

Section 9

IMPLEMENTATION

REGIONAL IMPLICATIONS

The growth facing Kingston is being felt throughout the region. Many of the issues that Kingston must respond to go beyond political boundaries. This Master Planning process has looked beyond Town lines to state and regional planning efforts. Regional information was reviewed and numerous “outside” contacts were made. Without consideration of these outside influences, Kingston’s master planning efforts would have occurred in a vacuum. It is imperative to review and understand challenges confronting the region and how these challenges are being addressed. Such an analysis should insure that Kingston’s plans do not contradict existing and proposed plans within the region.

Land Use

Historically, local zoning laws did not take into consideration zoning or land uses in adjacent towns. Often, for example, landfills are located near a town’s line without consideration for residents or other “sensitive receptors” located in the next town. A review of mapped land uses in neighboring communities (Duxbury, Pembroke, Plympton, and Plymouth) reveals no major conflicts among land uses at town boundaries. Plymouth has a considerable amount of industrial development located near the Kingston town line; however, this area of Kingston is also developed with a significant amount of non-residential uses. These zoning districts/land uses likely have been located in this area due to the Route 3 interchange.

Open Space

Forests, wetlands, and other ecologically valuable natural features do not generally conform to political boundaries. Thus, when contiguous towns decide to coordinate their acquisition of Open Space so that wildlife corridors and trail networks connect, the entire system is enhanced. Currently, the Town of Kingston owns contiguous land with Duxbury at the Bay Farm area and the Bay Circuit Trail – which stretches from Ipswich to Duxbury – runs through that site. Currently, Duxbury and Marshfield are applying for grant money, through their regional planning agency, the Metropolitan Area Planning Council (MAPC), which would extend a trail from Kingston through Duxbury to Marshfield. Recently the Town of Pembroke agreed to purchase Open Space with Kingston adjacent to the Silver Lake Preserve which was jointly purchased this year by Kingston and Brockton. Cooperation of this sort is a model for the future.

Transportation

One of the primary transportation problems in Kingston is caused, or at a minimum exacerbated, by regional traffic flow through Kingston. East/west and north/south arterial congestion may result from regional, rather than local traffic. As such, what is occurring in other communities can and does have an impact on Kingston. Residential development in Kingston and the

surrounding communities continues at an unprecedented rate. As more people move into the region traffic will become increasingly congested. The extension of the Old Colony commuter rail line has also had an effect on Kingston, and will continue to do so since the station in Kingston will serve as the principal regional station on the Plymouth Line with over 1,000 parking spaces.

A Request for Proposals for a planning initiative entitled *Southeastern Mass: Vision 2020*, issued by the three regional planning agencies serving Southeastern Massachusetts, describes the region:

. . . Southeastern Massachusetts is defined as fifty cities and towns from Bristol, Plymouth and Norfolk Counties. The region is geographically defined by Massachusetts Bay, Buzzards Bay, the Taunton River watershed, and its location relative to Boston, Rhode Island and Cape Cod. This area has been called the new growth frontier in Massachusetts. Southeastern Massachusetts is home to approximately one million people residing in over 1,300 square miles. We have been adding 10,000 new residents and consuming 4.7 square miles of undeveloped land each year for the past thirty years, and new transportation improvements (commuter rail, Route 44 and Route 3 & 24 improvements) continue to attract more growth . . .

According to Daniel M. Crane, Executive Director of the Old Colony Planning Council (OCPC) -- Kingston's regional planning agency -- the transportation improvement projects, such as the reactivation commuter rail and upgrade of Route 44, are the key to the growth issues being felt in the entire region. As part of *Southeastern Mass: Vision 2020*, the three regional planning agencies, OCPC, the Metropolitan Area Planning Council (MAPC) and the Southeastern Regional Planning and Economic Development District (SRPEDD), have appointed a Task Force on Growth and Change in Southeastern Massachusetts. This Task Force will be working with the regional agencies, the communities and an outside consultant to develop a long-range vision for the region. The mission of this study will be to "make recommendations to improve the management of future growth and development in Southeastern Massachusetts in a manner consistent with the region's unique character and quality of life."

On a smaller scale, the towns of Kingston, Plymouth and Plympton, with the assistance of the Old Colony Planning Council, are in the process of cooperatively soliciting proposals for a study that will analyze the impacts of growth on current and projected traffic and transportation systems. This regional growth analysis is intended to provide the three municipalities with a better understanding of regional traffic issues. Regional and municipal growth impacts, and the means to better manage this growth's adverse impacts, will be evaluated as part of this study.

Water Resources

Water resource protection and supply are another issue of regional import. As discussed in Section 5, the southwest portion of Kingston sits on the northern section of the Plymouth/Carver aquifer, a federally designated "sole source" aquifer and the largest aquifer in Massachusetts. It is extremely important that a regional approach be taken to protect this precious resource. The Jones River extends seven miles from its origin at Silver Lake, easterly to its mouth at Kingston Bay. The River contains both fresh and salt water resources. The entire Jones River watershed comprises some 20 square miles, with Silver Lake making up approximately 4.2 square miles of that total. The Jones River has been significantly impacted by the City of Brockton's diversion of millions of gallons of water each day from Silver Lake for its municipal water supply.

Kingston should be vigilant about protecting these resources and should work with the State and other towns in the region to craft a reasonable and sustainable water supply plan for the twenty-first century.

Figure 5-3 (Well Sites and Aquifers) indicates that the Zone II protection area for several of Kingston's public water supply wells crosses over town boundaries into Duxbury and Plymouth. A Zone II for a public water supply well in Plymouth also extends into Kingston. Massachusetts, through the Department of Environmental Protection, has been promoting reciprocal water resource protection between communities. Specifically, town aquifer protection zoning by-laws should be drafted to protect not only the town's aquifers, but any aquifer extending into its boundaries.

Natural Resources

There are numerous alliances that promote and work to protect natural resources on a regional basis. These, generally non-profit and frequently volunteer, organizations play an important role in providing for resource protection, maintenance of open space, and contributing to community character. A representative list of some of these groups follows.

Jones River Watershed Association

The Jones River Watershed Association is a grass roots, citizens' organization that advocates for the Jones River and its environment. In its 12-year existence the group has networked with state agencies which control how water from the watershed is allocated, worked to keep the City of Brockton from diverting additional surface water from Silver Lake and Pine Brook, overseen the installation of two stormwater treatment systems along the Jones River, and played a major role in water quality monitoring in the Jones River and Kingston Bay.

Plymouth County Conservation District

The Plymouth County Conservation District (PCCD) is a non-profit organization funded through its own fundraising initiatives. Located in West Wareham, PCCD provides technical assistance to private landowners and communities within Plymouth County. This assistance primarily relates to agricultural issues, especially cranberries due to their predominance in southeastern Massachusetts. PCCD serves as a liaison between private landowners and government agencies such as the US Department of Agriculture and Massachusetts Coastal Zone Management (CZM).

Wildlands Trust of Southeastern Massachusetts.

The Wildlands Trust of Southeastern Massachusetts (WTSM), formerly the Plymouth County Wildlands Trust (PCWT) is a non-profit, private land trust organized in 1973 which works to preserve land within southeastern Massachusetts. The Trust, which has a 21 member Board of Directors, 18 member Board of Advisors and 4 staff members, has acquired approximately 2,000 acres of land for protection within the southeast region. They have recently undertaken a new initiative called "Saving the Special Places of Southeastern Massachusetts," in order to protect lands before they are marked for development as a result of the Route 44 improvements and the extension of the commuter rail. This plan corresponds with the concepts set forth in the Trust's mission statement which include: "to acquire and protect lands in a natural state...; to educate

the public about the importance of land conservation; to advance the study and conservation of native flora and fauna; to promote cooperation with those who share WTSM's goals; and to encourage prudent public policy toward land."

IMPLEMENTATION

Implementation is probably the most critical piece of a community master plan. Each plan element is independently important for documenting Kingston's current needs and problems. Without implementation of recommended action items, the Town cannot begin to provide for the future needs of its residents. The Goals and Policies outlined in Section 1 (and at the beginning of each plan section) were derived through an extensive community visioning process in the spring of 1996. The Action Plan, in the form of a matrix, contains recommended actions which, if carried out, should enable Kingston to achieve its goals and vision.

The Action Plan matrix, which follows, includes the suggested implementation measures, the action items required, the agency or agencies with primary responsibility and an estimated timeline proposed for implementing these actions. The Master Plan, and most importantly its Action Plan, should be reviewed and updated periodically to adjust to new developments. The matrix format of the Action Plan provides a useful checklist for the boards, commissions, organizations and other parties responsible for implementation.

Many of the action items do not require additional funding and can be implemented through policy decisions or actions by town officials. Where implementation requires additional funding, the cost could be absorbed through operating budgets, provided for in the Capital Plan or funded through warrant articles.

The Action Plan (Figure 9-1) illustrates the locations of some major implementation items contained in this section.

Abbreviations used in the “**Party Responsible for Implementation**” column of the Action Plan.

Assr	Assessor	MPIC	Master Plan Implementation Committee
BI	Building Inspector	OSC	Open Space Committee
BOH	Board of Health	Parks	Parks Department (not created)
BOS	Board of Selectmen	PBC	Permanent Building Committee
CC	Conservation Commission	PACTV	Plymouth Area Community Access TV
CPC	Capital Planning Commission	PB	Planning Board
CSC	Community Center Study Committee	PD	Police Department
EDC	Economic Development Commission	Rec	Recreation Commission
FinCom	Finance Committee	Recycl	Recycling Committee
KGC	Kingston Garden Club	Sch	School Department/Committee
HM	Harbormaster	SBNC	School Building Needs Committee
HW	Highway Department	SC	Sewerage Commissioners
HC	Historical Commission	TA	Town Administrator
H₂O	Water Department/Commissioners	Tax	Tax Collector
JRVHS	Jones River Village Historical Society	TGSC	Town Government Study Committee (not created)
JRWA	Jones River Watershed Association	TM	Town Meeting
KCC	Kingston Cable TV Committee	TP	Town Planner
KHA	Kingston Housing Authority	Treas	Treasurer
KVA	Kingston Village Association	WC	Waterfront Committee
KBA	Kingston Business Association	ZBA	Zoning Board of Appeals

Land Use

Land Use Action	Party Responsible for Implementation	Time Frame
<i>Protect the integrity of residential, historic and natural resource areas.</i>		
<ul style="list-style-type: none"> Develop and implement a focused growth strategy that phases in and balances development with the existing land use patterns. 	TP, PB	Ongoing
<ul style="list-style-type: none"> Continue to improve Gray's Beach and town's waterfront. Preserve and enhance the Jones River and publicly accessible water bodies for public use and enjoyment. 	HW, Rec, OSC, WC, Parks, JRWA, CC	1998
<ul style="list-style-type: none"> Enhance accessibility to the Town's natural resource areas for public enjoyment. 	HW, Rec, OSC, WC, Parks, JRWA, CC	Ongoing
<ul style="list-style-type: none"> Continue to permanently preserve open space through Town acquisition, and by encouraging land donations, easements and restrictions. <ul style="list-style-type: none"> ⇒ Designate additional open space areas. ⇒ Consider establishment of a Land Trust. 	OSC, TM, CC	Ongoing
<ul style="list-style-type: none"> Create Kingston Historic District(s) to protect historic structures, provide guidelines for in-fill construction, and require that advance notice of plans for demolition be provided to the Historical Commission. 	HC, KVA, JRVHS	1998
<ul style="list-style-type: none"> Amend the zoning bylaw to provide incentives to encourage cluster development, such as density bonuses based on impacts of development. 	TP, PB, TM	1998
<ul style="list-style-type: none"> Adopt a requirement that 90% of the minimum required area for a lot be comprised of contiguous upland area. 	TP, PB, TM	1998
<ul style="list-style-type: none"> Create age restrictive housing bylaw. 	TP, PB, TM	1999
<i>Concentrate commercial and industrial development in designated areas.</i>		
<ul style="list-style-type: none"> Consider innovative zoning provisions that will encourage commercial/industrial growth in appropriate areas. <ul style="list-style-type: none"> ⇒ Identify target areas for commercial and industrial growth, most likely the Independence Mall area. ⇒ Build community consensus on the location of future “concentrated development” areas. 	TP, PB, EDC	1998

Land Use Action	Party Responsible for Implementation	Time Frame
<ul style="list-style-type: none"> Provide adequate infrastructure (water, wastewater treatment, access) to designated concentrated development areas. 	Various Town Departments, CPC	Ongoing
<ul style="list-style-type: none"> Amend existing Site Plan Review by-law to establish standards for siting, orientation, screening and other characteristics of proposed projects. 	TP, PB, TM	1998
<ul style="list-style-type: none"> Establish a corridor overlay zone starting at Rte. 53 on the Duxbury line, continuing along Rte 3A to the Plymouth line to enhance visual appeal in keeping with the small town character whether driving, walking or bicycling. ⇒ Consider implementation of an overlay zone through various mechanisms such as state grants, tax credits, etc. 	TP, PB, TM	1998
<ul style="list-style-type: none"> Explore and implement the Transfer of Development Rights (TDR) growth management mechanism. ⇒ In calculating credits and bonuses in TDR and density calculations, wetlands should not be considered part of open space. 	TP, PB, TM	1999
<i>Manage growth taking into account its impact on services and infrastructure.</i>		
<ul style="list-style-type: none"> Based on a comprehensive inventory and analysis, identify and set aside land for future municipal uses (including specifically roads and recreational facilities). 	TP, PB	1999
<ul style="list-style-type: none"> Implement a streamlined process whereby proposed subdivisions/ construction projects are reviewed/evaluated by Departments that will be providing the necessary public services. 	TP, PB	1999
<ul style="list-style-type: none"> Balance development costs between Town and developers in appropriate ways. ⇒ Adopt a curb cut permit bylaw. ⇒ Consider adoption of a linkage bylaw which requires larger developers to make contributions 	TP, PB	Ongoing
<i>Implement Innovative Development Plan.</i>		
<ul style="list-style-type: none"> Centralize the Town's planning efforts by creating a Planning Department with a professional staff; provide the Planning Department with authority to play a strategic role in decision-making. 	PB, TP, TM, BOS	1998
<ul style="list-style-type: none"> Make better use of the regional planning councils. 	TP	Ongoing
<ul style="list-style-type: none"> Implement a Geographic Information System to assist informed decision-making. 	TP, TM	1999

Land Use Action	Party Responsible for Implementation	Time Frame
<ul style="list-style-type: none"> Appoint a design review board to implement and enforce town-wide design and signage guidelines; the Historical Commission should assist in the review of design in historic areas. 	TM, PB, BOS, HC	1998
<ul style="list-style-type: none"> Pursue implementation of impact fees 	TP, PB	Ongoing
<ul style="list-style-type: none"> Create a Planned Unit Development bylaw to promote mixed use, unified land development. 	TP, PB	1999
<ul style="list-style-type: none"> Explore implementing a Transfer of Development Rights program and establish concentrated development areas. 	TP, PB	1998

Housing

Housing Action	Party Responsible for Implementation	Time Frame
<i>Encourage creation of housing that spans the spectrum of purchase prices.</i>		
<ul style="list-style-type: none"> Proactively work with housing developers to create diverse and affordable housing opportunities. 	PB, TP, KHA	1998
<ul style="list-style-type: none"> Work with available resources to comprehensively evaluate potential housing strategies and to continue their implementation. 	KHA, and non-profits	1998
<ul style="list-style-type: none"> Monitor the impact of the new commuter rail on housing construction. 	BI, TP	Ongoing
<ul style="list-style-type: none"> Support the completion of the Historical Commission's inventory of historic resources in Town and the designation of Historic Districts. 	HC	1998
<ul style="list-style-type: none"> Create a Historic District Overlay Zone to protect historic structures, provide guidelines for infill construction, and require that advance notice of plans for demolition be provided to the Historical Commission. 	TP, PB, TM	1999

Housing Action	Party Responsible for Implementation	Time Frame
<ul style="list-style-type: none"> • Change zoning to allow the construction of condominiums (with design guidelines), encourage transferable development rights and density bonuses. 	TP, PB, TM	1999
<ul style="list-style-type: none"> • Improve incentives for utilizing planned residential developments through changes in the By-law. 	PB, TM	1999
<ul style="list-style-type: none"> • Create age restrictive housing by-law. 	PB, TM	1999

Economic Development

Economic Development Action	Party Responsible for Implementation	Time Frame
<i>Promote economic development for existing businesses and to attract new light industrial companies.</i>		
<ul style="list-style-type: none"> • Target marketing efforts at environmentally friendly light industrial businesses. 	EDC	1998
<ul style="list-style-type: none"> • Actively work with building owners to lease and/or sell vacant spaces or buildings. 	EDC, Realtors Local Business Association	1998
<ul style="list-style-type: none"> • Maintain an updated inventory of vacant lands and buildings. 	EDC	1998
<ul style="list-style-type: none"> • Support efforts to communicate with and retain existing business and industry. 	Business Associations, EDC	Ongoing
<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • 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 the project early on in the process. 	TP, PB, ZBA, BI, H ² O BOH, CC	1998
<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • Provide sewer service to designated commercial and industrial areas where feasible 	BOS, SC	2000

Economic Development Action	Party Responsible for Implementation	Time Frame
<ul style="list-style-type: none"> Designate the Town Planner to serve as a liaison between development review boards/commissions and the business community. 	BOS	1998
<i>Revitalize the downtown area.</i>		
<ul style="list-style-type: none"> Develop design guidelines for the construction of infill commercial structures. 	TP, PB	1998
<ul style="list-style-type: none"> Target economic development in Kingston Center. 	PB, EDC	1998
<ul style="list-style-type: none"> 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
<ul style="list-style-type: none"> Encourage the local business associations to continue their downtown improvement efforts with local town groups and area merchants. 	KVA	1998
<ul style="list-style-type: none"> Designate downtown as a Historic District. 	PB, HC	1999
<ul style="list-style-type: none"> Provide municipal sewer service to downtown area. 	SC, BOH	Ongoing
<i>Utilize the natural resources of the Jones River and Kingston Bay.</i>		
<ul style="list-style-type: none"> Prepare a Harbor Management Plan. 	HM, WC, BOS, TP, Consultant	1999
<ul style="list-style-type: none"> Encourage the use of Kingston Bay/Jones River for aquaculture use (shellfish farms). 	BOS, HM	1999
<ul style="list-style-type: none"> Explore the costs and environmental/economic impacts of dredging a channel 	TM, HM, WC	1999

Natural and Cultural Resources

Natural and Cultural Resources Action	Party Responsible for Implementation	Time Frame
<i>Protect drinking water and eliminate pollution of water resources.</i>		
<ul style="list-style-type: none"> Identify vacant lands within the zones of contribution of (existing and future) public drinking water supplies and target for acquisition or other means of protection. Acquire these lands around water supply wells and in the Water Resource Districts. 	H ₂ O, BOS	1998/ Ongoing
<ul style="list-style-type: none"> Assume a proactive role in regional water supply planning 	H ₂ O, BOS	Ongoing
<ul style="list-style-type: none"> Maintain inter-town communication to protect sources of public water supply that cross town borders. 	H ₂ O, BOS	Ongoing
<ul style="list-style-type: none"> Coordinate recreation and conservation land acquisition (between Water Department and other Town entities) to fullest extent possible so as to provide additional water resource protection. 	H ₂ O, BOS	Ongoing
<ul style="list-style-type: none"> Investigate sources of pollution and degradation that affect our aquifer and waterways. 	CC	1998/ Ongoing
<ul style="list-style-type: none"> Establish a long-term plan to mitigate identified sources of pollution. 	CC	1998/ Ongoing
<ul style="list-style-type: none"> Educate waterfront homeowners and the public regarding preventive measures that can be taken to mitigate non-point source pollution. 	CC, PB JRWA	1998/ Ongoing
<ul style="list-style-type: none"> Enforce Earth Removal bylaw 	BOS, BI	Ongoing
<ul style="list-style-type: none"> Establish community education and outreach program. <ol style="list-style-type: none"> In conjunction with Water Department, actively educate households residing within zones of contribution to public drinking water supplies and along waterfront about household contaminants, septic systems, and other threats to water quality. Encourage the use of environmentally friendly products. 	H ₂ O, BOH	1999
<ul style="list-style-type: none"> Develop and implement management plans to mitigate leachate from septic systems, stormwater runoff, sedimentation, roadway salt and construction residue. 	H ₂ O, CC	1999

Natural and Cultural Resources Action	Party Responsible for Implementation	Time Frame
<ul style="list-style-type: none"> Coordinate the approval process used by the various Town Boards to protect the quality of present and future water supplies enforces local land use controls. 	PB, TP, CC	Ongoing
<i>Protect the Town's natural resources: open space, water bodies and waterways, such as Silver Lake, the Jones River, its tributaries and Kingston Bay.</i>		
<ul style="list-style-type: none"> The Town should acquire valuable open space, land adjacent to waters, and in the Water Resource and Conservancy Districts. 	BOS, TM	Ongoing
<ul style="list-style-type: none"> Develop guidelines to prevent recreational uses that conflict with the purposes of resource areas. For example, prohibit the use of motor bikes around well areas. 	Rec, CC	1998
<ul style="list-style-type: none"> Encourage builders to develop cluster type housing that preserves open space. 	PB, TP	Ongoing
<ul style="list-style-type: none"> Encourage the preservation of open space, beyond required minimum levels, near or within residential developments. 	PB, TP	Ongoing
<ul style="list-style-type: none"> Protect (through acquisition, purchase, gift, conservation restriction, easement or tax title) the town's significant natural areas, and preserve the natural setting of the Town's built environment. <ol style="list-style-type: none"> Encourage and promote landowner participation in the Chapter 61, 61A & 61B programs, and the donation, restriction or sale of land to the Town or a private trust. Establish a Conservation Fund to have adequate monies available to protect critical parcels when they become available. Establish a land trust 	CC, TP, PB, TM, OSC	1998/ Ongoing
<i>Restore and improve shellfish beds and fish habitats in rivers and the Bay.</i>		
<ul style="list-style-type: none"> Provide sewerage for Rocky Nook, Town Center, Landing Road, the Ah-De-Nah, and all other areas that adversely impact the Jones River and Kingston Bay. 	H ₂ O, SC, BOS, BOH	1998
<ul style="list-style-type: none"> Actively seek opportunities to work with neighboring towns to protect inter-town natural areas and waterways. 	BOS, JRWA, H ₂ O, OSC	Ongoing
<ul style="list-style-type: none"> All appropriate Town agencies should actively seek opportunities to work with all State agencies having jurisdiction over the Town's natural resources. 	CC	Ongoing

Natural and Cultural Resources Action	Party Responsible for Implementation	Time Frame
<ul style="list-style-type: none"> Pursue designation of the Kingston Bay area as an Area of Critical Environmental Concern to protect its resources. 	CC	1998
<i>Establish measures necessary to preserve and protect the historical properties and sites in Town.</i>		
<ul style="list-style-type: none"> Complete the comprehensive inventory of historic resources in Town. 	HC	1998
<ul style="list-style-type: none"> Establish a demolition delay by-law as an historic preservation tool. 	HC	1999
<ul style="list-style-type: none"> Support the research and development of applications for the National Register of Historic Places. 	HC	1999
<ul style="list-style-type: none"> Create a museum of local history at the Adams Library. 	BOS	2001
<ul style="list-style-type: none"> Encourage the Jones River Village Historical Society to join with the Kingston Historical Commission in developing an educational program on historic preservation for the schools and the community. 	HC	2001
<i>Establish historic districts where appropriate for protection of the Town's heritage.</i>		
<ul style="list-style-type: none"> Actively pursue designating one or more historic districts in the town as a preservation planning tool. 	HC	1999
<i>Retain the Town's sense of spaciousness and its rural surroundings.</i>		
<ul style="list-style-type: none"> Develop Town-wide policies to encourage and maintain the agricultural use of land within the Town. 	CC, TP, PB	Ongoing
<ul style="list-style-type: none"> Provide incentives for small farms and encourage development of alternative mechanisms for the preservation and expansion of small agricultural acreage. 	TM	1999

Open Space and Recreation

Open Space and Recreation Action	Party Responsible for Implementation	Time Frame
<i>Develop an interconnected system of permanently protected open spaces</i>		
<ul style="list-style-type: none"> Preserve and enhance the beach, waterfront and Jones River area for public use and enjoyment. 	BOS, WC, JAWSA, OSC, Rec	1998 & Ongoing
<ul style="list-style-type: none"> Develop a system of bike path/walking areas. 	CC, OSC	1998 & Ongoing
<ul style="list-style-type: none"> Provide greater public access to Town ponds. 	BOS, OSC	1998 & Ongoing
<i>Balance open space acquisition with future development.</i>		
<ul style="list-style-type: none"> Continue to fund and purchase open space aggressively in order to demonstrate a commitment to provide for future municipal needs. 	BOS, TM, OSC	1998 & Ongoing
<ul style="list-style-type: none"> Develop guidelines to prevent conflicting recreational uses in resource areas. 	CC, OSC, Rec	1998 & Ongoing
<ul style="list-style-type: none"> Improve management of existing town parks and conservation areas. 	BOS, Rec, CC, OSC	1998 & Ongoing
<ul style="list-style-type: none"> Provide and improve public access to ponds, shorelines and forests. 	CC, OSC, BOS, TM, Rec	1998 & Ongoing
<ul style="list-style-type: none"> Educate the public about local open space and recreation areas. 	CC, OSC, Rec	1998 & Ongoing
<i>Create additional recreational facilities to keep up with expanding population.</i>		
<ul style="list-style-type: none"> Develop an area(s) for “sports and recreation” (for youths and adults) to include areas for family and civic activities. 	Rec, OSC	1999
<ul style="list-style-type: none"> Develop programs & build facilities for recreation and community use by residents of all age groups. 	Rec, Council on Aging	1999

Open Space and Recreation Action	Party Responsible for Implementation	Time Frame
<ul style="list-style-type: none"> Establish an arts center that provides studios, art classes, dance, theater, music, art displays, etc. 	BOS, Arts Council	1999
<ul style="list-style-type: none"> Build bicycle/walk paths connecting key areas of Town. 	TM, PB	1998
<i>Expand the youth recreation program.</i>		
<ul style="list-style-type: none"> Expand water based recreation opportunities 		
Establish a Town Parks Department with a professional staff to develop and maintain parks and facilities.		

Service and Facilities

Service and Facilities Action	Party Responsible for Implementation	Time Frame
<i>Implement and monitor a Master Plan for the Town.</i>		
<ul style="list-style-type: none"> Use the Master Plan as the basis for long-range planning. 	All boards and officials, TM	Ongoing
<ul style="list-style-type: none"> Appoint or elect a long-range planning committee to oversee the implementation and update of the Master Plan. 	TM	1998
<i>Improve and enhance governmental relationships with citizens. Promote community participation in planning.</i>		
<ul style="list-style-type: none"> Continue town-wide public planning forums at key points, but at least annually, in order to foster community communications, consensus, and to build momentum for acting in accordance with the Master Plan. 	TP, PB	Ongoing, annually
<ul style="list-style-type: none"> Improve communication between government officials and Kingston residents through the enhanced use of cable television, mailings, and the Internet. 	TP, Library Trustees, PACATV, KCC	Ongoing

Service and Facilities Action	Party Responsible for Implementation	Time Frame
<ul style="list-style-type: none"> Encourage Town departments to broadcast meetings on cable television one or two times a year. 	TA, Dept. Heads, PACATV, KCC	1998
<ul style="list-style-type: none"> Promote the Kingston Public Library as a place for residents to interact and become more interested in Town affairs. <ul style="list-style-type: none"> ⇒ Expand physical library space by 2010 using State or Federal funding. ⇒ Provide residents access to the Library on Sundays and for extended hours. ⇒ Continue support for the development and maintenance of computer resources. ⇒ Continue preservation and redevelopment of local historical resources 	Library Trustees, CPC, TM, HC, JRVHS	1999-2010 Ongoing
<i>Synchronize the Town Budget and Capital Plan with the Master Plan and its Goals, Policies and Proposals and make Town government more efficient.</i>		
<ul style="list-style-type: none"> Appoint the Town Planner as a member of the Budget Advisory Board. 	TM	1998
<ul style="list-style-type: none"> Create a centralized, strong Planning Department made up of appointed professionals to help facilitate communications in Town government. 	TM	1998
<ul style="list-style-type: none"> Explore the feasibility of combining Highway, Tree and Building Maintenance/ Supervision into a single Department of Public Works. 	BOS, FinCom, TGSC	1999
<ul style="list-style-type: none"> Establish a Parks Department with full-time professional staff to improve management and use of Town parks and recreation areas. 	TM	1999
<ul style="list-style-type: none"> Explore the construction of a community center, with a swimming pool and other recreational facilities. 	Rec, CPC, TM	2000-2005
<ul style="list-style-type: none"> Establish a new Town Government Study Committee. 	TM	1999
<ul style="list-style-type: none"> Reinforce the role of the Permanent Building Committee to include planning for municipal building maintenance and needs assessment. 	PBC, BOS, TA, BI	1998
<ul style="list-style-type: none"> Continue preservation and development of local historical resources 	TM, HC	Ongoing

Service and Facilities Action	Party Responsible for Implementation	Time Frame
<i>Expand the use of Kingston Bay.</i>		
<ul style="list-style-type: none"> • Develop and implement a Harbor Management Plan. <ul style="list-style-type: none"> ⇒ Study dredging for anchorage and channel ⇒ Study possibility of increasing marina facilities, including parking. 	CPC, TM,	1998-2003
<i>Maintain and protect potable water resources.</i>		
<ul style="list-style-type: none"> • Protect existing water supply resources, including the wells, aquifers, and Jones River watershed, including the water resources of Silver Lake and Pine Brook, through the use of restrictive overlay zones and other methods. 	TP, PB, CC, JRWA, H ₂ O	1998
<ul style="list-style-type: none"> • Prepare a comprehensive water plan to insure well water quantity/quality (update 1997 Whitman & Howard study). 	H ₂ O	1998
<ul style="list-style-type: none"> • Identify and acquire additional well sites in order to provide for adequate water supplies for full development. 	H ₂ O, TM	Ongoing
<ul style="list-style-type: none"> • Create a water conservation program that educates the public and conserves water through the use of proven low-cost techniques. 	H ₂ O, JRWA	1998
<ul style="list-style-type: none"> • Assume a leadership role in development and protection of regional water supplies <ul style="list-style-type: none"> ⇒ Explore and utilize all possible legislative and judicial processes to responsibly develop and protect the regional water supply. 	H ₂ O, JRWA, BOS	1998
<i>Institute a Town sewer plan to attract business and respond to residential growth and to protect water.</i>		
<ul style="list-style-type: none"> • Implement the Sewerage Advisory Committee's current plan. 	SC, BOS	1998
<ul style="list-style-type: none"> • Establish a policy on future sewer connections and extensions. 	SC, BOS	1998
<ul style="list-style-type: none"> • Provide sewer to designated commercial and industrial areas where feasible. 	SC, BOS	2000

Service and Facilities Action	Party Responsible for Implementation	Time Frame
<i>Enhance public safety.</i>		
<ul style="list-style-type: none"> Implement fire station construction plan. 	Town Fire House Study Committee	1998
<ul style="list-style-type: none"> Increase community-policing activities to make more visible presence and improve image, visibility and support. 	PD	1998
<i>Expand recycling.</i>		
<ul style="list-style-type: none"> Continue educating residents about materials that can be recycled. 	Recyl, HW	Ongoing
<ul style="list-style-type: none"> Improve the recycling containers and signage at the Transfer Station. 	HW	1998
<ul style="list-style-type: none"> Make recycling mandatory. 	Recyl, HW	1998
<ul style="list-style-type: none"> Support the South Shore Regional Refuse Disposal Planning Board's proposal to develop a regional paper and cardboard consolidation area. 	Recyl, HW	Ongoing
<i>Provide state-of-the-art elementary school facilities.</i>		
<ul style="list-style-type: none"> Complete construction of a new elementary school to accommodate anticipated growth and provide necessary space for art, music, computer and special programs. 	Sch, SBNC	Ongoing
<ul style="list-style-type: none"> Increase funding to schools to meet Foundation spending goals. 	TM, SCH	1999
<i>Investigate and reassess regional school structure.</i>		
<ul style="list-style-type: none"> Reevaluate participation in the regional school system based on the criteria of cost-effectiveness and impact on community cohesiveness. 	Sch, SBNC	1998

Transportation/Circulation

Please also refer to the end of Section 8 for additional detail on implementation related to Transportation/Circulation.

Kingston Transportation Program Development					
Transportation Needs ¹	Goals and Objectives	Transportation Action Items		Priority	Prim. Resp.
		Existing	Proposed		
The need for a stronger and better integrated municipal transportation planning/management process, and thereby greater control over the type, scale and timing of public/private transportation projects which impact the Town	A municipal transportation planning and decision-making process which features: 1. A detailed Town wide transportation plan 2. An integrated/prioritized infrastructure improvement process for the Town 3. Greater involvement in regional/state transportation planning/decision-making	1998 update of the 1970 Town Comprehensive Plan	1. Prepare a <i>detailed</i> transportation plan for the Town with a priority transportation project list 2. Integrate proposed transportation plan projects with capital budget 3. Assign responsibility to track MHD transportation projects	#1 Town management planning (process) priority	Planning Board and Town Administrator
The need to determine the development trends, traffic demands, transportation infrastructure requirements and funding alternatives for future <i>Smith Lane corridor</i> traffic improvements	1. To determine ongoing traffic mitigation requirements for the Old Colony Project and Smith Lane industrial/commercial area 2. To determine costs/benefits of direct Route 3 connection (or some other direct access) to the Old Colony parking facility 3. To provide a safe and efficient intersection with Crescent Street and Route 3A	MEPA documentation and EOEA Certificate for the MBTA Old Colony Project	1. Determine project mitigation needs based on traffic impacts 2. Determine Smith Lane/Route 3A design alternatives including ring road concept 3. Determine improved design	#1 Town long-term project priority	Committee of various officials
The need to create a more “pedestrian-friendly” commercial environment in Kingston’s Summer Street Town center	1. Develop a specific section on Town center parking, congestion and economic assistance as part of the Town transportation plan 2. Pull Town center stakeholders, town, state and regional officials into the process 3. Review the MHD statewide bicycle and pedestrian plans for use and applicability		1. Explore applicability of traffic access management controls to reduce and limit curbcuts 2. Explore applicability of traffic calming measures in Town center	#2 Town long-term project priority	Planning Board and Highway Superintendent

¹ Kingston’s transportation needs are based on the *Kingston Visioning* process and the Master Plan Forum. The intention is to describe and integrate Kingston’s goals and objectives a little differently in order to give them a wider town, regional and state audience. For example, it can be fairly said that Kingston is undertaking a master plan at this time because it has been 25 years since the last update, and is therefore much needed. It might also be said that the master plan is needed now because some concerned Kingston residents want to have greater control over the pace and shape of future town growth than they now believe they do. The feeling and belief that the town now has insufficient control over its future has given some urgency to updating the town plan at this time.

Kingston Transportation Program Development (cont.)					
Transportation Needs	Goals and Objectives	Transportation Action Items		Priority	Prim. Resp.
		Existing	Proposed		
The need to determine traffic impacts associated with relocated Route 44's Plympton interchange	<ol style="list-style-type: none"> 1. Determine Route 44 impacts on Town 2. Devise a roadway improvement, signage and circulation program to mitigate those long-term traffic impacts 	TIP work on Route 80. Public Works Economic Development (PWED) funding potential for Parting Ways Road.	<ol style="list-style-type: none"> 1. Review traffic impact analysis for #44 Plympton interchange and #44 travel demand impact on Parting Ways Road and Route 80 2. Determine adequacy of Parting Ways roadway conditions and funding for improvements 3. Actively manage improvements to avoid Route 80 congestion 	#1 Town short-term project priority	Planning Board, Highway Superintendent and liaison to OCPC.
The need to incrementally improve private roads to municipal standards in order to provide adequate health, safety and welfare protection	<ol style="list-style-type: none"> 1. To determine extent, cost and potential schedule for private roadway upgrades 2. To schedule project in capital budget 	Currently being studied by Highway Superintendent	Subsequent follow-up as necessary	#3 Town long-term project priority	Highway Superintendent and Committee for capital improvements.
To evaluate the feasibility of new cross Town transportation corridors (1) between the Independence Mall area and Route 80 and (2) between Route 80 northeast to Route 3A or to Route 53	To address this long-term corridor question within the proposed transportation plan	1998 update of the 1970 Town Comprehensive Plan	<ol style="list-style-type: none"> 1. Structure a Town cordon origin and destination survey as part of the proposed transportation plan 2. Identify potential corridors and assure through the development review process that through corridors are maintained 	#1 Town management planning (process) priority	Planning Board and special committee.
The need to actively make progress, prior to completion of planning studies, on opportunities for alternative transportation	<ol style="list-style-type: none"> 1. To develop jitney, bicycle and pedestrian access to major Town traffic locations 2. To explore alternative transportation opportunities associated with planned construction projects 	Wastewater management project opportunities by the Town	Conduct Town/resident planning effort to determine feasibility of trail system for accessing major Town traffic locations	#3 Town short-term project priority.	Planning Board and special committee.
The need to continuously update Kingston's transportation goals and objectives as a result of changing perceptions and opportunities	To establish responsibility for and the frequency with which Kingston's Town Plan will be reviewed for possible update	N/A	Develop opportunities with media and public groups to discuss issues of town significance. Establish the importance of a connection between town issues of importance and the need for management accountability	#2 Town management planning (process) priority	Town Administrator, Planning Board and Master Plan Committee.