieving long-term climate resilience will require an array of revenue and funding sources, and the scale of each of these potential

sources will be determined by the expected projects to be included in the portfolio and the estimated costs of implementation.

Cash-flow management and financing mechanisms. Clearly revenue flows are the limiting element of the implementation process. However, it is the financing and cashflow process that determines the efficiency and effectiveness of capital and infrastructure planning. Ultimately the types of financing mechanisms that will be most appropriate for advancing Newport's resilience priorities will be determined by the composition and structure of the project portfolio. However, given the need for new and alternative revenue streams, it is likely that new and innovative financing processes will also be a central component of the City's resilience strategy. These financing mechanisms include:

- ***Value capture:*** is a type of public financing that recovers some or all the value that public infrastructure generates for private landowners. The public sector is often responsible for the infrastructure required to support urban development. This infrastructure may include road infrastructure, parks, social, health and educational facilities, social housing, climate adaptation and mitigation tools, and more. Such infrastructure typically requires great financial investment and maintenance, and often the financing of such projects leans heavily on the government bodies themselves.

Public entities, tasked with creating and maintaining this infrastructure, are constantly in search of mechanisms which can allow for fiscal support of these investments. One such mechanism of financing is value capture. Value capture schemes secure and recover a portion of the benefits delivered by public investments, to offset the costs of the investment itself. Value Capture strategies operate under the assumption that public investment often results in increased valuation of private land and real estate. "Capturing" the subsequent increase in value, governments can recuperate funds, which can ultimately be used to generate additional value for communities in the future. Specific types of value capture financing mechanisms include:

- **Special assessment districts:** Special district governments are independent, special purpose governmental units, other than school district governments, that exist as separate entities with substantial administrative and fiscal independence from general purpose local governments. Special district governments provide specific services that are not being supplied by existing general-purpose governments. Most perform a single function, but in some instances, their enabling legislation allows them to provide several, usually related, types of services. The services provided by these districts range from such basic social needs as hospitals and fire protection, to the less conspicuous tasks of mosquito abatement and upkeep of cemeteries. Special tax districts will be an important mechanism for targeted public funding and financing resources to those communities where climate impacts will be most acute.

- Tax increment financing: TIF is a tool used by municipal governments to stimulate economic development in a targeted geographical area. TIFs are used to finance redevelopment projects or other investments using the anticipation of future tax revenue resulting from new development. When a TIF district is established, the “base” amount of property tax revenue is recorded using the status quo before improvements. To the extent such efforts are successful, property values rise, leading to an increase in actual property tax receipts above the base. While the base amount of property tax revenue (the level before redevelopment investments) continues to fund city services, the increase in tax revenue is used to pay bonds and reimburse investors and is often captured as city revenue and allocated toward other projects. Tax incremental financing will be especially important for incentivizing development within parts of communities that will need to accommodate more growth to account for the potential migration of businesses and residences from low lying areas that cannot be protected from climate impacts.
- Joint development: Joint development projects involve integrated development of public infrastructure improvements, with projects physically or functionally related to commercial, residential, or mixed-use development. Public and private investments are coordinated between agencies and developers to improve land owned by a public agency. The projects are designed to benefit both public and private entities as well as share costs among project partners.
- **Alternative bonds and debt financing tools:**
 - Grant anticipation revenue vehicle bonds (GARVEEs): In the broadest sense, a GARVEE is a type of anticipation vehicle, which are securities (debt instruments) issued when moneys are anticipated from a specific source to advance the upfront funding of a particular need. In the case of transportation finance the anticipated vehicles' revenue source is expected Federal-aid grants. Developed within the transportation industries, GARVEEs enable a government to accelerate construction timelines and spread the cost of an infrastructure project over its useful life rather than just the construction period. The use of GARVEEs expands access to capital markets as an alternative or in addition to potential general obligation or revenue bonding capabilities. The upfront monetization benefit of these techniques needs to be weighed against consuming a portion of future years' receivables to pay debt service. This approach is appropriate for large, long-lived, non-revenue generating assets. While GARVEEs are a particular financing tool that is based on a single infrastructure need (transportation),

there will increasingly be opportunities to establish similar financing tools as a result of the BIL and IRA funding programs.

- **Green bonds:** A green bond is a type of fixed-income instrument that is specifically earmarked to raise money for climate and environmental projects. These bonds are typically asset-linked and backed by the issuing entity's balance sheet, so they usually carry the same credit rating as their issuers' other debt obligations. A green bond is a fixed-income instrument designed specifically to support specific climate-related or environmental projects. These bonds may come with tax incentives to enhance their attractiveness to investors.¹⁴
- **Alternative financial arrangements:**
 - **Public private partnerships:** Public-private partnerships (P3s) involve collaboration between a government agency and a private-sector company that can be used to finance, build, and operate projects, such as public transportation networks, parks, and convention centers. Financing a project through a public-private partnership can allow a project to be completed sooner or make it a possibility in the first place. P3s often involve concessions of tax or other operating revenue, protection from liability, or partial ownership rights over nominally public services and property to private sector, for-profit entities. P3s allow large-scale government projects, such as roads, bridges, or hospitals, to be completed with private funding.¹⁵

As is the case with revenue system, the continuity and application of the financing processes described above will ultimately be determined by the project portfolio. Regardless of the structure of the financing system, the success of that system will ultimately be determined by three key metrics:

- **Efficiency.** A universal characteristic of all public infrastructure financing systems is that capital and fiscal resources are scarce. Therefore, long-term restoration performance requires ensuring that every available dollar invested has the maximum impact as measured by achieving desired outcomes. In other words, infrastructure investments must be efficient. The term efficiency refers to achieving the highest level of output or performance with minimal wasted input. Importantly, efficiency is a measurable concept, and is therefore perhaps the most important metric for gauging appropriateness and performance of financing processes.
- **Durability.** Efficiency ensures that return on investment is maximized. However, long-term implementation success requires achieving efficiency and cash flow over

¹⁴ Climate Bonds Initiative: <https://www.climatebonds.net/2021/01/record-2695bn-green-issuance-2020-late-surge-sees-pandemic-year-pip-2019-total-3bn>. Last visited on 7/15/22.

¹⁵ PPP Knowledge Lab: <https://ppp.worldbank.org/public-private-partnership/ppp-knowledge-lab>. Last visited on 7/15/22.

a long period of time, and as a result, there must be durability or longevity in the financing process. Effective resilience financing systems incentivize project durability by linking payment to long-term project outcomes (for example flood reduction and mitigation, ecosystem restoration, or more commonly, long-term viability of built infrastructure).

- **Innovation.** Finally, the extraordinary nature of the climate resilience challenge will require identifying and deploying new and innovative technologies, policies, and programs. To that end, one of the most important functions of the financing system must be to incentivize innovation and ingenuity, with the goal of making long-term efficiency and effectiveness of resilience programs and processes.

Table 1. BIL Funding Opportunities for Newport.

Priority	Program	Purpose
Water and Flooding	Promoting Resilience Operations for Transformative, Efficient, and Cost-Saving Transportation (PROTECT)	To support planning, resilience improvements, community resilience, evacuation routes, and at-risk coastal infrastructure.
	National Coastal Resilience Fund	To restore, increase, and strengthen natural infrastructure that projects coastal communities while also enhancing habitat for fish and wildlife.
	Building Resilient Infrastructure and Communities	For hazard mitigation activities.
Energy	Energy Efficiency and Conservation Block Grant Program	To help states, municipalities, and Tribes reduce energy use, reduce fossil emissions, and improve energy efficiency.
Transportation	Advanced Transportation Technologies and Innovative Mobility	To deploy, install and operate advanced transportation technologies that improve safety, mobility, efficiency, system performance, internal connectivity, and infrastructure return on investment.
	Clean School Bus Program	To advance zero-emissions and alternative fuels school buses in order to reduce emissions, combat the climate crisis, and increase environmental justice.
	Charging and Fueling Infrastructure Grants	To establish an interconnected network of electric vehicle charging infrastructure in an effort to facilitate data collection, access, and reliability along corridors and within communities.

Table 2. IRA Funding Opportunities for Newport.

Priority	Program	Purpose
Water and Flooding	Investing in Coastal Communities and Climate Resilience	"To enable coastal communities to prepare for extreme storms and other changing climate conditions."
Energy	Improving Energy Efficiency, Water Efficiency, or Climate Resilience of Affordable Housing	"To fund projects that improve energy or water efficiency, enhance indoor air quality or sustainability, implement the use of zero-emission electricity generation, low emission building materials or processes, energy storage, or building electrification strategies, or address climate resilience of an eligible property."
	Low Emissions Electricity Program	For consumer-related education as well as outreach and technical assistance to, and partnerships with State, Tribal, and local governments, with respect to reductions in GHG emissions that result from domestic electricity generation and use.
Transportation	Neighborhood Access and Equity Grant Program	To improve walkability, safety, and affordable transportation.
	Low Carbon Transportation Materials Grants	To incentivize the use of construction materials with substantially lower levels of embodied GHG emissions associated with all relevant stages of production, use, and disposal.

Recommendation 3: Establish a Climate Resilience and Sustainability Officer within the City.¹⁶

In order to begin moving Newport towards its resilience goals, the City should establish a Climate Resilience and Sustainability Officer within the City government that will report directly to the Director of Planning and Economic Development. While it is important that the City prioritize funding for this position, it is possible a Full Time Equivalent (FTE) already exists that may be able to assume the essential functions of this role. Specifically, the Climate Resilience and Sustainability Officer will be responsible for the following functions:

- **Coordinate resilience efforts across city departments.** The Climate Resilience and Sustainability Officer will be responsible for working directly with other departmental and elected city leaders to advocate for and ensure the coordination of resilience projects and programs across all City departments. This level of coordination will maximize the efficiency of dollars spent on resilience and guarantee that resilience investments meet as many shared goals as possible across departments.
- **Identify and pursue Federal and State funding opportunities, including Bipartisan Infrastructure Law (BIL) and Inflation Reduction Act (IRA) opportunities.** While this report provides preliminary recommendations on BIL and IRA opportunities, the Climate Resilience and Sustainability Officer will be responsible for conducting a more in-depth analysis of available funds or contracting a firm to do so on the City's behalf. Initial focus should be placed on identifying opportunities that address Newport's top priorities, including flooding, transportation, and energy. While BIL and IRA are ideal funding sources to begin with, additional opportunities will need to be evaluated regularly as new funds become available and priorities shift over time. To that end, the Officer should work with planning staff to identify and apply for additional state and federal funding opportunities as they present themselves.
- **Build partnerships across the City, Island, and State.** Strong partnerships can bolster the efficacy of the City's resilience and sustainability efforts while creating synergies between the City, region, and State. While it's recommended that the City pursue a Regional Resilience Leadership Exchange with communities across Aquidneck Island (*see Recommendation 4, "Establish a Regional Resilience Leadership Exchange"*) it must be acknowledged that the formation of a regional Leadership Exchange is not at Newport's sole discretion. Nor should a regional Leadership Exchange replace efforts within Newport to tackle climate challenges on a city-wide basis. That said, the Climate Resilience and Sustainability Officer will be responsible for developing and maintaining relationships across Aquidneck Island and the State in order to advance stronger, more coordinated resilience projects. An important relationship for Newport specifically is with the Navy. Naval Station Newport (NAVSTA Newport) has already created positive synergies between the City, towns, State, and Federal government by securing a Military Installation Resilience Review project grant under the U.S. Department of Defense Office of Local Defense

¹⁶ Charles County Climate Resilience & Sustainability Officer position listing:

<https://www.governmentjobs.com/careers/charlescountymd?pagetype=jobOpportunitiesJobs&jobId=3178586&jobName=climate-resilience-sustainability-officer&tab=1>

Community Cooperation (OLDCC). This effort offers an immediate way for the City to continue strengthening the relationship and funding opportunities offered through the Readiness and Environmental Protection Integration (REPI) Challenge grant and other resilience focused funding streams. The Climate Resilience and Sustainability Officer will continue to foster this relationship with the Navy, as well as relationships with the RI Departments of Transportation (RIDOT) and Environmental Management (RIDEM), the RI Coastal Resources Management Council (RICRMC), RI Emergency Management Agency (RIEMA), the Rhode Island Infrastructure Bank (specifically the Aquidneck Island Regional Resilience Coordinator) and the towns of Portsmouth and Middletown.

Other key partnerships might include Salve Regina University, the University of Rhode Island, and the US Department of Defense. For additional partnerships, Newport should refer to the Newport Stakeholder Engagement Worksheet developed during the initial phases of this project, available in **Appendix A**.

- **Manage resilience projects and programs.** The Climate Resilience and Sustainability Officer will be responsible for planning, identifying funding that supports implementation of, and coordinating the implementation of resilience projects and programs across the City. Succinctly, the Climate Resilience and Sustainability Officer will maintain ownership of all resilience initiatives within the City.
- **Be a champion for climate resilience in Newport.** The Climate Resilience and Sustainability Officer will be a champion for climate resilience projects in Newport and across Aquidneck Island. They will attend events and give presentations to staff and stakeholders, research, develop, and recommend goals and policies, oversee and conduct community education and outreach initiatives, foster community engagement in climate resilience projects and programs, and serve on various boards and commissions furthering resilience.

Recommendation 4: Establish an Aquidneck Island Regional Resilience Leadership Exchange. An Aquidneck Island Regional Resilience Leadership Exchange (the Exchange) would augment existing municipal resilience efforts across the Island and “provide a consistent and sustained forum for advancing climate resilience policies, programs, and infrastructure projects across [Aquidneck Island].” In addition, the Exchange will present an opportunity for mutual capacity building and resource sharing, leveraging the individual resources and capabilities of each jurisdiction to advance shared goals. Combined, this will result in a more holistic approach to climate resilience that promises greater returns on investment and longevity.

The Leadership Exchange’s decision-making process should be rooted in science while meaningfully integrating the unique needs, concerns, and opportunities of each member jurisdiction in order to advance shared resilience goals, including island wide sheltering, resilience focused-project portfolios, and sustainable funding for infrastructure projects. The Leadership Exchange will also seek out and strengthen buy-in from the highest-level decision makers. It should also be strategically redundant “to ensure the region’s long-term economic, social, and environmental viability are not disproportionately reliant on relatively few infrastructure systems” while still minimizing inefficiency.

It is recommended that the Exchange be managed and directed by representatives from each of the three Aquidneck Island communities and the military. In Newport's case, the City's representative would be the Climate Resilience and Sustainability Officer.

Appropriate leadership and representation from Portsmouth, Middletown, and the Navy should also be identified and engaged. While the municipalities should have ultimate control over the activities and final decisions of the Leadership Exchange, responsibilities related to administration and coordination of the Leadership Exchange should fall under a single institution's purview. It is recommended that the Rhode Island Infrastructure Bank (RIIB) serve as Secretariat of the Exchange to oversee its functions.

While participation in the Leadership Exchange would likely begin as a voluntary commitment, it is recommended that one of its first actions should be to identify funding opportunities that support its mission and goals. Outside funding will not only expand the Exchange's capacity and effectiveness, but it will also promote buy-in from each partner community. Specifically, the Leadership Exchange should pursue funding opportunities that achieve two interrelated outcomes:

1. **Launching and expanding the Leadership Exchange as a conduit for resilience efforts on Aquidneck Island.** Simply put, the Leadership Exchange will not support itself. Sustained efforts and resources are necessary to ensure the Exchange grows beyond a mechanism for idea generation into a group that can meaningfully steward on -the-ground project implementation. To that end, we recommend that the Leadership Exchange pursue federal, state, and/or philanthropic funding targeted at supporting regional coordination.
2. **Catalyzing on-the-ground infrastructure projects tied to climate resilience.** Once the Leadership Exchange has established organizational capacity, it will be well positioned to pursue funding for infrastructure-based projects. The strongest cases to be made will focus on infrastructure that benefits residents and visitors of multiple partner municipalities and addresses identified climate vulnerabilities (e.g., an Aquidneck Island regional shelter)¹⁷. While the structure of the Leadership Exchange itself (which will continue to be refined over time) may limit the organization from being the applicant on a capital grant proposal, the Leadership Exchange can work cooperatively to provide the applying partner with information, capacity, and documented support that will strengthen the grant proposal.

Potential funding opportunities for capital projects include the [National Coastal Resilience Fund](#) (NCRF), which funds capacity-building, planning, design, and implementation projects that enhance community resilience **and** the resilience of fish, wildlife, and critical habitat in the face of coastal hazards associated with climate change.

In addition to these more general roles and functions, the Leadership Exchange will have the following core functions:

¹⁷ An early focus of the Leadership Exchange should be resilience issues associated with water quality and wastewater management. While the scope of this project prevented the Project Team from conducting an in-depth review of these issues, it is noted that water quality and wastewater infrastructure are high resilience priorities that should be assessed further islandwide.

- **Provide a forum for consistent dialogue among key stakeholders.** Consistent dialogue and engagement of key stakeholders across Aquidneck Island is essential for success of the Exchange. In addition to the municipalities' participation, other key organizations must be meaningfully engaged to ensure coordinated decision-making. Recommended additional partners include the Navy; RIIB; and state-level agencies such as RIDOT, RIDEM, RICRMC, and RIEMA. It is recommended that Leadership Exchange's municipal representatives work directly with the Secretariat to regularly convene these stakeholders on a quarterly basis, starting in late 2022 or early 2023. Working meetings should be limited to Leadership Exchange members and relevant guests, and targeted to focus on opportunities for coordination, support, and implementable action. Meetings should be in-person as feasible, with virtual meetings as a secondary option. Periodically, public meetings should be held to provide updates to and solicit feedback from the community.

The Leadership Exchange should host and/or sponsor supplemental meetings and events across the Island as appropriate. Moreover, members of the Leadership Exchange should be engaged in other regional- and state-level discussions related to climate resilience as appropriate.

- **Coordinate resilience planning and implementation.** Local governments often face capacity constraints and the jurisdictions on Aquidneck Island are no exception. While Newport has plans in place to advance climate resilience, capacity constraints limit the City's ability to implement on-the-ground projects. One of the most important functions of the Leadership Exchange, will be to leverage resources and capacities across the Island in a coordinated manner. This will also create synergy between the City, region, State, and Federal government, thereby reducing inefficiencies and enhancing project efficacy.
- **Advance funding and financing processes.** The Leadership Exchange presents a unique opportunity to advance coordinated implementation of resilience projects, part of which will include identifying and securing funding and financing opportunities. While the long-term goal of the Leadership Exchange will be to facilitate financing conversations between member jurisdictions and outside partners for multi-jurisdictional projects, it also has the capacity to secure federal and other external funding in the short term.

PART IV: CONCLUSION & NEXT STEPS.

Throughout our work, the Project Team became intimately familiar with the various reports that the City has completed in recent years to guide its efforts related to sustainable planning, development, and growth. Paired with additional guidance from Workgroup members, the Project Team developed a clear picture of the community's highest climate resilience priorities and outstanding needs. While City staff will need to gather project-level details for each outstanding project (i.e., cost-estimates, engineering designs, permitting requirements, etc.), there are several next steps that Newport can take to build upon current momentum and continue fostering support of climate resilience efforts. Moreover, the following "Next Steps" were prepared in conjunction with the longer-term

“Recommendations” on the previous section. In other words, the following suggested actions serve as true next steps to put our larger recommendations into motion.

- **Appoint or hire a Climate Resilience and Sustainability Officer.** Newport should appoint or hire a Climate Resilience and Sustainability Officer within the next 6 months to spearhead climate resilience projects and programs in the City. Several specific details for a position description are included in *Recommendation 3*.
- **Hire a contractor or assign the Climate Resilience and Sustainability Officer to seek out and take advantage of available funding opportunities.** One of the Officer’s first tasks should be to explore BIL/IRA funding opportunities in-house, or to contract out this task to an external consultant. New BIL and IRA funding opportunities will not be available forever, and Newport must move quickly to begin gathering and preparing application materials for approaching deadlines. In preparing eventual applications, the Officer should work closely with partners inside and outside of the City to build coalitions and show broad support from relevant partners.
- **Begin Coordinating the Aquidneck Island Regional Resilience Leadership Exchange.** As soon as reasonably possible, Newport should hold preliminary conversations with Middletown, Portsmouth, and RIIB to begin coordinating the Leadership Exchange. Preliminary conversations should identify the key personnel that should be involved in the Leadership Exchange, assign various roles and responsibilities, and begin exploring joint BIL/IRA opportunities. The group should also establish a clear goal and vision towards which the Leadership Exchange will work.

These “Next Steps,” coupled with the above “Recommendations” provide Newport with a roadmap for resilience actions in the near- and long-term. The Project Team is encouraged by the City’s commitment to climate resilience planning and the engagement of community members to support these initiatives. Looking ahead, it will be important for the City of Newport to translate this progress towards implementable action, both internally within the municipality and externally with regional partners.



This report was produced by the dedicated team at [Throwe Environmental, LLC](#) in the company's role as a core partner within the SNEP Network. Throwe Environmental is committed to developing climate resilience, environmental finance, and policy and governance solutions for its public, private, and nonprofit clients. As a SNEP Network partner organization, Throwe Environmental focuses on financing, training, and leadership development. Throwe Environmental is based in Bristol, RI and helps communities nationwide address their climate challenges.

APPENDICES

- **APPENDIX A - Newport Stakeholder Engagement Worksheet**
(available on following page)
- **APPENDIX B - Priority Bipartisan Infrastructure Law (BIL) and Inflation Reduction Act (IRA) Funding Opportunities Spreadsheet**
(available for download at <https://throwe-environmental.com/wp-content/uploads/2022/09/Newport-BIL-Funding-Opportunities-1.xlsx>)
- **APPENDIX C - Resilience Priority List Spreadsheet** (available for download at <https://throwe-environmental.com/wp-content/uploads/2022/12/Newport-Project-Prioritization-FINAL-v.12.02.22.xlsx>)

APPENDIX A - NEWPORT STAKEHOLDER ENGAGEMENT WORKSHEET

**This Stakeholder Engagement Worksheet serves as a resource for the City of Newport in planning and hosting future public engagement activities related to climate resilience planning. This resource and others produced by the SNEP Network Project Team exist to support Newport in facilitating community engagement and building a more resilient community.*

PART I: ENGAGING STAKEHOLDERS

Stakeholder Group	Name	Scale/Sector (State, Regional, Local/Public, Private, Nonprofit)	Information Needs and Gaps Addressed	Degree of Engagement (Inform, Consult, Collaborate, Core)	Contact Info/ Notes
Public Safety					
Emergency planning	RI Emergency Management Agency (RIEMA)	State/Public (linked to Regional and National emergency mgmt. community)	- Incident management location/Organization/ Decision process. - Shelter designation / commitment. - Evacuation Plan. - Department responsibilities & coordination - Holistic ongoing planning (gap)	Collaborate, Consult (potential for funding)	Melinda Hopkins (State Hazard Mitigation Officer)
	Newport Emergency Management	Local/Public		Core	Fire Chief Harp Donnelly
	Local Emergency Planning Committee (LEPC)	Regional/Public		?	Michael Demello
	Area Planning Committee (APC)	Regional/Federal/ Public		Core	Aquidneck Island Response Team (Ray Perry , Carmella Geer)
	Regional Response Team (RRT1)	Regional/Federal/ Public		?	James Carew?
	Neighborhood Preparedness Committee(s)	Local		Core	Carmella Geer (Great for grassroots engagement)
Floodplain management/ coordination	RI CRMC	State/Public		Consult	Jim Boyd
	Aquidneck Land Trust	Regional/Non-profit	Protecting riparian buffers and wetlands	Core	Chuck Allott (ED)
	NRCS RI - Eastern Conservation District (USDA)	State/Federal/Public		Collaborate	Ghyllian Conley

Hazard mitigation planning	Newport Emergency Management	Local/Public	Life-Lines - Safety & Security - Food/water/shelter - Health/Medical - Energy - Comms. - Transportation - Hazardous Materials	Core	Fire Chief Harp Donnelly
	Save the Bay (Coastal hazard mitigation)				Wenley Ferguson
Fire	Fire Chief	Local/Public		Collaborate/ Inform (critical)	Fire Chief Harp Donnelly
Police	Police Chief	Local/Public		Collaborate/ Inform (critical)	Gary Silva
Emergency Response	Red Cross	Regional/Non-profit			Carmela Geer

Stakeholder Group	Name	Scale/Sector (<i>State, Regional, Local/Public, Private, Nonprofit</i>)	Information Needs and Gaps Addressed	Degree of Engagement (<i>Core, Collaborate, Consult, Inform</i>)	Contact Info/ Notes
Transportation					
Highway maintenance	Public Works Director	Local/Public		Core	Bill Riccio
	Local Dept. of Transportation Superintendent	Local/Public		Consult	Joe Bucci (Head of Maintenance)
	Pell Realignment Plan				Jody Richards
	State Dept. of Transportation (Office of Stormwater)	State/Local		Coordinate/ Inform	Joe Baker / Alicia Richardson
Transit/port authorities	RI Public Transit Authority (RIPTA)	State/Quasi		Consult	Scott Avedisian (CEO), Greg Nordin (Chief of Strategic Advancement)
Planning organizations	Statewide Planning	State/Public		Collaborate/ Inform	Josh O'Neill Meredith Brady
Bridge Authority	RI Bridge and Turnpike Authority (RIBTA)	State/Quasi	Realignment		Dir. Silvera
Multi-modal transportation	Bike Newport				Bari Freeman
	Bike and Pedestrians Cmte (name?)				Bari Freeman
Utilities					
Water utilities	Newport Water	Regional/Quasi		Core	Rob Schultz
Electric utilities	National Grid (natural gas on AI)	Private		Consult	Brian Schuster, Jacques Afonso

	Cox Comms.	Private		Inform	
	OSHEAN (fiber)	Private		Inform	
	American Broadband	Private		Inform	
	Verizon	Private		Inform	Trisha Livingston Diana MacKenzie
Organizations	Chamber of Commerce		Broadband study, Connect Greater Newport, Fourth Economy		Erin Donovan Boyle , Rich Overmeir?
Building/Housing					
Regulatory officials	Newport Planning/Zoning	Local/Public			
Housing authorities	Newport Housing Authority	Local/Quasi-Public		Core	Rhonda Mitchell
Development community	Health Equity Zone				
	Church Community Housing				
	Balfour Beatty Communities				
Realty community					Paul Lees
Organizations	Newport Chamber of Commerce - Government Affairs Committee				Ross Cann
	Newport Restoration Foundation			Core	Alyssa Lozupone

Stakeholder Group	Name	Scale/Sector (State, Regional, Local//Public, Private, Nonprofit)	Information Needs and Gaps Addressed	Degree of Engagement (Core, Collaborate, Consult, Inform)	Contact Info/ Notes
Community/ Economic Development					
Chambers of commerce	Newport County Chamber	Regional/Non-profit	Communication networks/ business continuity	Collaborate/ consult	Erin Donovan-Boyle
Community development groups/orgs	Connect Greater Newport (Newport Chamber)	Regional/Non-profit		Collaborate/ consult	Isabel Marsh
Economic development groups/orgs	Newport HEZ		North End development, poverty rate	Core	Jessica Walsh (copy Neyda DeJesus)
	Working Cities Challenge			Core	Kate Cantwell (Boys & Girls Club)
Business interests					Carpionato Group
Specific Industries	Commercial Fishing/ Seafood Community	Local/Regional		Consult/Collaborate	Commercial Fisheries Research Foundation?
Education					
Colleges/ Universities	Salve Regina University	Private			Jameson Chace
	CCRI	Private/State			
School districts	Newport School District	Local/Public			Colleen Jermain (Superintendent)

	Newport School Cmte. and Staff	Public			Louisa Boatwright, Paul Marshall (energy & renewables)
Educational groups/orgs	PTOs at each of the public schools?	Local/Public			
Extension groups	University of Rhode Island Coastal Resources Center (URI CRC)	State/Public			Pam Rubinoff
Private Schools	The Met School				
	IYRS	Trade School			
Buses	Public School Bus administration				?

Stakeholder Group	Name	Scale/Sector (State, Regional, Local//Public, Private, Nonprofit)	Information Needs and Gaps Addressed	Degree of Engagement (Core, Collaborate, Consult, Inform)	Contact Info/ Notes
Environment					
Environmental planning/ management	RI Dept. of Environmental Management (RIDEM)		Regulatory, permitting, land assets		
	Narragansett Bay National Estuarine Research Reserve (NBNERR)	Regional/ Public		Inform/ Engage	Caitlin Chaffee (Reserve Manager, 401-683-7365)
Coastal planning/ coastal zone management	University of Rhode Island Coastal Resources Center (URI CRC)	State/Public			Pam Rubinoff
	RI Coastal Resources Management Council	State/Quasi			Jim Boyd
	Save the Bay	State/Non-profit			Wenley Ferguson
	US Fish and Wildlife Service (FWS) Wetland Restoration Projects?	National/public			
Environmental groups/orgs	RI Green Infrastructure Coalition	State/Non-profit		Inform	Sara Churgin
	Save The Bay	State/Non-profit			Wenley Ferguson
	Clean Ocean Access	Non-profit			Dave McLaughlin
	Friends of the Waterfront		Waterfront access, rights of way, public access		Joanna Vietry (President)
	Newport Tree Conservancy				Natasha Harrison

Conservation groups	Aquidneck Land Trust	Regional/Non-profit		Core	Chuck Allott (ED)
	NRCS RI - Eastern Conservation District (USDA)	State/Federal/Public		Collaborate	Ghyllian Conley
Agriculture	Eastern RI Conservation District	Regional/Non-profit			Sara Churgin
Marine groups	Harbor Commission	Local/Public			
	Harbor-master	Local/Public			
Waste Management	Solid Waste and Recycling Commission	Local/Public			

Stakeholder Group	Name	Scale/Sector (<i>State, Regional, Local//Public, Private, Nonprofit</i>)	Key Interests/ Information Gaps Addressed	Degree of Engagement (<i>Core, Collaborate, Consult, Inform</i>)	Contact Info/ Notes
Planning					
Planning officials, groups, orgs	Grow Smart RI	State/Non-profit		Inform	Scott Wolf , Scott Millar
Parks, Recreation, and Cultural					
Recreation groups/orgs	Parks and Recreation Committee	Local/Public			
	Parks and Recreation Director	Local/Public			
	Sail Newport	Local/Private	Recreation, open space (Fort Adams)		

Cultural resources (preservation groups, museums, etc.)	Town Historian	Local/Public		Inform	
	Newport Historical Society	Regional		Inform	
	Preservation Society of Newport County (PSNC)	Regional		Inform	
	Newport Restoration Foundation	Local/philanthropic			
Open Space	Brenton Point State Park				Bruce Thompson is the Regional Manager
	Fort Adams Trust				Jim Miller
	Fort Adams Foundation				Terri Bisson

Stakeholder Group	Name	Scale/Sector (State, Regional, Local//Public, Private, Nonprofit)	Key Interests/ Information Gaps Addressed	Degree of Engagement (Core, Collaborate, Consult, Inform)	Contact Info/ Notes
Human/Social Services					
Health care/mental health orgs/groups	Newport Mental Health	Regional/private			Jamie Lahane
Social services					
Advocacy orgs	The Climate Reality Project	National/non-profit			Heather Field?
Neighborhood and community orgs	Newport Partnership for Families	Local/Non-profit			Kathleen Burke
	Aquidneck Community Table		Food security		Bevan Lindsey
Religious and charitable orgs					
Affected Populations					
Residents/ neighborhood associations, etc.	The Point Association		Exposure to SLR		Ken Snyder
Tourists, seasonal residents, visitors, etc.					

Native American tribes					
Vulnerable populations	Seniors				
	Residents dealing with flooding				
	Business owners				
Farms					
Youth population	Boy Scouts/ Girl Scouts				

Stakeholder Group	Name	Scale/Sector (State, Regional, Local//Public, Private, Nonprofit)	Key Interests/ Information Gaps Addressed	Degree of Engagement (Core, Collaborate, Consult, Inform)	Contact Info/ Notes
State/Federal					
Other regional communities	Portsmouth	Local, Public			Gary Crosby (Town Planner)
	Jamestown				
	Middletown				
State Legislators	Aquidneck Island Caucus	State/public		Collaborate	Lauren Carson
US Legislators	Sen. Reed	Federal/public			
	Sen. Whitehouse	Federal/public			
	Sen. Cicilline	Federal/public			
Other State Agencies					
Other Federal Agencies					
Other					
Media	Newport Daily News	Regional/private			??
	EcoRI	State/private			Frank Carini?

Navy	Naval Station (NAVSTA) Newport				Cornelia Mueller
	NAVSTA Rehabilitation Advisory Board				David Brown



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