

Section 4

ECONOMIC DEVELOPMENT

Goal: Provide for a sound local economy to expand the tax base and to provide additional employment opportunities.

Policy: Promote economic development for existing business enterprises and to attract new light industrial/high-tech companies.

Policy: Revitalize the downtown area.

Policy: Utilize the natural resources of the Jones River and Kingston Bay for revenue and jobs.

INTRODUCTION

Presently, Kingston's local economy is experiencing tremendous growth. According to the Plymouth County Business Update of 1995, the Town is one of the fastest growing communities in the county with regard to economic development. Kingston ranked first in the percentage increase of both employment and business growth between 1985 and 1993, which has translated into 2,720 new jobs and 156 new business openings over this time period¹. This new growth has nearly doubled the size of Kingston's local economy since 1985. Recent commitments to infrastructure improvements, such as sewers, highways, and commuter rail may be expected to attract even more business and industry. As such, Kingston can be selective with the types of industry it wishes to attract.

While the taxes and employment generated by new economic growth are desirable, Kingston must manage its growth, such that development does not outpace the municipal services available or that the character of the community is not adversely affected. Kingston has many non-renewable natural resources, such as the Jones River, Kingston Bay, wetlands, and open spaces, that are critical in terms of why residents choose to live in Town. Economic benefits of protecting the environment are often greater than the benefits of new development. Kingston should enact measures that serve both the environment and the local economy, for the two purposes can be quite compatible. For example, the Town's proactive measures to clean its

¹ This information was extracted from the 1995 Plymouth County Business Update, a study based on statistics published by the MA Department of Employment and Training and includes employment in establishments that are subject to unemployment compensation laws.

waters, through the installation of sewers, will hopefully lead to the reopening of Kingston Bay for shellfishing and may ultimately lead to the creation of jobs associated with aquaculture.

Sustainable businesses, ones that are environmentally friendly and committed to their community, are the types of businesses Kingston is targeting. In terms of the location of these businesses, vacant commercial and industrial real estate does exist throughout Town. Kingston is proud to have a historic downtown with businesses selling a diversity of goods and services. Kingston should support its downtown business owners in maintaining and revitalizing its downtown so that it becomes a walkable and vibrant area.

DEVELOPMENT POTENTIAL

The availability of readily developable land and vacant buildings is often a catalyst for commercial and industrial growth in a community. A community that has an updated inventory of available sites and building space can help reduce a business's relocation time and costs, but can also concentrate economic development in specific areas of the Town's choosing. A community can manage its economic growth by proactively marketing existing sites and buildings to target those industries that the community wishes to attract.

Land

Kingston's current total 685 acres of vacant, developable commercial and industrial zoned land, are located primarily off of Routes 3A and 27. According to 1996 Assessors data, there are currently 419 developable or potentially developable acres of vacant commercial land in Kingston. Based on current zoning requirements, this land could be expected to yield a maximum of 279 one-acre potential lots as shown in Table 4-1. These 279 lots translate into approximately 2.4 million square feet of potential building area. Buildout of these lots could generate approximately \$2.7 million in local tax revenues annually. The combination of current commercial activity in addition to commercial buildout would result in a total of approximately \$4.7 million dollars, or approximately 21% of Kingston's operating budget at total buildout.

Table 4-1: Commercial and Industrial Buildout Projections

<i>Commercial</i>					
	Acres	Building Lots	Potential Building Area (sf) ¹	Building Value @ \$65/sf ²	Taxes @ \$17.00/1000
West	365	249	2,117,116	\$ 137,612,540	\$ 2,339,413
North	16	6	91,060	\$ 5,918,900	\$ 100,621
East	4	1	23,838	\$ 1,549,470	\$ 26,341
South	34	23	199,810	\$ 12,987,650	\$ 220,790
Total Commercial	419	279	2,431,824	\$ 158,068,560	\$ 2,687,166
<i>Industrial³</i>					
	Acres	Building Lots	Potential Building Area (sf) ⁴	Building Value @\$24/sf ²	Taxes @ \$17.00/1000
West	0	0	-	\$ -	\$ -
North	45	30	541,200	\$ 12,988,800	\$ 220,810
East	130	66	1,565,520	\$ 37,572,480	\$ 638,732
South	91	32	1,086,000	\$ 26,064,000	\$ 443,088
Total Industrial	266	128	3,192,720	\$ 76,625,280	\$ 1,302,630

¹ Based on 5,800 sf building per acre

² According to Kingston's Assessor (10/30/97), the average assessed value of a commercial building is \$65/sf and \$24 for an industrial building.

³ Lands located within in the Commercial/Industrial Park zoning district are included in the industrial buildout although some commercial uses are permitted.

⁴ Based on 12,000 sf building per acre

Note: The buildout calculations for vacant commercial and industrial properties were conducted as part of a Town-wide buildout analysis. This buildout represents the potential for future overall development within Kingston given current zoning. The figures are intended to be utilized on a Town-wide basis and are not intended to be used for evaluation of individual parcels. Some parcels may have greater development potential and others may have less based on actual site conditions.

Kingston has 266 acres of vacant industrial land. Based on current zoning, the 266 acres of industrial land can result in 128 one-acre lots, or approximately 3.2 million square feet of building space. The buildout analysis suggests that if these industrial lots were created and developed, the Town would collect over \$1.3 million in taxes. Between the current industrial taxes and the additional taxes as a result of buildout, the Town would collect approximately \$1.5 million from industrial activities or 6% of Kingston's operating budget at buildout.

The Town's Zoning Bylaws restrain certain development. Water Resource Districts will limit many industrial uses in at least one-third of the southern industrial sections of Town and half of the northern industrial sections of Town. Conservancy Zoning Districts will limit most uses along the banks of waterways.

Buildings

An updated inventory of building types and sizes is valuable in attracting, locating and expanding businesses. Moving into an existing building leaves fewer uncertainties with regard to the permitting and approval processes, construction schedule, and date of occupancy. Kingston, however, does not have an extensive inventory of vacant properties. According to the Kingston Business Association (KBA), the number of vacant buildings in Town has dropped dramatically. The Cranberry Crossing mall and the Kingsbury Plaza mall are currently at or near full capacity. Most vacant buildings are located on land zoned for commercial use, as Kingston has a very small supply of vacant industrial buildings.

The following buildings are vacant or have space available²:

- 30,000 square foot building on Main Street
- 22,000 square foot building on William Gould Way
- C. Drew building on Maple Street
- Cobb and Drew building on Prospect Street

Buildings/land with past incidents of environmental negligence could make the transfer of property more difficult, and involve higher costs and/or a longer time associated with the transaction.

LABOR MARKET

The availability of a skilled or trainable labor force is a necessity for commerce and industry to operate and grow in a community. Firms are generally not willing to locate in an area that cannot provide a skilled and knowledgeable labor force.

Local Labor Force

Kingston's labor force includes all Town residents 16 years or older who are either working or seeking work. According to the Commonwealth's Department of Employment and Training (DET), Kingston's 1996 labor force totaled 5,597 people, of which 4.7% were unemployed. This unemployment rate is slightly higher than the 1996 statewide average of 4.3%.

In 1996, Kingston's 432 commercial and industrial establishments employed 5,118 people at an average wage of \$21,084. Based on the 1990 U.S. Census, approximately 25% of Kingston's labor force lives in Kingston.

² Source: The Massachusetts Alliance for Economic Development, Kingston's Economic Development Commission and the Kingston Business Association (1997)

Table 4-2: Labor Force and Kingston Unemployment Rates 1990-1996

	1990	1991	1992	1993	1994	1995	1996
Labor Force	5,045	4,948	5,212	5,412	5,506	5,523	5,597
Unemployment Rate	6.2%	8.1%	8.8%	7.2%	5.6%	5.1%	4.7%

Source: Commonwealth of Massachusetts Division of Employment and Training, 1997

Wage Rates

Wage rates are a measure of the affordability of local labor, which in addition to labor force availability, is an important consideration for locating companies.

Table 4-3: Kingston's Average Annual Employment Statistics

Year	Business Establishments	Employment*	Average Wage	Total Local Payroll
1986	213	2,716	\$16,449	\$44,676,000
1987	236	3,198	\$18,189	\$58,170,898
1988	254	3,437	\$19,886	\$68,350,000
1989	301	3,968	\$20,526	\$81,447,424
1990	340	4,656	\$20,347	\$94,737,116
1991	329	4,499	\$20,891	\$93,987,820
1992	339	4,804	\$21,357	\$102,599,689
1993	358	5,227	\$22,086	\$115,442,379
1994	381	4,930	\$19,709	\$97,167,815
1995	393	5,002	\$19,851	\$99,293,067
1996	432	5,118	\$21,084	\$107,907,652

Source: Massachusetts Division of Employment and Training

* Number of people employed in the Town of Kingston

Labor Force Quality

Labor Force quality relates to the general skill and knowledge level possessed by workers, and the degree to which they are adaptable, trainable and desired by prospective employers. According to the 1990 U.S. Census, 18% of Kingston residents have earned a Bachelor's Degree or higher compared with the statewide average of 25%. However, nearly 86% of Kingston's adult population has completed high school or higher as compared with the statewide average of 81%.

In 1990, Kingston had a labor force of 4,925 residents, of which 4,704 were employed. As illustrated in Table 4-4, 57% of Kingston's labor force was employed in managerial or technical jobs (not necessarily in jobs located in Kingston). This represents a slight decrease since 1980, when 61% of Kingston's labor force held managerial or technical positions.

Table 4-4: Employed Kingston Residents by Occupation

Occupation	1980	1990
	Number (% of Total)	Number (% of Total)
Managerial	939 (28%)	1,166 (25%)
Technical	1,084 (33%)	1,505 (32%)
Service	428 (13%)	706 (15%)
Agriculture	37 (1%)	80 (2%)
Production	471 (14%)	701 (15%)
Laborers	371 (11%)	546 (12%)
Total	3,330	4,704

Source: 1980 and 1990 U.S. Census

Note: Table 4-4 refers to the occupations of Kingston residents, as opposed to jobs found in Kingston, but not necessarily held by Kingston residents.

The region's skilled labor force and steadily increasing number of workers should be marketed to attract new industrial/high-tech companies.

A renewed interest in protecting the Kingston Bay and Jones River watershed suggests that Kingston may develop more jobs from protecting and harvesting its natural resources, once the harbor can be reopened for shellfishing. As an example of the revenue that can be generated from shellfishing, in 1995 the Town of Duxbury's recreational shellfishermen harvested shellfish with a retail value totaling \$380,000. Commercial and recreational shellfishing licenses issued by Duxbury generated \$50,000. Recognizing that the installation of sewers will decrease the pollution in Kingston Bay and the Jones River, and that Kingston's harbor area will eventually become available for shellfishing and more recreational activities, the Town should develop a Harbor Management Plan. A Harbor Management Plan, among other things, would help the Town create jobs and generate revenues through the sale of shellfishing licenses.

MARKET SECTORS

The service sector is increasing at the fastest rate in Kingston. Over a ten-year period, 1986-1995, the service sector grew some 204%, tripling the number of service jobs in Town. The second fastest growing sector was wholesale and retail trade, which increased employment by 174% and strengthened its foundation as Kingston's economic base. The agriculture and the finance sectors both saw moderate growth in the local economy, 58% and 23% respectively. In a time of national and regional decline in the manufacturing sector, this industry grew in Kingston

by just 1%. The weakest sectors of the local economy, all of which saw employment decline, included the utility (-85%), construction (-20%) and government (-7%) sectors.

One of the main reasons for the growth in Kingston’s economy has been the opening of the Independence Mall. When the mall opened in 1989, annual average employment in the retail/service sector increased by 761 persons in its first year according to the Plymouth County Business Update. As the mall became more established it employed a total of nearly 1,300 persons in the retail/service sector. In a 1995 Division of Employment and Training (DET) survey, the wholesale, retail and service sectors provided 80% of all of the jobs in Kingston; as illustrated in Table 4-5, these sectors are well represented by the largest employers in Kingston.

Table 4-5: Major Employers in Kingston		
Name	Production	Employees
Independence Mall Group	Retail Stores	1,300
L. Knife and Son, Inc.	Wholesale (Distribution)	452
Town of Kingston	Municipal	289
Stop and Shop	Retail Food Stores	202
Victory Supermarket	Retail Food Store	200
R.S. Means Company	Constuction Costs Information	73

INFRASTRUCTURE

Kingston can expect to feel the pressures of economic development due to the planned infrastructure improvements.

Modes of Transportation

Highways. Local and regional markets are accessible to and from Kingston via the Southeast Expressway (Route 3), which passes through the eastern portion of Town and continues north to Route 93 and Boston and south to Cape Cod. The Town’s main business and industrial areas along Route 3A and adjacent to Route 3 are accessed by Exit 7 in Plymouth, Exits 8 and 9 in Kingston, and Exit 10 on the Duxbury/Kinston line. Route 27, which winds westward from Routes 106 and 3A toward Pembroke, also supports some business uses.

The relocation of Route 44 through Kingston is planned in the near future. Although a direct exit into Kingston is not presently planned, there will be two exits just over the Plymouth/Kingston Town line that are expected to improve east-west travel and make Kingston more attractive to businesses that rely on truck travel.

Kingston's easy access to Route 3 has been a key aspect of the development of the Town's retail and service markets. Unfortunately, the side effects of a growing retail area along a transportation corridor include traffic congestion and visual blight (signs, lack of design standards, etc.). Kingston has already begun to experience such negative impacts, and recommendations relating to this element should be designed to mitigate these impacts.

The Town's industrial areas have not been developed as successfully as the commercial areas. Although each industrial area is located in close proximity to an exit off of Route 3, access to the sites is limited or sub-standard.

Motor Freight. A network of local, regional, and national motor freight carriers provides for the movement of most consumer products. Many Kingston businesses move their goods to the market via freight or parcel delivery companies. The general condition and construction of local and state roads has impaired the safety and efficiency of motor freight transportation. Poor structural, drainage, and intersection conditions on heavily traveled Kingston roads have contributed to accidents, delays, and congestion, and are a detriment to industrial development.

Freight Rail. Access to markets via freight rail is not available in Kingston. Although passenger rail service has recently been reestablished in Kingston, using the rail line to accommodate freight would be dangerous and not advisable. Improved highways should provide manufacturers with a suitable transportation alternative.

Air Freight. The movement of goods from Kingston beyond New England to other major markets in the United States by airfreight is available at Boston's Logan International Airport located forty-five minutes away by motor transportation. A small general aviation field, the Plymouth Municipal Airport, used primarily for pleasure and commuter flying is located in neighboring Plymouth.

Other Modes. Other modes of transportation are available to South Shore residents who work in Boston. Commuter train service is provided to Kingston by the MBTA on its re-established Plymouth Line, via a spur of the resurrected Old Colony Line. The Town has a train station and parking facility for 1000 cars on Marion Drive, located adjacent to the industrial area off of Exit 8 on Route 3. Commuter bus service is presently provided by the Plymouth & Brockton Street Railway Company, and the Greater Attleboro-Taunton Regional Authority (GATRA), provided through the Kingston Council on Aging, provides Dial-A-Ride service to the elderly and disabled. Commuter boat service boasts a short trip to Boston and is offered by lines in Hingham and Quincy.

Municipal Services

Typically municipal water service is a requirement of (re)locating firms due to cost savings and the availability of larger flow capacities. Kingston's municipal water supply comes from wells in Town.

A public sewer system allows business and industrial development due to the potential for increased density and the initial cost savings of not having to construct an on-site system. The Town has recently approved the installation of a sewer system in the Rocky Nook, Smith's Lane, most of Kingston Center, and the Landing Road-River Street area. Sewer service to industrial areas would make Kingston a more attractive location for industry and business.

Other utilities important to business and industry development include electricity from the Commonwealth Electric Company and natural gas from the Commonwealth Gas Company. Kingston's electric supply is one of the most expensive in the State, and is possibly a deterrent in attracting high-electricity users, such as manufacturers and high-tech computer industries. The impending deregulation of power companies in Massachusetts is expected to result in lower rates for Kingston and municipalities. The extension of natural gas lines in Town should be encouraged.

GOVERNMENT IMPACT

The costs of doing business in a community are important considerations for business and industry. Kingston needs to attract new light industrial/high-tech companies to augment the Town's tax base. Residents recognize that the economic health of their community is contingent upon a focused growth strategy that phases in and balances development with the existing land use patterns.

Taxes

Kingston's 1996 tax rate was second only to Pembroke's as the lowest for business and industry, when compared to surrounding communities with similar market conditions. Historically, the Town has always maintained one of the lowest rates in the area. With the exception of Duxbury, Kingston had the lowest percent change in its tax rate from 1990-1996.

The breakdown of Kingston's tax base shows that approximately 75% of all tax revenues are received from homeowners, with commercial property owners contributing 21% and industrial property owners contributing only 2%. These rates have remained stable since 1991, when the commercial levy increased by a dramatic 60%. This spike of activity in the local economy during 1991 was sustained for several years, but is falling off slightly as of late. Industrial levies decreased in 1992 by 14%, and remain at similar low levels.

As discussed in Section 7 of this Plan (Services and Facilities), the cost of providing municipal services to households exceeds the residential taxes collected. A combination of expanded economic development coupled with limiting single family residential development, would provide a mechanism to control tax increases.

Fees

Kingston has a number of common business license fees charged annually for the right to practice certain business. Fees ranging from \$25 for a special one-day (non-profit) permit to \$2,000 for alcohol permits. Fees for motor vehicle licenses, common victualer's license (to sell alcohol), auctions, transportation activities (taxis), administrative fees (connected to licenses) are relatively low in Kingston and serve to encourage economic development. Most retail businesses now open at noon on Sunday for which they are charged \$400 a year in Kingston because they choose to do so before 1 P.M. There are also charges on recreation facilities such as theaters (\$100 per theater), bowling alleys (\$25 per lane) and pool halls (\$50 per pool table).

Regulatory Oversight

Site Plan Review is required for any development that requires at least five new parking spaces. Typically, the time it takes to get through the permitting process is very costly for developers. Developers usually expect a three to four month site plan approval process prior to construction, and automatically include this time in project scheduling. Review times of a longer duration are often unacceptable and result in the developer opting for another location.

A community having the ability to be somewhat flexible and accommodating for large and complex projects attracts businesses. A lack of coordination and communication between the various review boards/commissions can result in delays and the loss of an attractive development. Kingston needs to attract sustainable businesses with clear and concise regulations, and needs to open lines of communication between developers and local government officials.

An effective method of ensuring communication is to establish an administrative site plan review. Alternatively, prior to finalizing project plans a developer could meet with the primary reviewing boards to identify project problems and opportunities. Prior to a public hearing, all design review boards, commissions and departments (e.g., water, highway, fire, police, etc.) could meet to discuss the plan; so as to allow the earliest possible resolution of issues. Also, having one designated person to serve as a liaison to the business community would streamline the entire process.

Business Organizations in Kingston

Local assistance from government or quasi-government organizations can greatly assist in selling the positive aspects of a community to locating and expanding business owners. A proactive industrial commission or business association that actively solicits business and

industry could help overcome local detriments to economic development by showcasing local advantages and persuading decision makers to look at “the big picture”.

Kingston does not have its own Chamber of Commerce, but the Kingston Business Association (KBA) has assumed a similar role in Town. The KBA is composed of local business owners whose mission is to improve the economic health of the community and address the need to revitalize the downtown area. The KBA sponsors dinners and speakers that address issues with regard to economic development. Some local businesses also belong to the Plymouth Area Chamber of Commerce. The KBA has been an advocate against a dual residential/commercial tax rate and has worked to re-establish commuter rail in Kingston.

Local interest groups, such as the Kingston Village Association and KBA, with the guidance of the Town Planner, can generate the momentum needed to revitalize the downtown.

The Kingston Village Association (KVA) is another business group whose primary focus is revitalizing Kingston Center. Most of the Village Association’s work in the past has focused on physical improvements to the area, including the installation of brick sidewalks, granite curbing and old-fashioned streetlights to encourage local business development.

The Kingston Economic Development Commission (EDC) (formerly known as the Kingston Industrial Development Commission), has as its goal to broaden the tax base and attract new business by promoting Kingston. The Commission maintains various contacts and memberships with State and regional organizations in fostering local economic development, such as MassHighway, Old Colony Planning Council and the Route 44 Partnership. As part of its past outreach efforts, the EDC has advertised available land for business and industry in the Plymouth County Business Review.

EXISTING CONDITIONS COMPARED TO FUTURE NEEDS AND VISION

Economic indicators (such as employment, business starts, etc.) suggest that Kingston’s economy is strong. Continued growth in the Town’s retail and service sectors may be expected. However, the retail and service sectors do have some disadvantages, for example, their sensitivity to local and regional competition. Therefore, Kingston needs to make concerted efforts to engender broad-based economic development. Planned infrastructure improvements will likely attract more businesses as well as residents.

If Kingston's local economy is to prosper, the Town must broaden its economic base and foster growth in sectors that bring stable jobs to Town.

Impact of Commuter Rail

According to the Final Environmental Impact Statement/Report (1992 FEIR), commuter rail service can be expected to accelerate the local economies of the towns serviced by rail. However, any shift in development trends would relate primarily to housing and less to commercial and industrial development.

As accessibility to the downtown Boston job market is improved, the Old Colony study area [area to be impacted by rail service] would become a more attractive residential location, leading to a greater demand for housing and higher housing prices. The construction of new housing may follow if permitted by local authorities. Where new housing is built, increased demands for associated commercial development, public facilities and services can also be expected. The station locations would become new points of attraction.

Because Kingston does not have the water shortages and sewer problems common to several towns in the Old Colony area³, Kingston should expect new housing starts as well as higher prices for existing homes. While an increase in property values would translate into increased homeowner equity and local tax revenues, higher property values will also reduce the number of affordable homes and result in property taxes that increase more rapidly than wages.

The Town of Franklin may serve as an example in terms of impacts that may be expected from commuter rail and how the Town may manage such growth. Although Franklin has not been able to isolate the growth attributed to the rail link, Town officials are confident that it has played a major role in attracting new residents from the region who work in Boston. Franklin has been one of the fastest growing communities in Southeastern Massachusetts for the past six to eight years; its population has increased by over 26% (5,826 additional residents) since 1990. An average of 300 new single family building permits have been issued annually since the construction of the second station. Over 500 children are enrolled in Franklin's kindergarten class annually. The industrial park adjacent to the new rail station (Forge Park/495 Station) is thriving due to the publicity it receives from the rail station. However, the majority of the Park's employees do not use the rail line for their commute because the train schedule is focused on arrival in Boston and not the various businesses in the Park. Additionally, the Industrial Park does not lend itself to walking from the rail station to the businesses, and a shuttle does not exist.

Over the years, Franklin implemented various measures to manage growth. In the early 1980s, Franklin capped the number of building permits it would issue on the basis of a limited water supply. Additionally, it passed on various infrastructure costs (sewer extensions) to developers. When the Town imposed a moratorium on new sewer connection, developers sued and Franklin had to abolish many of its growth management mechanisms because the courts found them too severe. Explosive growth continued and the Town again began the process of trying to gain

³ Towns cited for their development constraints include, for example, Plymouth, Brockton, Halifax, and Hanson.

control of its growth. In response to the Town's most recent implementation of a School Impact Fee, developers brought suit. The Town is in the process of appealing the Superior Court's decision, which found that the fee was in fact a tax, and therefore impermissible.

The major lesson that can be learned from Franklin's experience is that town government and residents must cooperatively take a pro-active stance on growth management. Typically, by the time a town is able to react, it is already too late. Through the implementation of this Master Plan, follow-through with the recommendations contained herein, and continuous long-range planning, the Town of Kingston will ensure that the growth that will occur will be compatible with the Town's character. Recent court cases have resulted in a strengthening of property rights; therefore, a community must move cautiously and deliberately, under the umbrella of a planned growth management strategy, to regulate and manage future development.

Focused Growth Strategy

Kingston appreciates the needs of its business community and is proud to offer services and facilities that contribute to economic growth. However, growth must not be pursued to the point that it has an adverse impact on the Town's character and environment.

Like Franklin, Kingston has placed a cap on the number of building permits that can be issued annually and has several overlay zones that restrict development close to the Town's natural resources. The Town should strike a balance by implementing a focused growth strategy similar to the one recommended in the Harvard University Graduate School of Design's study titled "A Region in Transition". The goals of a focused growth strategy are:

- Avoid commercial strip zoning by creating mixed-use communities centered around transit stops, oriented towards pedestrians
- Concentrate high density development near areas that are already developed
- Preserve open space and other environmentally sensitive areas

Kingston has a good base from which to further implement these goals. Grassroots sentiment has refocused efforts on protecting open spaces and environmentally sensitive areas. Kingston already has a mixed-use, pedestrian-friendly village center. Designation of Kingston Village as an Historic District (an effort under consideration by the Historical Commission) would continue to promote the denser village center and should include design guidelines for the construction of infill structures. The term "infill" means building on vacant lots in already developed areas. Oftentimes, infill lots are undersized lots that are grandfathered from minimum lot area zoning requirements and are therefore considered developable.

Kingston has already implemented a number of the mechanisms suggested by the Harvard study, such as having a regional school system and acquiring open space. A number of these mechanisms are suggested for implementation in the Land Use and Housing elements of this Master Plan.

Residents need to understand that qualitative factors play a large role in attracting new businesses and industries. Business owners want to relocate to a place where they and their employees will be welcome. Kingston should not jeopardize its high quality municipal services and facilities, safe community, historic downtown and natural resources for shortsighted economic growth. The recommendations that follow build on the Harvard University Graduate School of Design suggestions.

Implementation Schedule

Economic Development Action	Implementing Party (ies)	Time Frame
Promote economic development for existing businesses and to attract new light industry companies.		
Target marketing efforts at environmentally friendly light industry businesses.	EDC	1998
Actively work with building owners to lease and/or sell vacant spaces or buildings.	EDC, Realtors, and Local Business Association	1998
Maintain an updated inventory of vacant lands and buildings.	EDC	1998
Support efforts to communicate with and retain existing business and industry.	Business Associations, EDC	Ongoing
Streamline the Town's Permitting Process via a one-stop information source where potential key development issues and permits can be identified.	TP, PB, ZBA, BI, H ₂ O, BOH, CC	1998
Encourage developers to meet, on a preliminary and informal basis, with the primary development review boards prior to submitting plans to identify problems and opportunities of a project early on in the process.	TP, PB, ZBA, BI, H ₂ O, BOH, CC	1998
Establish a design review process whereby a representative of each development review body attends a meeting in which a proposed plan is reviewed and discussed.	TP, PB, ZBA, BI, H ₂ O, BOH, CC	1998
Provide sewer service to designated commercial and industrial areas where feasible	SC, EDC	2001
Designate the Town Planner to serve as liaison between development review boards/commissions and the business community.	BOS	1998

Economic Development Action	Implementing Party (ies)	Time Frame
Revitalize the downtown area.		
Develop design guidelines for the construction of infill commercial structures.	TP, PB	1998
Target economic development in Kingston Center.	PB, EDC	1998
Work to beautify open space such as squares, traffic triangles and pocket parks with plantings, etc.	Appropriate Town Departments, Local Business Organizations, Scouts, GC, JRVHS	1998
Encourage the local business associations to continue their downtown improvement efforts with local town groups and area merchants.	KVA	1998
Designate downtown as a Historic District.	PB, HC	1999
Provide municipal sewer service to Kingston Center.	SC, BOH	Ongoing
Utilize the natural resources of the Jones River and Kingston Bay.		
Prepare a Harbor Management Plan.	HM, WC, BOS, TP, Consultant	1999
Encourage aquaculture (shellfish farms) in Kingston Bay/Jones River	BOS, HM	1999
Explore the costs and environmental/economic impacts of dredging a channel	TM, HM, WC	1999