



Post Road Business Alliance

2026 Town Council Questionnaire Responses

Question 1 — Construction & Business Disruption

Post Road has seen major construction-related disruption to local businesses. This spring we are going to begin the Sidewalk Project that will last throughout 2027.

- *What would you do in your first six months to reduce the impact of Town/State projects on businesses?*
- *What is your vision for balancing traffic flow, business access, pedestrian safety and economic development along Post Road?*

Linnea Drew, Town Councilor

This is an important project that presents significant challenges in the short term but will improve Post Road in the long term. Increasing pedestrian accessibility and safety in a corridor that is experiencing a great deal of residential growth is a desirable and business-forward initiative. I think this project, once completed, will improve those specific stated concerns. To reduce impact on businesses, the NK Business Development Principal Planner should be a liaison between Post Road businesses and the town, working to establish and maintain effective two-way communication so that they are able to update businesses quickly on RIDOT schedules, changes, etc. and also bring concerns and acute issues to the Town Manager so he can take necessary action. As Town Councilor, I will support businesses in making sure these issues are heard and get to the most effective person (likely the Town Manager), as I have already done in the recent past.

Gregory A. Mancini, Town Council President

My vision is to develop a plan through communication with all stakeholders that minimizes the temporary adverse impacts of this project to local businesses and residents and make sure that the parties stick to the plan that is developed. To this end, I will ask the town manager to get the most up to date schedule and planning information from RIDOT and then have the Economic Development Director go business to business on Post Road to convey that information to them, receive their feedback, and convey their input to RIDOT. He should be the point person for our town. Once local businesses know RIDOT's plans and RIDOT knows local businesses' concerns, if they do not know them already, a plan to minimize disruptions to local businesses and the greater North Kingstown community will be developed. The Economic Development Director will monitor implementation of the plan so that the town holds RIDOT to it. He will also keep the business community informed as to what is happening.

Vanessa Mascaro, Candidate for Town Council

North Kingstown has a Council-Manager form of government, so the day-to-day management and coordination of Town projects belongs with the Town Manager and professional staff. My role would be to make sure we are setting the right priorities, asking the right questions, and holding the administration accountable for how projects affect businesses and residents.

For major projects affecting Post Road, I would want the Council to receive regular updates on timelines, access issues and business impacts, and I would want affected businesses to have a clear way to raise problems as they occur.

I believe Post Road has to be looked at as a corridor rather than project by project. Traffic flow, business access, pedestrian safety, infrastructure capacity and new development all affect one another. Improvements that make Post Road safer and more attractive also need to preserve practical access and visibility for the businesses already there. The goal should be a corridor that works better for everyone who depends on it.

Kim Page, Town Council President Pro Tem

The road project has been a far longer project than was anticipated; however, once it is completed, I believe it will present a far more attractive North Kingstown with sidewalks and an easier means of entering Post Road. RIDOT designed this plan and while it causes delays and congestion now, it will enhance our town when it is complete. I encourage businesses to work with our Town Manager to resolve specific issues they encounter as the work is being done, because the Town Manager is the person who can resolve issues on a daily basis, rather than the council who meets once a month.

Jess Plavicki, Candidate for Town Council

I have been fortunate to have previously lived in intentionally planned, walkable communities that have effectively structured and integrated business and residential growth. I appreciate that there are significant challenges associated with growth and believe that the best way to navigate these challenges is through clear and consistent communication between the involved parties. As related to the Post Road construction, the Town Council can facilitate effective communication between the Town Manager, the Rhode Island Department of Transportation, and local businesses such that the timeline of the ongoing efforts is clear and any developments that occur during that time frame are addressed.

Beth Hill Ross, Candidate for Town Council

What I've been doing, social media, post as much as I can, encourage people to visit Post Rd businesses. Highlight them. I think that NKPD is doing a great job with the traffic, as good as can be expected.

Stacey Weinstein, Candidate for Town Council

This is a great project and I'm so glad to see it finally happening, but businesses, particularly those just regaining their footing after COVID, deserve support during construction. In my first six months I would push for:

- **Clarity.** One point of contact: a named Town staffer who handles construction problems same-day, plus monthly RIDOT updates to the PRBA.
- **Communication.** A published two-week look-ahead of lane closures and driveway impacts, "Open for Business" signage, and clear updates through 2027 on social media, the Town website and the North Kingstown Notes email.
- **Contact.** Have our Economic Development Administrator go door to door to ask business owners what they need, and bring the findings and proposed solutions to the Council agenda.

Vision: A connected Post Road people can walk, bike and ride the bus along, from Wickford to the East Greenwich line. Today's sidewalk project stops at Camp Avenue; the next phase should carry sidewalks and bike lanes north, tie into the Quonset Bike Path, and work with RIPTA on better bus access. Every trip made on foot, by bike or by bus is one less car on Post Road. For traffic flow, I support the Comprehensive Plan's call for fewer, shared curb cuts and connected parking lots, so customers can visit several businesses without pulling back onto Post Road. And safety first: lit, marked crosswalks at RIPTA stops, like those across from West Passage and Essex Road.

Richard Welch, Candidate for Town Council

Unfortunately this has been a project without proper supervision by the RIDOT and our town to make sure it is a safe road for our residents and allows businesses to operate with as little as possible disruption. RIDOT has not been on the job at all and the road surface is not acceptable and can not be left that way from December till they restart in April. Work needs to be done during the night when traffic is less. The town's elected officials need to meet with RIDOT to explain that this needs to change or stop this work. The party in charge in town, governor, representatives and senator are all from the same party there is no reason for this to be the way it is.

The town needs an economic development plan which it does not have. This should include plans to make Post Road more attractive and work to get all property owners to maintain their property and its appearance. This could be done with incentives that are already in place and enforcement of ordinances that are already on the books. A Pride Campaign would be a good place to start.

Question 2 — Vacancy, Blight & Enforcement

Vacant storefronts and inconsistently enforced property codes hurt the corridor's appearance, property values and economic health.

- *What economic tool(s) would you use to spur the Post Road economy and why would it work better than what's in place now?*
- *What, if any, changes would you make to the PR Corridor Zoning Ordinances, Post Road Design Standards or the current maintenance ordinances?*
- *What could the town do differently to attract quality businesses and private investment to Post Road?*
- *How would you ensure existing property maintenance and code enforcement rules are actually enforced, and what would you do about landlords who let storefronts sit vacant or blighted?*
- *What tangible improvements would you support over the next four years to make Post Road more attractive and welcoming?*

Linnea Drew, Town Councilor

I look forward to supporting initiatives that invest in Post Road, like the Post Road Façade Improvement Program and the Post Road Curb Appeal Program. These are great starting points and they demonstrate the kind of thing that the town should be doing to improve the experience for all NK residents, visitors, and business owners along Post Road. I will continue to support funding for these programs and will thoughtfully consider any other town initiatives brought before the Council for approval. Specifically, I would be very supportive of approving funding for environmentally friendly and low maintenance landscaping along Post Road. In addition to programs that improve the appearance of Post Road, I'm also supportive of things that can improve its functionality as well; these include upgraded lighting and thoughtfully placed electrical poles/lines that don't impede pedestrian traffic along the new sidewalks. I think all of these things discussed in these two paragraphs make Post Road a more attractive place to bring or start a business.

I support very consistent enforcement of code violations, and I really appreciate that the Curb Appeal Program includes appearance maintenance *in conjunction with* aggressive code enforcement to offending property owners. I think the goal should be elevating the corridor rather than punishing people, and therefore our goal should be working with property owners who are acting in good faith to make improvements. Being a town that's willing to work with business owners rather than against them also lets potential business owners know that we want them here and we want them to contribute to our local economy and this specific business corridor. In a similar vein, I am supportive of thoughtful zoning changes that would encourage businesses to invest, stay, and grow on Post Road. I look forward to hearing what the town will be proposing in the coming months, since this is something they're currently working on.

Gregory A. Mancini, Town Council President

North Kingstown has a successful Post Road Façade Improvement Program. Funding is available. I will continue to promote and fund that program and encourage business owners and property owners to utilize this funding and invest in their buildings to improve the corridor. I know that the Town is also working on making changes to the zoning regulations for Post Road and I support making thoughtful changes that encourage investment while maintaining appropriate standards. The Town has also just rolled out an aggressive Post Road Curb Appeal Program with violations associated. I support strong and consistent enforcement of our existing rules. Maintaining properties along Post Road is part of being a responsible member of the Post Road business community. Over the next two years I will work with the PRBA and our state and federal delegations in making continued investments in sidewalks, cleanliness, landscaping, lighting, attractive storefronts and other improvements that make Post Road welcoming to businesses, pedestrians and customers while also focusing on a budget that provides a reasonable tax rate for commercial property owners.

Vanessa Mascaro, Candidate for Town Council

Before creating new rules or changing existing zoning and design standards, I would first want to understand where the current system is actually failing. If we already have property maintenance requirements that aren't being consistently enforced, changing the ordinance won't solve that problem. I would want the Council to understand what is preventing consistent enforcement and whether the Town Manager and staff have the resources needed to address it.

I also don't believe attracting quality businesses requires lowering our standards. Businesses are more likely to invest in a corridor that is well-maintained, accessible, attractive and supported by reliable infrastructure. The Town can help by making its processes clear and predictable, addressing infrastructure needs, pursuing available state and federal funding, and ensuring that public investment in Post Road produces visible improvements.

Over the years of my term, I would support continued improvements to sidewalks, streetscape and safety, along with addressing vacant and deteriorating properties. I would also support identifying and addressing infrastructure needs that are limiting the corridor's long-term success. Revitalization should improve Post Road for the businesses and residents already there while creating an environment that attracts quality new businesses.

Kim Page, Town Council President Pro Tem

One of the initiatives that the Town has done is to sponsor the decorating contests at the holidays, and award cash prizes. I support these town initiatives, and we should continue with these incentives. I also listen to and approve of the work done by the Town Committees such as Economic Development Advisory Board, and the Planning Commission, whose mission is to discuss how to encourage economic health and make suggestions for the Post Road Corridor. That is part of the mission of these organizations to give guidance to the council in their areas of expertise.

I would encourage both of these committees to work with our town Planning Department and Code Enforcement on how to better the areas. It is through working with our staff and making recommendations to the Town Council for changes to the town ordinances and regulations that we can enhance and maintain the areas we have. I am committed to working with the Post Road business owners, staff and committees to ensure we improve the sidewalks on Post Road, enforce the Town Ordinances, and continue planting new trees. We have been a top-rated small village; we can also be a top-rated town if we support the businesses on Post Road.

Jess Plavicki, Candidate for Town Council

I support the Post Road Curb Appeal Program, which has been spearheaded by the Town Manager Ralph Mollis. This collaborative effort provides oversight for the corridor addresses “unsightly, ill-maintained, unsafe, or otherwise violating code and property maintenance standards within the Post Road District standards and guidelines and other applicable municipal codes and state regulations”. I will support continued investments in infrastructure and efforts to enhance and maintain the functionality and aesthetics of Post Road. In addition, I have experienced first-hand with how both horizontal and vertical mixed-use buildings can benefit communities and would support further exploring these approaches as North Kingstown continues to grow.

Beth Hill Ross, Candidate for Town Council

Tighten up ordinances, DO IT, not just talk about it, create a small team to get it done. And then ENFORCE! Enforcement is not being done, at all, from what I've seen. Maintenance, landscaping, trees. Local nurseries, trees donated, grow trees, etc. You know... all the ideas we've been talking about for 2 years...!

Code enforcement: ENFORCE!!! (Ralph and Heath-the ordinance is very clear!)

Stacey Weinstein, Candidate for Town Council

Economic tools and attracting investment: First, restore the Façade Improvement Program to \$100,000. It was cut to \$50,000 in FY25, and the Town spent nearly \$56,000 in the first six months of that year alone. Second, actively recruit the kinds of businesses the 2014 market study identified as a fit for Post Road, with targeted marketing and outreach in collaboration with community partners like the Chamber of Commerce. Third, consider tools like the Tax Increment Financing (TIF) district that study recommended. The Council can create one without a referendum, and new tax revenue from redevelopment pays for corridor improvements, but it should be a transparent process and have buy-in from the property owners it affects.

Zoning and standards: I support the Post Road zoning update underway and the Comprehensive Plan's call for more flexibility in uses. Our design standards were written with new construction in mind; renovating an existing building needs a clear, predictable path, and the sign rules deserve a second look.

Enforcement: I strongly support the new Curb Appeal Program, and the Town should share its successes, like before-and-after photos, so owners see what's possible. For owners who invest or fill a storefront: fee waivers and faster reviews. For chronic neglect: escalating fines, a vacant-property registry so the Town knows who is responsible for every empty building, and a look at a non-utilization tax, which state law already allows North Kingstown to adopt.

Improvements: Sidewalks and bike lanes the length of the corridor, street trees and landscaping, lit crosswalks, public gathering spaces, and relocated power lines.

Richard Welch, Candidate for Town Council

The demographics for our town have changed in the past 5 years and tell people why they should be here and this should be marketed along with the town's video that would help introduce new business investment to the Post Road area. This is not a case of if you build it, they will come; you have to make yourself known and why an investment should be here in North Kingstown. Let's not kid ourselves; brick and mortar stores are on the downfall. Just look at the vacancies on Route 2 in Warwick. This will take some work; however, we need to start taking steps to make ourselves more attractive as the place to be. We have the demographics we need to make the pitch. New investment will bring more people to this market. Jobs in town are in the up swing and the town needs to be the catalyst to make things happen.

About 12 years ago the voters in town approved the town to bond to have sewers run down Post Road from the base to School Street. Having sewers would allow many options for businesses that is not available today and federal money was made available for sewers which we could have taken advantage of and haven't. Change is very important at the town council level if things are going to get better for business and residents here in North Kingstown.

Question 3 — Priorities & Trade-Offs

Post Road's current top concerns are traffic/infrastructure, vacancy/blight, and enforcement.

- *Which is your top priority for Post Road in your first term — and what current Town priority would you cut or scale back to fund it?*

Linnea Drew, Town Councilor

I don't think we need to choose one from among that group, as they pull from different town/state entities and require different resources. This is a very well functioning town that employs many skilled professionals, and I think we can tackle aspects of those at the same time. Regarding cutting something else in town, I can't answer that and won't speculate. Every project requires a specific amount of time, money, and manpower, and without that information I can't propose cutting something else or pulling funding from another source. Every project brought before the Town Council should be considered on its specific merits and challenges, and that's what I promise to do with another term on the Council.

Gregory A. Mancini, Town Council President

All of the concerns listed in the question are a priority, and I think we can address all of them—traffic/infrastructure, vacancy/blight and enforcement—without much of a financial impact to the town. For traffic/infrastructure we will work with RIDOT to complete the sidewalk project with minimal adverse traffic consequences. It is my hope that the new housing units in and around that area approved by the Planning Commission will create new business opportunities that will result in lowering vacancies, but in all candor, that may increase traffic. The Town is currently reviewing our ordinances to see what additional steps can be taken to increase enforcement provisions. Because I do not think implementing any of these measures will have much of an adverse financial impact to the town, I do not think we would have to scale back another priority.

Vanessa Mascaro, Candidate for Town Council

My top priority for Post Road would be traffic and infrastructure. The corridor cannot reach its full potential as a business district if the infrastructure supporting it isn't keeping pace with how the area is being used. That means looking at traffic, sewer capacity, road conditions, pedestrian safety and business access together rather than treating each issue or project in isolation.

I would not, however, identify a current Town priority to cut simply for the sake of naming one in advance. Before recommending that funding be taken from another Town service or project, I would need to know what a proposed Post Road investment would cost, what funding is already available, and whether state, federal or grant funding could offset that cost.

Kim Page, Town Council President Pro Tem

The top priority is to have the Post Road come to completion with a new road top and sidewalks. That is slated to be finished in 2027, and it is the top priority. Upon completion, the area will not have the steel plates and bumps that are currently a major hassle. With improved lighting and landscape, the area will be more inviting and hopefully that will encourage people to occupy some of the vacant storefront areas on Post Road. We need to work with RIDOT to complete this improvement as soon as possible so that we can move to the next steps of making the area look better. It is difficult to improve the area while there is road construction.

Jess Plavicki, Candidate for Town Council

I believe the Town Council is positioned to address the current concerns of the PRBA. The Council should continue to work with the Rhode Island Department of Transportation to fully complete the Sidewalk Project and mitigate the impact of the project to the best of their ability within their designated domain. North Kingstown will grow as the units under construction become occupied. There is not consensus in the community about whether this growth is good, but with it comes opportunity for economic growth. The aforementioned potential for growth is, however, potentially at odds with the stated concerns about traffic.

Beth Hill Ross, Candidate for Town Council

To continue doing what I'm doing, but MORE pressure on the Town Manager and Enforcement. Continue attracting attention to lack of enforcement. Nothing needs to be scaled back.

Stacey Weinstein, Candidate for Town Council

Study after study, from the 2014 market study to the 2019 Comprehensive Plan (where 76% of survey respondents called Post Road a top priority for commercial development), puts Post Road at the top of the list, and I'm hearing the same at the doors. My top priority is vacancy, and two things hold back vacant land:

- **Power lines:** The EDAB found 55% of the land affected by the century-old utility easement sits undeveloped. I'll work with our state delegation, RIDOT and Rhode Island Energy on a cost-sharing plan to move the lines onto existing poles in the state right-of-way.
- **Sewers:** In 2014, 87% of voters approved a \$6.6 million bond to bring sewers to North Post Road. Twelve years later, there are still no sewers there. I'll find out where that authorization stands and push to get them built.

What I would cut: I see this as an investment, not a cut, where every stakeholder stands to benefit. The market study estimated that stabilizing Post Road's retail would support about 370 jobs and more than \$2 million in state and local taxes. Funding should start with state, federal and utility dollars, and where borrowing makes sense, North Kingstown's strong credit ratings (Aa2 and AA+) and excellent finance team mean we can borrow at good rates.

Richard Welch, Candidate for Town Council

The first thing would be to get all property owners in town to take pride in their property. We have ordinances that need to be enforced and, if necessary, level fines for non-compliance. We have a town funded plan to help pay for changes to make properties/buildings more attractive. All they have to do is apply and have a plan to receive money grants that would help owners. I am not sure we need to cut back on anything to fund changes as we have a large non-designated cash fund for this purpose.

Question 4 — Revitalization Strategy

The Town has invested significant time and resources in exploring Post Road's potential as a secondary business district and Main Street.

- *Would you continue to support this effort? If so, what specific steps would you take to move it forward and ensure resources are focused effectively? If not, how do you believe those resources could be better used to strengthen and revitalize the Post Road corridor?*

Linnea Drew, Town Councilor

I absolutely support the investments that the town has made thus far. For every specific project, I would request that the Town Manager report on its progress regularly while it's ongoing. I would also like him (or possibly the Business Development Principal Planner) to start doing a quarterly report on how the town is supporting Post Road and what's coming in the near future. I think this will help the Council keep better tabs on what we are and could potentially do to support Post Road businesses.

Gregory A. Mancini, Town Council President

I support continuing the revitalization effort and focusing on resources on projects that will yield tangible improvements along Post Road. The Façade Improvement Program, the recently announced Curb Appeal Initiative, and continued infrastructure improvements are all critical pieces. I look forward to maintaining regular communication with the business community to make sure resources are addressing actual needs.

Vanessa Mascaro, Candidate for Town Council

I support the goal of revitalizing Post Road and strengthening it as a business district, but I believe the focus needs to be on turning planning into tangible improvements. The Town has already invested considerable time and resources studying the corridor. Going forward, I would want to understand what recommendations have already been made, which have been implemented, what remains outstanding, and what barriers have prevented progress before committing additional resources to more planning.

My priorities would be improvements that businesses and residents can actually see and experience like infrastructure, traffic and pedestrian safety, appearance and maintenance, and making it easier to navigate Town processes. I would support the Town pursuing appropriate state, federal and other outside funding opportunities when they align with identified Town priorities.

Most importantly, I would want the businesses and residents who use Post Road every day to have a meaningful role in determining what revitalization should look like.

Kim Page, Town Council President Pro Tem

Yes, I will continue to support this effort. I think once the road work is finished and the sidewalks are added, the area will be more attractive and I will support the Town's programs to encourage private businesses to enhance their properties. I will also continue to shop and dine at places on Post Road.

Jess Plavicki, Candidate for Town Council

I fully support the existing efforts for revitalization and am interested in supporting future efforts that are well planned and feasible. Personally, I am saddened that towns across the country are being homogenized, while simultaneously fragmented. I am enthusiastic about working to make Post Road a parade of essential third spaces where community members can come together as well as a viable economic corridor for wide range of businesses.

Beth Hill Ross, Candidate for Town Council

Again...ENFORCE! Make people do their jobs! Dead trees down, properties cleaned up, trees planted. Grooming. Landscaping. Fine property owners, NOT the businesses!! The lack of forward motion is infuriating! LET'S DO THINGS!!!

Stacey Weinstein, Candidate for Town Council

Yes. Post Road now has what the 2014 market study said it needed: customers. Sewers opened the door, and the housing followed. Reynolds Farm alone brings more than 600 homes, and about 500 more homes were in the works across town last year, including 96 along Post Road. Now we need follow-through:

- **Build a Post Road plan:** Our Comprehensive Plan is seven years old. Post Road needs its own focused plan now, a mini comprehensive plan with clear actions, owners and deadlines, tracked on a public scorecard reviewed twice a year.
- **Go parcel by parcel:** For each vacant or underused property, name what's blocking it (the easement, zoning, infrastructure, or an absentee owner) and what fixes it.
- **Create community spaces:** As the 2014 market study suggested, land that's hard to build on, like frontage under the existing utility easements, could become recreation or open space, even temporarily. Those spaces could host makers' and farmers' markets, food truck nights and seasonal events. Once sidewalks and bike lanes connect the corridor, they become places people walk to, bringing customers to the businesses around them.

Richard Welch, Candidate for Town Council

Talk without action on a problem is just that, talk. When I was on the town council, I pushed to have a video for our town made to use as a tool to interest investors in our town. Have you seen it? What good is a tool that never gets used? The town council needs to be the motivator to force action, not just talk. Changes need to be made if progress is to be made along Post Road and without these changes and the input from business owners nothing will change and it needs to. One area that needs to change is the Post Road Corridor Plan that tried to make Post Road into a version of Wickford which has not been successful. We need to drop this plan and consider returning to the former zone for general business and remove some of the restrictions that the Post Road Corridor Plan forced on new investment.

Question 5 — Permitting and Approval Process

Businesses interested in locating in North Kingstown can face a lengthy and complex permitting process that may delay or discourage investment.

- *How would you make the permitting and approval process for improvements and redevelopment along the Post Road corridor faster, more efficient, equitable, and transparent, while still maintaining appropriate Town oversight?*

Linnea Drew, Town Councilor

I am not aware of the current permitting obstacles, not being a business owner myself, so I welcome feedback from those who are. We cannot implement effective and useful changes without feedback from those who are most impacted. I would be very supportive of a presentation by this body to the Town Council about these specific challenges.

Gregory A. Mancini, Town Council President

We should make the permitting process as clear and as expedited as possible while maintaining appropriate Town oversight. I would like to hear from the businesses about what is not clear and what is not timely. Based on that input I would be willing to advocate for modifications to the permitting process because businesses should not be spending needless time and energy on inefficient and unnecessary government requirements instead of making their business profitable and successful.

Vanessa Mascaro, Candidate for Town Council

I support making the permitting and approval process as clear, efficient and predictable as possible, but I don't believe efficiency should come at the expense of appropriate review or public input. One of the first things I would want to understand is where delays are actually occurring. If businesses are receiving inconsistent information, waiting unnecessarily between departments, or having difficulty understanding what is required of them, those are administrative problems the Town should address. Applicants should be able to understand the process, requirements, expected timeline and who is responsible for each step from the beginning.

At the same time, faster should not simply mean less review. Projects can affect traffic, infrastructure, neighboring properties and the broader community, and those impacts still need to be considered.

As a councilor, I would focus on whether our policies and resources allow Town staff to administer the process consistently and efficiently. The goal should be a process that is straightforward and predictable for applicants while remaining transparent to the public and maintaining the standards North Kingstown expects.

Kim Page, Town Council President Pro Tem

At the North Kingstown Food Pantry, we worked closely with the Town to add onto the Pantry and redo the 170-year-old building. There were many issues we needed to consider when refurbishing such a structure. However, the Town was very helpful in walking us through the steps for permitting and the Town was specific on what we needed. Safety was the utmost concern with the Town in how we structured the new addition and upgraded the existing structure. As a Council member, I would encourage businesses to take the time to discuss changes they wish to make and work with the professionals at Town Hall to complete all permitting in order to maintain safety as well as improve their business.

Jess Plavicki, Candidate for Town Council

Based on conversations with community members and elected officials, I have come to appreciate that there is a significant need to improve the efficiency of permitting. Inefficient and laborious practices are frustrating and impede economic growth. I believe we can increase efficiency while maintaining proper oversight. I will work with local and state officials to identify near term options for improvement and work to assess implementable strategies for statewide improvements.

Beth Hill Ross, Candidate for Town Council

I have long heard about how business UNfriendly NK is. It's time to change. Easier everything to get a business going in ALL of NK, loosen all the regs. It shouldn't be a hurdle! How many businesses are empty this week?

Stacey Weinstein, Candidate for Town Council

My day job is turning around a manufacturing plant, and the first rule of fixing any process is that you can't fix what you haven't mapped. North Kingstown has done this before: in 2016, a LEAN review of the Town's business licensing designed a new process that aimed to cut 20 license forms to one and eliminated required visits to Town departments. I'd apply the same approach to development review, as the 2019 Comprehensive Plan already calls for:

- **Map it and publish it.** A plain-language Post Road permitting guide with checklists and target timelines for each step.
- **Measure it.** What doesn't get measured doesn't get done. Track actual review times and report them publicly.
- **Decide more at staff level.** Move routine approvals to administrative review with published criteria, so simple projects don't wait on board schedules.
- **Learn from peers.** Benchmark our process against towns that are getting this right.

Faster doesn't mean lower standards. It means everyone knows the rules up front and gets the same answer.

Richard Welch, Candidate for Town Council

I would assign a member of the town council to the applicant to help assist with plans and progress through the town's planning and zoning requirements. Not until these members understand why opening a business in town or building a building is so time consuming and expensive will important changes be made. Town employees are just that, employees. They cannot make changes in the process and they may not be a town resident. It may be just a job. Where a town councilor is a town resident and has a vested interest in the town succeeding in making Post Road a better address to do business in North Kingstown.

Question 6 — Track Record & Accountability

Post Road businesses need elected officials that care about our part of town and can get projects done.

- *What have you personally done (if an incumbent) or what experience do you bring (if new) that's directly relevant to Post Road's business challenges?*
- *Will you commit to regular, scheduled check-ins with the PRBA to report on progress and hear concerns?*
- *Are you committed to work with State reps on behalf of Post Road aesthetics by communicating and supporting grants and additional funding?*

Linnea Drew, Town Councilor

In both town budgets that I have been involved with, I have supported and passed funding for Post Road improvements and I truly look forward to continuing to do this. I live just off of Post Road and I care a lot about what it looks like, how well it functions, how people talk about it, whether Post Road businesses are doing well, and whether Post Road business owners feel valued. To that end, I would happily meet regularly with the PRBA in whatever capacity is most useful. Post Road is part of my neighborhood and I want my neighborhood to thrive.

Lastly, I am very committed to working with our state representatives. I have a great deal of respect for all of them and I know they care about this town a lot and want to see all areas of it thrive. I look forward to hearing about the things they're able to bring into Post Road and will give any initiatives and funding opportunities my very thoughtful consideration.

Gregory A. Mancini, Town Council President

Every budget I have supported the Post Road Façade Improvement Program, and I always try to support local businesses all over town, and that certainly includes on Post Road. I have also attended PRBA and NK Chamber events to support their initiatives, and I support the work of the Administration, the Planning Department, the town EDAB, the Economic Development Coordinator and the work currently underway on Post Road, including curb appeal, regulatory changes and infrastructure improvements. I have always made myself available to listen to the concerns of any constituent and try to help them. That includes businesses on Post Road. If a constituent or group wants a regular check-in, I am very much open to that.

I have always worked with our state representatives and senators on any issue that benefits our community, particularly when it brings additional resources to NK and/or our businesses. As far as additional funding from the town is concerned, I am not willing to make a commitment at this point primarily because there is no specific proposal to consider. In addition, any proposal will have to be heard during the budget process. That is when the council will review the town's existing obligations, any and all new proposals, and the potential impact on the taxpayers. At that time I will certainly listen to specific proposals and make a decision that takes into account all of the foregoing factors.

Vanessa Mascaro, Candidate for Town Council

As a new candidate, I don't have a municipal voting record to point to, but I do bring experience in the financial services industry, where I worked in a highly regulated environment and learned the importance of accountability, transparency and understanding the details before making decisions.

I also bring a practical approach to problem-solving. When an issue comes before me, I want to understand how we got there, what has already been tried, what the Town can realistically do, and what the consequences of a decision will be. I am not afraid to ask questions or challenge the way something has always been done when it isn't producing results. I think that approach is particularly important for Post Road, where many of the challenges have existed for years and don't have one simple solution.

I would be available to meet with the PRBA and hear concerns from its members, just as I would remain accessible to other North Kingstown businesses, residents and community organizations. I would also support working with our state delegation when Post Road needs required state involvement or when funding opportunities align with Town priorities. Where grant opportunities are appropriate, I would support Town staff in pursuing them and evaluate any required Town funding as part of the Council's normal budget and approval process.

Kim Page, Town Council President Pro Tem

I have attended some of the PRBA events. I am a customer of Post Road businesses. I attend many of the NK Chamber events. I am committed to listening to PRBA progress reports and their issues, as I am with all the other constituents of North Kingstown. I am committed to working with our current state representatives and state senators as well as our federal elected officials to bring grants and funding from the state and federal government. I have a good relationship with all our elected officials. Having been on the Council for six years, I feel I listen to the issues that are brought forth to the Town Council. I ask for input from the Town Planner, Town Manager, and other department heads on suggestions for changes, as well as input from the Planning Commission, and the Economic Development Advisory Board. If there are changes to town ordinances that need to be made in order to enhance our appearance, and changes that will help businesses, I am open to them. I live in North Kingstown and want this town to thrive. I want Post Road to be a place where people shop and go to for good restaurants. It is for the betterment of all of North Kingstown to help the Post Road businesses to thrive.

Jess Plavicki, Candidate for Town Council

I appreciate clear and effective communication and am committed to listening to and working with the PRBA regarding their collective concerns. I am absolutely committed to working with State representatives and PRBA on behalf of Post Road aesthetics and would welcome the opportunity to support thoughtful, data driven initiatives within this space. Our community benefits from intentional planning and deliberately addressing the aesthetics of Post Road. The identity of our community is reflected in our local businesses and would love to have an opportunity to further support our local economy.

Beth Hill Ross, Candidate for Town Council

Been to EVERYTHING I could go to. Both clean ups, once as a dinosaur with a broken neck, all parties. Continued business recruitment to PRBA; talked with many businesses about joining and trees for their road front, if they would help care for them. Constant (CONSTANT) discussion about planting trees. WHEN!!???? Trees to donate, trees donated by businesses, reduced price trees, offered to grow trees. Constantly asking what I can do. Involved, willing to participate, willing to do. LETS PLANT TREES!!!! No more waiting.

Been in contact with the president of PRBA since 2024. Very happy to do whatever it takes to work with all of our Reps to get more money, more landscaping, more trees, more grants, more everything. I'll even learn to grant write. I am happy to go into a place and ask for materials, participation, etc.

Stacey Weinstein, Candidate for Town Council

Experience: I'm the General Manager of a cut-and-sew manufacturer in Pawtucket, responsible for budgets, payroll and operations. My husband and I also own a small clothing business, so I know what a slow month or a surprise cost means to a small operation. I hold an MBA from URI and serve as Treasurer of the North Kingstown Free Library Board of Trustees.

Check-ins: Yes. I'll meet with the PRBA, and any other interested stakeholders, at least quarterly, and I'll bring the scorecard from my answer to Q4 so you can hold me to it.

State partners: Yes. I'll work actively with our state representatives and senators for grants and funding for landscaping, lighting, crosswalks and the power line relocation, and I'll do my best to show up in support when those requests are heard.

At the doors, I hear what the studies found: people want Post Road to thrive, and they want leaders who deliver. One thing I live by: inaction is the enemy of progress.

Richard Welch, Candidate for Town Council

I came to North Kingstown in 1974 and immediately started to attend the town council meetings on a regular basis. I also joined the North Kingstown Chamber of Commerce and eventually joined the board of directors and eventually became the chairman. I also campaigned to have an Economic Development Commission made up of seven residents to improve our town and served as a chairman as well as on our town's Asset Management Commission. My motivation was that I wanted to know what was going on in town and how did that affect me and my family. I realized that North Kingstown had been governed to be a bedroom and needed non-residential development to improve our tax base.

I have worked, as a town council member, to get our first sewer in town. We needed it to protect our town's drinking water and to make areas in town available for commercial business. I also was very responsible for the change in the town's tax assessment on new/ remodeled/additions to commercial businesses so that the new assessment would not be 100% from day one but would only increase by 20% per year over the next 5 years to finally be 100%. I think that the town

council should invite business to attend meetings regularly to discuss how we can assist our business community the same as we do with all groups with needs for town assistance. The same that we do every year with our elected representatives and senators to discuss the needs of the town and the general assembly.