



# North Kingstown Community Market Study Executive Summary

North Kingstown, Rhode Island

June 9, 2014



ECONOMIC AND REAL ESTATE ANALYSIS FOR SUSTAINABLE LAND USE OUTCOMES™



# EXECUTIVE SUMMARY

ECONOMIC AND REAL ESTATE ANALYSIS FOR SUSTAINABLE LAND USE OUTCOMES™



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# Executive Summary

## Introduction

ECONOMIC AND REAL ESTATE ANALYSIS FOR SUSTAINABLE LAND USE OUTCOMES™



## Introduction

4ward Planning Inc. was retained by the Town of North Kingstown, Rhode Island, to conduct a comprehensive town-wide market study. The objective of this analysis is to identify a set of strategic recommendations for future growth and investment in the Town overall, and in particular, in three targeted redevelopment areas: Wickford Village, Wickford Junction, and the Post Road Corridor.

This Executive Summary serves as an overview of the full report. For further clarification or description of certain findings, as well as a detailed methodology and analyses, please consult the full North Kingstown Community Market Study.



### WHAT IS A MARKET STUDY?

- Helps to understand economic conditions and trends
- Is based on (1) demographics (population, age, income, etc.), which create the demand for various uses, and (2) what is happening in the real estate market (e.g. market/economic reality) for all uses
- Identifies a set of strategic recommendations for future development and business opportunities that are realistic and suited to the community

## Introduction (cont.)

This planning-level real estate market analysis involved the following tasks.

<b><u>Background Assessment</u></b>	Summarized relevant findings from existing reports and ordinances; site visits; and ample project outreach.
<b><u>Public Outreach</u></b>	Conducted significant public outreach including: stakeholder interviews, a public meeting with keypad polling, focus groups, a professionally conducted residential phone survey, and an online employer survey. Public sentiment was incorporated into the findings.
<b><u>Socio-Economic &amp; Social Infrastructure Analysis</u></b>	Examined estimated and projected trends in population growth, household formation, household income, occupational employment, and age cohort characteristics, and how these trends might influence real estate demand. Assessed the adequacy of existing social infrastructure indicators (grocery stores, child care, open space, and housing quality).
<b><u>Real Estate Supply and Demand Analysis</u></b>	Identified prospective areas of unmet demand for land-use types within the primary market areas. This also includes key findings regarding real estate trends - local supply, demand, occupancy, and pricing factors. This analysis incorporates relevant findings of the 2013 analysis conducted specifically for Wickford Junction Station.
<b><u>Evaluation of Focus Areas</u></b>	Conducted a more detailed analysis of the Town's three focus areas: Wickford Village, Wickford Junction, and Post Road, including examining the regulatory environment, infrastructure needs, and potential opportunities.

## Introduction (cont.)

### Economic Impact Analysis

Conducted an economic impact analysis, using IMPLAN 3.0 (an input-output model) to measure the impact of installing sewers both on North Post Road (between Route 403 and School Street) and in Wickford Village.

### Redevelopment Opportunity Prioritization

Utilizing GIS technology, combined with real property assessment value and zoning data, prioritized sites having likely near-term and long-term redevelopment opportunities. The areas evaluated included those having low improvement-to-land value and areas identified by the Town as likely redevelopment opportunities.

### Financial Analysis of Key Redevelopment Sites

Conducted a financial feasibility analyses on four sites, identified by the Town, having likely redevelopment potential. The purpose is to determine the land-use mix (e.g., residential, retail, and/or office) and minimum development density (e.g., units of housing and commercial square footage) which could be financially viable.

### Case Study Analysis: Public Private Partnerships

Reviewed models of public-private partnerships related to development and redevelopment to identify policy and program practices which have allowed local governments to participate in the financial gains associated with successful development/redevelopment activities.

### Findings & Recommendations

Summarized the overall findings and recommended strategies or projects the Town can pursue. Each strategy is supported with a time frame for completion, lead party, funding options, and estimated costs, as well as a brief narrative. Some of these strategies have been vetted in interviews or focus groups.

## Introduction (cont.)

### Outreach and Engagement

Extensive stakeholder outreach was conducted in various formats, as described below.

- 20+ one-on-one interviews with employers, employees, developers, brokers, residents, town staff, and local officials
- 3 Focus Groups
  - Post Road Businesses / Property Owners
  - Wickford Village Businesses / Property Owners
  - Town Council
- Phone survey of area residents conducted by GreatBlue Research (n=400, +/- 5% margin of error) identified what people visit in North Kingstown, why (or why not), and thoughts on the future
- Online survey for local employers prepared by 4ward Planning (n=57, 15% response rate) identified business owners' perspectives on doing business in North Kingstown
- Keypad poll at public meeting to gauge public sentiment
- EDAB meetings
- Two public meetings: a project kick-off on November 20, 2013 and a final presentation on April 21, 2014



# Economic Development Priorities

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## Economic Development Priorities

These statements of priority represent the common themes derived from the public engagement employed for this project, particularly the residential and employer surveys and interviews. These overarching priorities help set the direction for the market study and its strategic recommendations.

### Make it Easier to Do Business

Taxes, regulations, and the cost of doing business make it hard to do business in North Kingstown. Other challenges include the perception that North Kingstown is not business-friendly, lack of business development and diversity, and poor infrastructure.

The Town's strengths include the overall community character, location near highways, and ability to live and work in the same town.

### Invest in Infrastructure and Commercial Revitalization

Infrastructure improvements, including sewers and roads, and redeveloping existing commercial spaces are crucial priorities for North Kingstown in the next 10 years. However, these improvements should not compromise the character of the Town.

### Support Business Development

Lack of business development is a significant concern. Stakeholders support the Town providing incentives for new business development to reap economic benefit. Half of business owners responding to the survey indicated their business is big enough today, but does not allow for future expansion. Respondents were similarly split on whether their businesses would remain in town after expansion. The study findings support bringing new businesses to town based on what the market area can support.

## Economic Development Priorities (cont.)

### Attract Boutique Restaurants, Small- to Medium-sized Retail, and Professional Offices

People want to see more restaurants and small and medium “niche” retail establishments in town. Additionally, small-footprint office space is desired in Wickford Junction and along the Post Road Corridor. This sentiment is consistent with the opportunities identified in the real estate supply and demand analysis. There is less appetite for large-footprint retail.

### Focus on Wickford Village, Post Road, and Wickford Junction

The majority of stakeholders support sewer infrastructure for commercial businesses, a better mix of year-round businesses, and improved harbor and boat access in Wickford Village as top priorities. Other areas of desired focus include Post Road, Wickford Junction, and some mention of Frenchtown Commons and Quaker Lane.

### Quonset Remains Key to the Town’s Economic Future

Respondents were supportive of locating new industrial, commercial, and mixed-use development at Quonset. Growth at Quonset will likely continue. The Town can support this with strategic uses, such as workforce housing on North Post Road. These additional employees will, once again, support the Post Road retail and service corridor.

#### Economic Advantage of Small Business

The community surveys clearly indicate a preference for small- and medium-sized businesses rather than national chains and “big box” retailers. There is economic value to this strategy:

- Small, locally owned businesses add value to shopping districts that goes beyond tax revenue. For instance, artisanal and ethnic restaurants add fun and character to an area that is a draw in itself—and that chain restaurants often lack.
- Company profits are more likely to be spent in the community.
- Employees are more likely to be local hires.
- Small merchants often play an outsized role in promoting and supporting activities such as local schools and youth sports.

Source: Convince Your Community to Keep Local Business, Business Week, April 2011.  
[http://www.businessweek.com/smallbiz/content/apr2011/sb20110419\\_987390.htm](http://www.businessweek.com/smallbiz/content/apr2011/sb20110419_987390.htm)

# Key Findings

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## Key Findings: Demographics

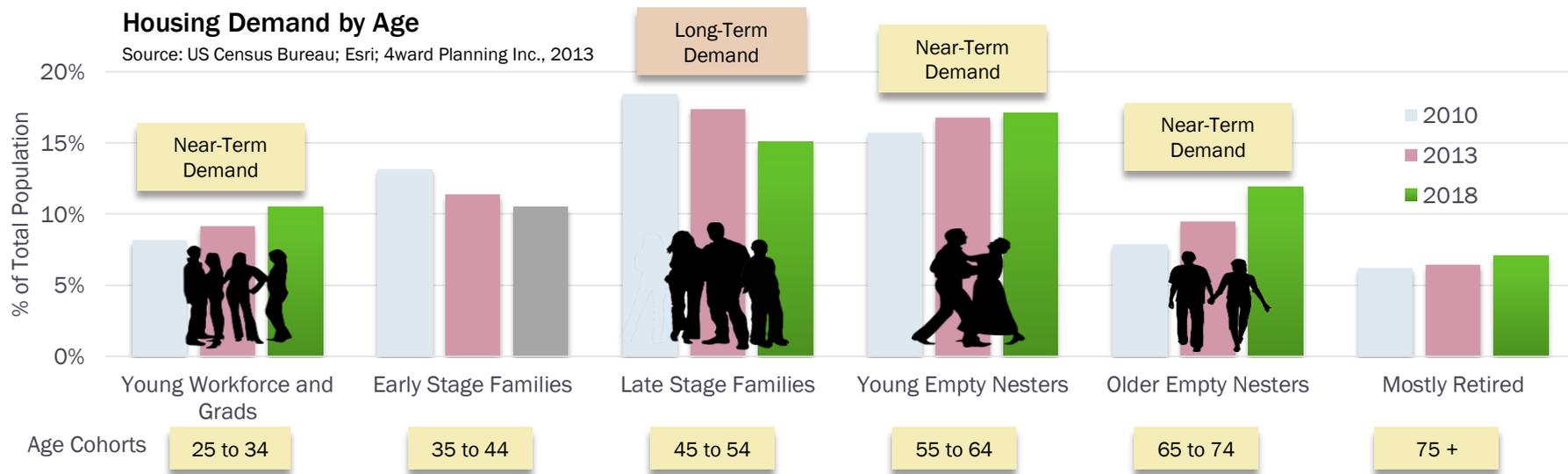
### Non-Family Households Are Growing Fastest and They Prefer to Rent

There is a demand for rental units, as shown by relatively strong growth in non-family households (typically, these are small one- and two-person households, who opt to rent, rather than own their homes). The Town’s current supply of rental housing (at 23 percent) is insufficient to meet this demand.

Smaller households, typically, have relatively low fiscal impacts on a community, given that these households account for few school-age children and are shown to have minimal burden on emergency services.

### Smaller Units Will Attract the Rapidly-Growing Over-55 Population

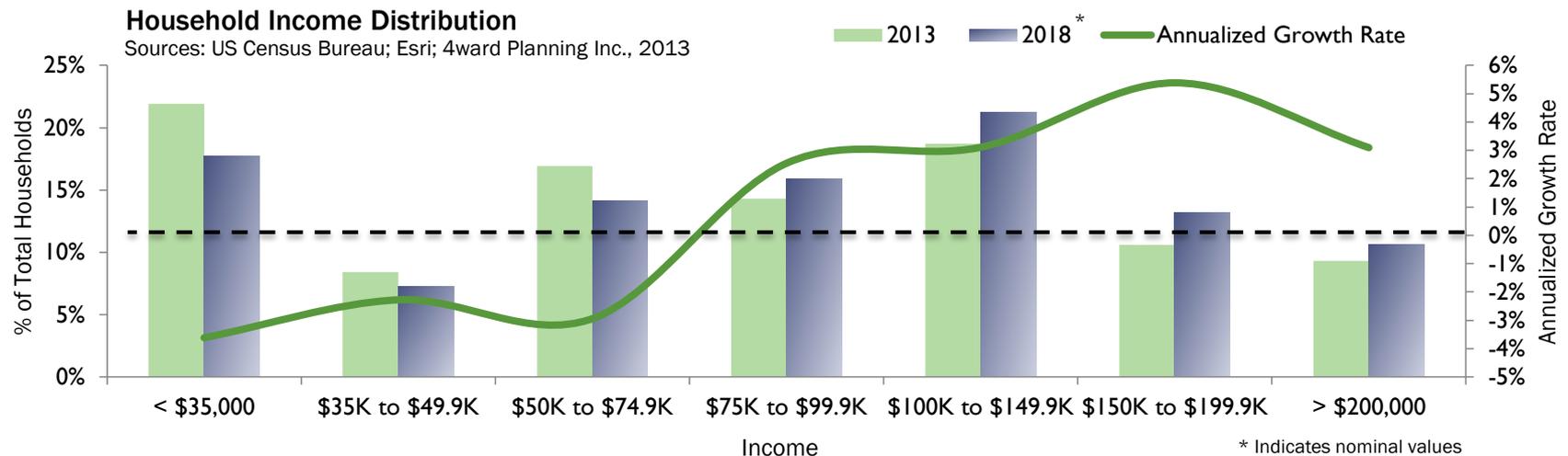
There is a need for greater housing choice, specifically more smaller housing units. A fast growing segment of persons 55 years of age and older, followed by those aged 25 to 34, represent the near-term demand for housing. Each of these populations express greater preference for smaller rental units, whether they are downsizing within their home community or just starting out.



## Key Findings: Demographics (cont.)

### Growth in Upper-Income Households Means More Money to Spend Here

A rising share of upper-income households, particularly among households earning \$75,000 to \$100,000, likely contributes to an increase in discretionary spending (that is, the money available once all basic living expenses and fixed costs are paid), which already exceeds the national average. This bodes well for mixed-use development.



### There is a Need for More Variety in Housing both in Cost and Size

Despite income gains for the Town overall, there is a need for housing that is affordable to those with lower and moderate incomes, including new professionals, young families, and retirees on fixed incomes. North Kingstown fails to meet standard benchmarks for providing housing affordable at all income levels. Corresponding social infrastructure, such as access to child care and quality food, is also imperative to attracting people to live and work in North Kingstown. While the Town rates well in access to groceries and access to open space, it does not meet standard benchmarks for childcare services.

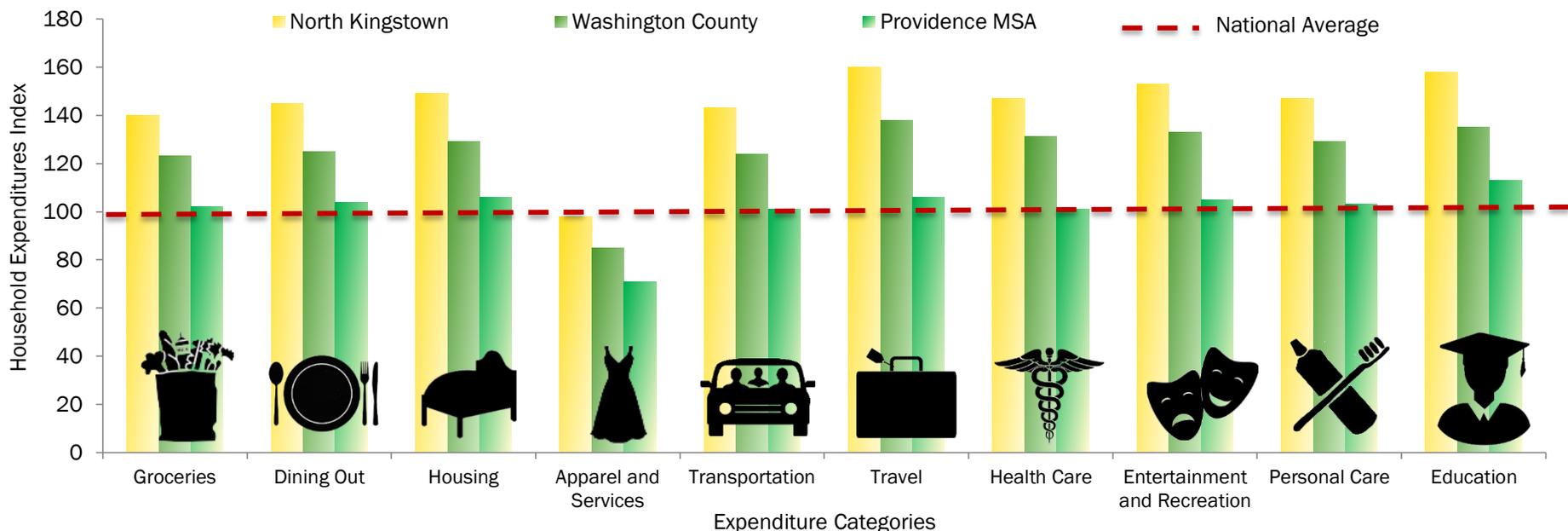
## Key Findings: Household Expenditures

### North Kingstown Residents Have Higher than Average Spending Patterns

North Kingstown residents exhibit a higher propensity to consume in the categories shown below, relative to Washington County and the Providence Metropolitan Statistical Area (MSA). Local expenditures exceed the national average in every category except apparel and services. Households in North Kingstown spend 45 percent more than the national average on dining out, 53 percent more on entertainment and recreation, and 49 percent more on housing – all positive trends for business growth. However, one in five survey respondents indicate currently doing some shopping or dining outside of town, which indicates an opportunity for capturing more of these retail categories in town.

**Household Expenditures by Geography, 2013**

Source: US Census Bureau; Esri; 4ward Planning Inc., 2013



## Key Findings: Housing

**A broad distribution of household income, affordability issues, and demographic trends, suggests a need for housing at a variety of price points.**

Relative to the Providence Metropolitan Statistical Area (MSA), the age of North Kingstown's housing stock is newer, by far, and in good condition.

North Kingstown's share of multi-family units (21 percent) is well below that of the Providence MSA (55 percent).

By the US Department of Housing and Urban Development (HUD) standards, 33 percent of North Kingstown's households are cost-burdened, which indicates an insufficient supply of housing that is affordable.

Such "market rate affordable housing" provides options for the Town's teachers, safety personnel, and other area workers who generally earn less than needed to buy an average-priced home in North Kingstown. It does not refer to state or federally subsidized housing.

**20%**

Units built  
before 1940

**72%**

1-family  
detached units

**7%**

Multi-family,  
with 5 or  
more units

**33%**

Cost-burdened  
households



## Key Findings: Real Estate Supply and Demand

### Residential Demand

After accounting for development projects already in the approved pipeline, North Kingstown's market demand indicates support approximately 500 to 1,600 additional residential units in North Kingstown within the next fifteen years.

Wickford Junction offers the greatest potential for housing demand. However, this requires the Town to address key development constraints including: high land costs, environmental and hydrologic conditions, and the regulatory process. Given the Town's anticipated future demographics, Wickford Junction could be uniquely attractive to the growing 25 to 34 year-old cohort. This age group is more likely to be renters, prefer smaller units, and place a high value on transit access to Providence.

Post Road could also absorb a significant portion of the housing demand, as confirmed by a number of new mixed-use or residential developments locating there today.

It is unlikely that much new residential development will occur in Wickford Village, given the strong town-wide desire to preserve the character of Wickford Village and its development constraints. Marketwise, Wickford Village could absorb the lowest amount of new housing units. But Wickford, too, has constraints that would hinder new residential development, including a high water table, no sewer system, and height limits.

## Key Findings: Real Estate Supply and Demand (cont.)



### Office Demand

Washington County is reportedly the most active office real estate market in the State (statewide, office space is generally over-saturated). If North Kingstown captures a reasonable 10 percent of the demand in the market area (a modest goal), it would amount to nearly 350,000 square feet of new office space over the next 10 years. The Wickford Junction area could capture the highest amount of new office space, 100,000 square feet (or 10,000 square feet per year). The Post Road Corridor could capture up to 40,000 square feet and Wickford Village approximately 35,000 square feet. These numbers are conducive to the demand for small, flexible office space rather than large office buildings – such as that already seen in North Kingstown at Lafayette Mill or the Meadows Office Park.

### Retail Demand

There is demand in North Kingstown for new types of retail, at a smaller scale. The oversupply of retail found in the analysis suggests little opportunity for new investment in North Kingstown. However, the question is not how much more retail is needed, rather, it is the type and scale of retail that could be realized in each of the three study areas. The market feasible uses are detailed in Market Opportunities.

Wickford Village and Wickford Junction present opportunities for local entrepreneurs to establish small-scale, independent enterprises that fit the character of each location and help to grow patronage. Post Road offers an opportunity to consolidate the retail that is market viable in two areas of Post Road, but primarily south of Route 403, as well as complement it with other retail and services currently in demand.



# Focus Areas Findings

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## Wickford Village

### Failure to invest in sewers will be detrimental to Wickford.

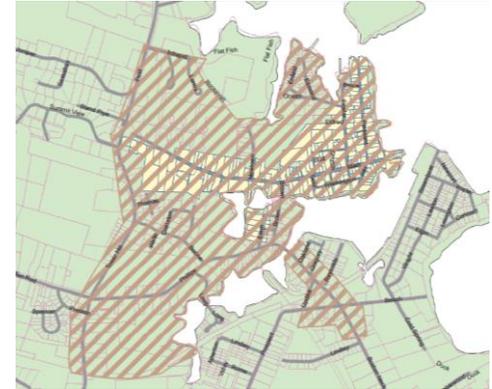
Without sewers, Wickford cannot support additional restaurants, lodging, a salon/spa, or other related uses that require higher wastewater capacity. Lack of action is also a strong sign to investors that the Town does not want to invest in this area and the area will surely suffer more attrition.

### Cumbersome regulations stymie development and economic sustainability.

Regulations serve an important purpose, but when changes are made over time, the regulation can become overly confusing. Additionally, regulations enacted in the past may not reflect the current vision. In order to encourage certain uses – both in demand and compatible with the village character – the Town will need to revisit permitting desired uses in the Wickford Village District (WVD), such as bed and breakfast and marine-related uses, and simplify the overall regulatory process.

### Environmental constraints such as floodplain and wetland issues limit the available land for new development.

In an area that is already almost entirely built-out, any new or re-development will need to occur within existing footprints, with only marginal additional height permitted by regulations, or a more creative approach will be required.



**Historic District Boundaries**

*“While its location on the waterfront contributes to its marketability and aesthetic appeal, it also serves as an enormous challenge for managing flood impacts and providing for the disposal of wastewater.”*

*- Village Identification Study*

## Wickford Village (cont.)

**Small projects can make a big impact in Wickford's economic sustainability, without compromising its character.**

There is broad consensus for preserving the Village's assets: variety of services, sense of community, village charm, harbor and water views, and pedestrian scale. Consistent and small-scale aesthetic improvements such as street furniture, signage, landscaping, among others, will help maintain this character.

**To be a thriving business district, Wickford needs both a greater diversity of stores and predictable hours.**

1. In order to support more consistent hours, Wickford Village needs more foot traffic. To achieve this, it needs to offer a broader retail mix that serves both destination and daily needs.
2. Marketing and events will help bring new customers, but to create life-long customers, patrons need to trust that their favorite store will be open.

**Wickford Harbor is a significant asset and the Town can do more to harness that economic potential.**

Greater physical connections, supporting marine-based uses, and mutual support by business owners and marine users will go a long way in maximizing the economic benefit of the harbor. Recreational boaters, tourists, and commercial marine-related businesses should be seen as a support – and customers – to the existing, and future businesses within Wickford Village.



Top two photos courtesy of Historic Wickford;  
Aerial unknown

## Wickford Junction

### Environmental constraints limit redevelopment potential.

Local wastewater treatment regulations and the presence of wetlands and flood zones limit the areas for future development able to support increased density. Additionally, a large utility easement runs through portions of the site, potentially impacting the development of parcels and circulation patterns.

### Implementing regulatory changes is necessary for redevelopment.

Recently passed transit-oriented-development (TOD) zoning regulations and the ability to use Transfer of Development Rights (TDR) are crucial for realizing the market-suitable development opportunities that have been identified as likely for the Wickford Junction Station area. The higher-density, mix of uses permitted by the new zoning will help mitigate the environmental limitations.

### Transit improvements will increase the marketability of the site.

While currently insufficient, the frequency of rail transit service at Wickford Junction is expected to improve with additional evening and weekend service in 2014. This will make the site more attractive for both residential and non-residential development, specifically that caters to the younger population more likely to use transit. Additional transit (bus) connections between Wickford Junction and Wickford Village and Quonset should be encouraged to increase access to North Kingstown's jobs and resources.



## Post Road Corridor

### Post Road has been a victim of changing shopping habits.

Opportunity exists for new retail along Post Road, but in consolidated areas. Consumer spending habits were altered by the Great Recession and retail has evolved, with the growth of large-format, multi-purpose stores and online shopping. However, brick and mortar still represent the majority of shopping experiences. Other reasons for the decline of businesses on Post Road include Route 4 and the Navy vacating Quonset.

### Sewers will provide an incentive for the mix of development the Town desires.

The installation of sewers on North Post Road will be a crucial catalyst for this area, which is suitable and desired for additional development. Multi-family housing and the mix of retail uses, at a scale feasible for Post Road to thrive again, requires sewers.

### Regulatory changes will also create incentives for redevelopment along Post Road.

Changes include promoting multi-family housing, modifying the two-story minimum to allow select common single-story uses (e.g. gas stations, banks, etc.), and making the development process more predictable and less expensive (a benefit for the entire town). Reducing the large number of special-use permits (currently at more than 300), to allow desired uses, is also crucial to improving the Town's regulatory environment.

### Vacancies on Post Road



Photo courtesy of Saw Mill Properties

## Post Road Corridor (cont.)

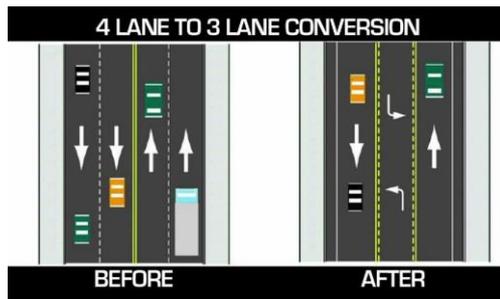
### Adaptive strategies will be required to address development constraints.

The Town and land owners will have to be adaptive to create value on properties impacted by the National Grid easement. The 75-foot-wide utility easement extending through the front yard of numerous properties along Post Road makes development of those properties difficult – especially to the standards the Town desires. A solution could include converting unusable land to recreation or open space, even if temporary.

### The proposed Road Diet, accompanied by pedestrian and bicycling improvements, could likely be good for business growth.

Studies have shown that lowering traffic speed and providing amenities for pedestrians (wider sidewalks, landscaping, streetscape improvements) increases retail patronage and sales.

1. There appears to be no economic reason not to test out the Road Diet's lane reduction, since the State has proposed starting with temporary markings. Anecdotal reports suggested that even the slowed traffic from sewer construction increased business activity.
2. Investment in the aesthetics of Post Road, such as landscaping, sidewalks, and bicycling routes, will complement the Road Diet and boost business.



Rendering of possible beautification created by the Cecil Group for the Town's Post Road Corridor Plan

RIDOT



# Market Opportunities

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## Summary of Market-Feasible Use Opportunities

### Wickford Village

- Specialty boutiques, such as clothing and shoe stores
- Specialty grocery
- High-end salon/spa
- Full-service, sit down independent restaurants/cafés
- Bed and breakfast / lodging facilities
- Limited housing, on upper floors or a small development
- Very small professional offices on upper floors

### Wickford Junction

- Café/bar and casual or upscale full-service restaurant/bar
- Small grocer deli
- Salon
- Fitness studio
- Dry cleaner
- Bakery and coffee house
- Multi-family rental housing, primarily 1- and 2-bedroom units
- Small professional offices

### Post Road

- Large health club
- Childcare services
- Ambulatory medical office space / allied health professionals
- Full-service, sit-down independent restaurants
- Casual dining restaurants
- Multi-family rental housing, primarily 1- and 2-bedroom units
- Small professional offices

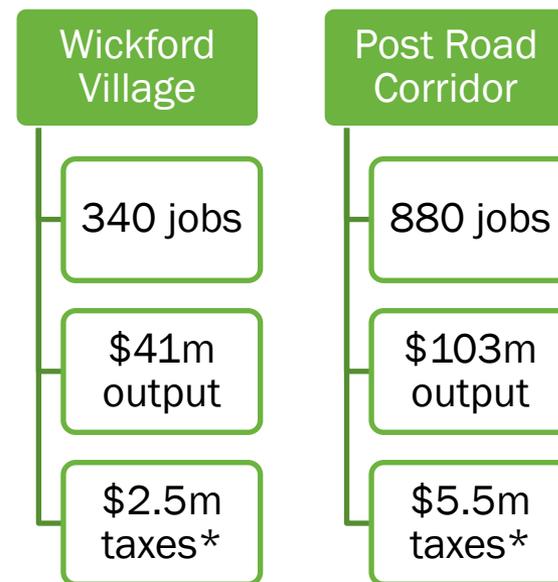
## Impacts of Sewers

If developed, the redevelopment scenarios (below) will have favorable impacts on the local economy, generating revenue and creating jobs, as shown in the chart, at right. A detailed economic impact analysis conducted based on hypothetical but market feasible build-out scenarios for Post Road Corridor and Wickford Village (assumptions shown below), led to this conclusion. The analysis identified direct, indirect, and induced economic impacts occurring in 2018.

### What do sewers have to do with it?

Housing development and accompanying retail uses, at this scale, are not feasible without the installation of sewers. Furthermore, the additional restaurants are much more attractive investments if sewers are present.

Impacts in 2018...



\*Tax revenue is both state and local

The economic impact analysis assumed the following, hypothetical, redevelopment scenarios:

### Wickford Village

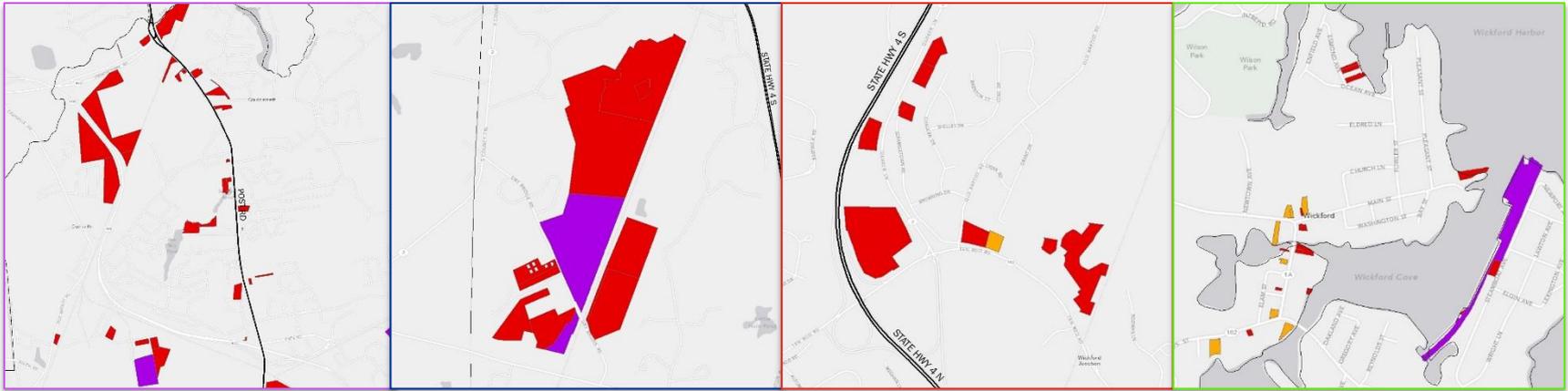
- A 5,000-sf bed and breakfast with annual revenues of \$250,000
- Three upscale restaurants with an average of 2,000 sf and annual sales per sf of \$750
- Hotel operations for the former Wickford Elementary site that include 35 rooms at an average annual occupancy of 75 percent, and average daily revenue per room of \$250

### Post Road

- A 15,000-sf health club
- A 2,500-sf childcare facility
- Four 10,000-sf medical office buildings
- Two casual dining restaurants (e.g. Friday's, Chili's)
- Three independent upscale restaurants
- More than 400 new residential units

## Land Valuation Analysis

An improvement to land value (ILV) analysis identified sites that are potentially ripe for redevelopment, due to low ILV. The following areas feature concentrations of land parcels with low ILV ratios. Large private industry employers (e.g., manufacturers, back-office call centers, distribution warehouse operators) are likely to target areas with concentrations of large contiguous vacant and/or underutilized land, such as found around Dry Bridge Road.



### Post Road:

- Scattered commercial sites along Post Road suggest a combination of infill redevelopment opportunities and the need for consolidation of commercial uses into a smaller corridor.

### Dry Bridge Road:

- Commercial and industrial sites along Dry Bridge Road and in close proximity to State Highway 4. Properties in this area of North Kingstown are most suitable for large industrial and commercial businesses.

### Wickford Junction:

- Commercial and mixed-use sites along Ten Rod Road and Quaker Lane, close to State Highway 4 and Wickford Junction Station, suggest opportunity for complimentary mixed-use TOD investment.

### Wickford Village:

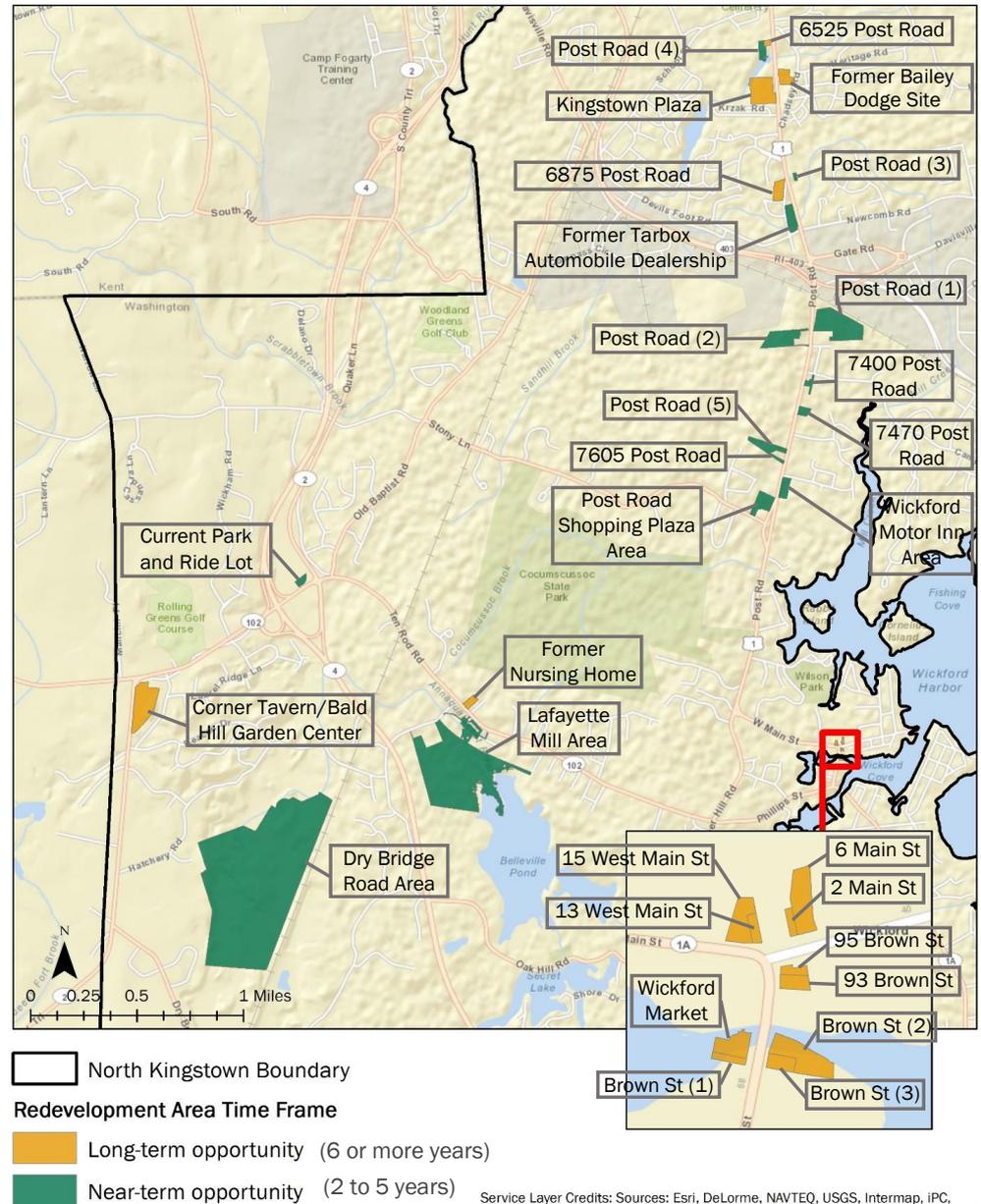
- Scattered commercial and mixed-use parcels along Brown Street suggest infill opportunity.
- The large industrial parcel across the harbor is an important maritime use and not a development opportunity, despite the low ILV.

Source: Esri; Town of North Kingstown; 4ward Planning Inc., 2013.

# Redevelopment Opportunities

The shaded areas shown at right are characterized as either near- (2 to 5 year) or long- (6 years or more) term redevelopment opportunities. Areas were either identified by the Town as potential redevelopment opportunities (named sites) or they were shown to be ripe for redevelopment through the improvement-to-land value analysis (having low ILV). While the Town can focus on near-term sites, in some cases just one change could move a project from long-term to near-term.

Note, this map does not suggest there is a redevelopment plan in place or intended for each area, only that these areas have potential for redevelopment.



Service Layer Credits: Sources: Esri, DeLorme, NAVTEQ, USGS, Intermap, iPC, NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom, 2013

# Strategic Recommendations

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## Strategic Recommendations

A summary of the strategic recommendations is provided on the following pages. More detail on each strategy is provided in the full report, including comprehensive description and reasoning, specific implementation action(s), target area, time frame for reasonable implementation, lead responsible party, funding amount needed, and possible funding source(s).

We have purposely identified strategies which minimize need for the Town's direct financial outlay, as an incentive. First and foremost, municipal and state budgets are tight. Second, through developer outreach throughout North Kingstown and the State, we found that financial incentives are less important to developers and new businesses. What they do want is a clear, predictable, and efficient regulatory process. If the Town has financial incentives available, they certainly can be used, as deemed necessary, to bring opportunities to fruition. However, if the right zoning and permitting process is in place, the Town should not need to expend significant funds to attract development and business opportunities.

## Strategic Recommendations (cont.)

This first set of strategies relates specifically to the mix of uses North Kingstown's market demands in the three focus areas. In order to achieve the mix of land uses referenced in the Summary of Market-Feasible Use Opportunities, the Town should undertake the following actions:

### Amend the Town's Zoning Ordinance and Regulatory Process

- Streamline the zoning and review processes for greater predictability.
- Reduce the more than 300 special permit uses.
- Facilitate the development of housing at the appropriate intensity and scale in all focus areas.
- Create flexibility that permits a mix of office/retail on ground floors, and residential on upper floors in appropriate locations.
- Create bonuses for the provision of certain desired uses within developments (e.g. childcare facilities).

### Recruit Business and Development Prospects

- Identify real estate representatives, site locators, or business owners for desired uses (using resources provided by consultant).
- Create a marketing collateral package to sell the Town, vacant businesses, or possible redevelopment opportunities to prospective businesses or developers.
- Send letters to prospects and invite on a tour of the Town.
- Use the Town's resources to support businesses and developers looking to come to North Kingstown.



## Strategic Recommendations (cont.)

The remaining strategies are categorized by focus area or town-wide.

### Strategies Specific to Wickford Village

- Approve sewer improvement plans for Wickford Village.
- Institute a Tax Increment Financing (TIF) District.
- Facilitate a more diverse mix of businesses, including specialty retail and more restaurants, to draw a wider and more consistent patrons.
- Create at least one additional event to draw more patrons to Wickford Village.
- Institute longer operating hours for businesses in Wickford Village.
- Create a business improvement district (BID) for Wickford Village.
- Cultivate the next group of entrepreneurs in Wickford Village, by providing mentorship, training, and information for prospective new business owners.
- Increase connections between Wickford Village and Wickford Harbor through the following:
  - Provide public, non-resident docking in Wickford Harbor.
  - Create a focal point, such as a wayfinding kiosk, at the Harbor's edge.
  - Create access from the Harbor directly to Wickford Village.
  - Improve landscaping, signage, and tourist information to and around the Harbor.
  - Encourage recreational, fee-based, marine activities such as fishing charters and sightseeing tours.
  - Review regulations to allow for marine-based businesses and recreational opportunities.
- Conduct an independent parking management study in Wickford Village.
- Conduct a traffic study in Wickford Village.

#### What is Tax increment financing?

It is the use of projected increased local tax revenues from an anticipated development to fund site and area improvements or provide incentives to developers which, in Rhode Island, means property taxes.

## Strategic Recommendations (cont.)

### Strategies Specific to Wickford Junction

- Encourage use of the Transit-Oriented-Development (TOD) ordinance.
- Promote Wickford Junction's TDR program, to facilitate a functioning TDR credit market.
- Support additional transit connections between Wickford Junction and Wickford Village and Quonset, to provide greater access to jobs and amenities in North Kingstown.

### Strategies Specific to Post Road Corridor

- Consolidate existing uses on Post Road into two strong and distinct centers, divided by Route 403:
  - North Post Road – Best suited for higher density multi-family development, which could support employees of Quonset. Small-scale retail and commercial should be included as support uses in mixed-use buildings, but to a lesser extent. This is an opportunity for public-private partnership.
  - South Post Road – Best suited for a consolidated village center, with select retail, services, and medical office uses. Some housing could be provided on upper floors.
- Where land value is compromised by easement, consider reusing land for open space or recreational space, even if a temporary solution.
- Approve sewer improvement plans for North Post Road.
- Encourage and support aesthetic, safety, and functional improvements to Post Road (also called "complete streets").
- Institute a Tax Increment Financing (TIF) District for Post Road.

#### What is a Complete Street?

Designed and operated to enable safe access for all users, including pedestrians, bicyclists, motorists and transit riders of all ages and abilities. They make it easy to cross the street, walk to shops, and bicycle to work and allow buses to run on time.

## Strategic Recommendations (cont.)

### Town-wide Strategies

- Identify municipal-owned land suitable for a public-private partnerships.
- Encourage the highest and best use for the four identified redevelopment opportunities.
- Further evaluate municipal streamlined permitting, processes, regulations.
- Improve the permitting and development timeline without compromising adequate protections and town character.
- Expand marketing of businesses within the Town and marketing of North Kingstown businesses, particularly Wickford Village, beyond town borders.

## General & Limiting Conditions

4ward Planning Inc. has endeavored to ensure that the reported data and information contained in this report are complete, accurate, and relevant. All estimates, assumptions, and extrapolations are based on methodological techniques employed by 4ward Planning Inc. and believed to be reliable. 4ward Planning Inc. assumes no responsibility for inaccuracies in reporting by the client, its agents, representatives, or any other third party data source used in the preparation of this report.

Further, 4ward Planning Inc. makes no warranty or representation concerning the manifestation of the estimated or projected values or results contained in this study. This study may not be used for purposes other than that for which it is prepared or for which prior written consent has first been obtained from 4ward Planning Inc. This study is qualified in its entirety by, and should be considered in light of, the above limitations, conditions, and considerations.



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