

QUONSET DEVELOPMENT CORPORATION STRATEGIC PLANNING COMMITTEE MEETING

December 10, 2007

A meeting of the Strategic Planning Committee of the Quonset Development Corporation (the "Corporation") was held at 3:00 p.m. on Monday, December 10, 2007 at the offices of the Corporation located at 30 Enterprise Drive, North Kingstown, Rhode Island, pursuant to notice to all members of the Strategic Planning Committee and a public notice of the meeting as required by the Bylaws of the Corporation and applicable Rhode Island Law.

The following members constituting a quorum were present and participated throughout the meeting as indicated: John Simpson, Sav Rebecchi, David Doern and Barbara Jackson. Steven King, Chief Operating Officer; Heidi Green, Planning Specialist of Quonset Development Corporation; Jon Reiner of Town of North Kingstown and Edward Spinard of the Maguire Group were in attendance and participated as indicated:

1. Call to order

The meeting was called to order at 4:05 p.m. by Chairperson John Simpson.

2. Approval of minutes

Upon motion duly made by Mr. Doern and seconded by Mr. Rebecchi.

VOTED: To approve the minutes of the meeting of October 15, 2007 as submitted to the Strategic Planning Committee.

Voting in favor were: John Simpson, Sav Rebecchi, David Doern, and Barbara Jackson.

Voting against were: none.

Unanimously approved.

3. Draft Master Plan update

Mr. Spinard from the Maguire Group presented an updated outline of the draft 2008 Master Plan which is attached hereto as Exhibit A. Mr. Spinard explained that the issues and action items discussed at previous committee meetings were included in an expanded outline so the Committee could see how those issues are being addressed within the Master Plan. The draft Master Plan was prepared by the Maguire Group with the assistance of Quonset staff. The Master Plan is to be reviewed by the Committee, Board and others before it is finalized. Mr. Spinard utilized the table of contents of the Master Plan to present an overview of the document.

Mr. Spinard indicated that when his firm drafts a Master Plan they examine the influences to determine the parameters for the preparation of that plan. Chapters one and two contain the background information as well as the contents and influences to the preparation of the Master Plan. Then plan elements are set forth. The Master Plan further contains impacts of the Plan and infrastructure upgrades required to implement the Plan. Mr. Spinard indicated that a Master Plan is different than a Town Comprehensive Plan because it is a land use document for a specific location.

Parameters – influence of plan:

- Chapter 1 – introduction/background
- Relationship with North Kingstown Comprehensive Plan
- Development of this Plan must be consistent with QDC mission statement
 - State resource for economic development
- Other influences are historical
 - Modifications from 2003 Master Plan
 - Milestones
 - Identification of the parties preparing the Master Plan

Parameters – context – skeleton:

- External/internal influences
 - External:
 - Market conditions, SWOT analysis including strengths, weaknesses, opportunities and threats
 - Applicable plans/projects
 - State Guide Plan
 - Quonset Business Park Development Package
 - North Kingstown Comprehensive Plan
 - Quonset Airport Master Plan
 - Stormwater Management Plan
 - Public Access Plan
 - Internal:
 - Site constraints (the Committee indicated that “site limitations” should replace “site constraints” because of the negative connotation)
 - Opportunities
 - Historical property
 - Wetland property
 - Unique attributes
 - Modes of transportation
 - Industrial property
 - Infrastructure/utilities
- Open space – asset

Chapter 3:

- Physical plan/land uses

- 2003 Master Plan coordinated land use definitions and land use types with the Town of North Kingstown
- Land Use Type = definitions
- Location = unique districts
- Since 2003 the development initiatives create more of a living document
- Actively pursuing development initiatives
- Current status and development initiatives maps included

Chapters 4, 5, & 6:

- Impact of plan on infrastructure
- Roadways
- Rail
- Port
- Airport
- Multi modal

- Roadways:
 - QBP external and internal roadways
 - Capacity of the roadway system to handle existing and forecasted future traffic
 - Traffic forecasted in the 2003 Master Plan –
 - Trip generation rates based on land use
 - Overestimated future trip generation
 - Correlation with standard rates were slightly high
 - 2008 Master Plan more refined
 - Analyzes employees/district/land use type/initiatives
 - More refined analysis produces lower employment projections
 - Gateway employment numbers are higher
- Traffic generation was projected based on employment projections
 - Employment densities-ratio from 2003 with employment and traffic-retail for Gateway = future traffic volumes
- Commuter characteristics:
 - Preferred transportation mode – automobile
 - Analysis of zip codes from which employees commute
 - DOT feasibility commuter access – mass transit

Chapter 4 - Sections 4.5, 4.6, 4.7:

- Alternative transportation modes
- Water transit – Transit Needs Assessment analyzed but not feasible yet
- Bus service and commuter rail – could be feasible as density continues to build
- Need internal shuttle for mass transit to be successful

Section 4.8:

- Rail – encourages development
- Inter modal – rail vs. ocean, rail vs. truck

Chapter 5 - Section 5.0:

- Infrastructure – utilities
- Water
 - Project water demand – source of water, Hunt River, other water users in Hunt River
 - Water supply management – source, treatment, distribution
- Wastewater– collection, treatment, existing and future capacity
- Stormwater- management plan, influences on land use
- Other utility providers – electrical, fiber optic and gas

Chapter 6:

- Development program – employment projection
 - Employment is the primary measure of economic activity which QDC is responsible.
 - Employment projection based on the development initiatives and infill parcels
 - Total employment at buildout is estimated at 15,000 employees considers 8,000 existing employees and another 7,000 employees projected
 - Overall employment is lower based on density used in calculations
 - Absorption – how many acres per year is developed

Chapter 7:

- Implementation
- Program plans – processes and procedures
 - Development
 - Marketing program
 - Land use environmental controls
- Capital improvements program
 - Projects require infrastructure improvements
 - Support the development initiatives
- Policy strategies – (need most help from Committee Members)
 - Sustainable Operating Model
 - Transitional areas
 - Desalination study

Discussion

The Committee discussed the need for an Operating Model and whether that should be included in the Master Plan in its entirety or would consist of a separate document. The Committee agrees that the Strategic Planning Committee needs to begin drafting an Operating Model. The Committee also discussed negotiating a Municipal Services Agreement with the Town.

Mr. Spinard stated that the Master Plan is a physical document pertaining to what QDC wants the Quonset Business Park to be. The next step is a Plan on how to get there as an Operating Model or sustainable model which should be a separate issue that needs a more detailed examination. In the Implementation section of the Master Plan it should indicate that QDC is creating the Operating Model and what elements will be analyzed and incorporated into the

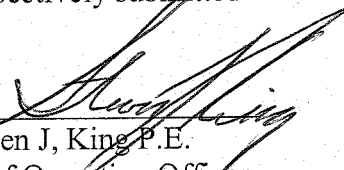
Model. Mr. Spinard indicated that the Maguire Group needs to add more into the background section where Vision and the Mission Statements are discussed. The stage needs to be set to bring up some of the sustainability questions.

Schedule:

- Staff/committee to review over next 30 days
- Comments/feedback to the Maguire Group at the next Strategic Planning Meeting in January

There being no further business to come before the committee, upon motion duly made by Mr. Doern and seconded by Ms. Jackson the meeting was adjourned at 4:55 p.m.

Respectively submitted

By: 
Steven J, King P.E.
Chief Operating Officer

Quonset Business Park Master Plan: 2008 Update (DRAFT)
QDC Strategic Planning Committee
December 10, 2007

Planning Process:

What will influence the Plan and establish parameters for the Plan's preparation?

- 1.0 Introduction and Background
- 2.0 Context

What is the Plan?

- 3.0 Land Use

What are the impacts of this Plan?

- 4.0 Transportation
- 5.0 Infrastructure
- 6.0 Development Program

How is the Plan implemented?

- 7.0 Implementation Program

Establishing the Plan's parameters:

- 1.0 Introduction and Background

Primary influences on the Plan are:

Relationship to NK Comprehensive Plan

- 1.1 Planning Framework with Town
- 1.2 Relationship of the NK Plan to the QBP Plan

Recognize the QBP as a state resource for economic development purposes including QDC's Vision and Mission statements.

- 1.4 Development of the QDC Mission Statement
- 1.5 Mission Statement

Historical Perspective; What has occurred since the 2003 Plan and is it consistent with the Plan.

- 1.3 History
- 1.7 Changes between the 2003 and 2008 Master Plan Updates
- 1.8 Milestones

Who is responsible?

- 1.6 Organization of the Master Plan
- 1.9 Public Participation and Coordination
- 1.10 Preparers

2.0 Context
External and Internal influences

External

- 2.1 Market Influences (SWOT Analysis)
- 2.2 Plans and Projects
 - 2.2.1 State Guide Plan Element 112
 - 2.2.2 QDC Development Regulations
 - 2.2.3 Town of North Kingstown Comprehensive Plan
 - 2.2.4 Stormwater Management Plan
 - 2.2.5 Public Access Plan
 - 2.2.6 Quonset Airport Master Plan

Internal

- 2.3 Site ~~Constraints~~ → *Limitations*
Historical, Open Space & Conservation, Recreational, Wetlands
- 2.4 Site Opportunities
 - Large, vacant industrial zoned parcels
 - All modes of transportation
 - On site utilities
 - Recreational and conservation areas
- 2.5 Capital Improvement Program

The Plan

3.0 Land Use

This is the Plan. It is a physical document (unlike Comprehensive Plans that are generally policy statements) that uses the parameters in Chapter 1 and 2 and translates them into a land use development plan.

3.1 Land Use Definitions

What are the types of land user?

3.2 Overall Land-Use Concept

Where are these land uses best located?

By Type

- 3.2.1 Industrial Development
- 3.2.2 Mixed-Use Development
- 3.2.3 Waterfront Development
- 3.2.4 Open Space, Recreation, and Tourist Development
- 3.3 Quonset State Airport

By Location

- 3.4 District Plans
 - 3.4.1 West Davisville
 - 3.4.2 Gateway
 - 3.4.3 North Davisville
 - 3.4.4 Davisville Waterfront
 - 3.4.5 Airport District
 - 3.4.6 Commerce Park

- 3.4.7 Quonset
- 3.4.8 Kiefer Park

Impact

4.0 Transportation

How can the transportation systems (road, rail, water and air) support the land use plan and do they have the capacity to do so?

4.1 Roadways

How does one travel to QBP and once at QBP how does one travel throughout the Park?

4.1.1 Regional Access (Access from I-95 and Route 403)

4.1.2 Quonset Business Park Internal Circulation System (road organization and signs)

4.2 Traffic (Capacity of Existing roadway network)

4.2.1 Existing Traffic (traffic counts)

4.2.2 Trip Generation (employment per acre per vehicle trips)

4.2.3 Future Traffic Volumes

Future and Active Development Initiatives

Infill

Existing

4.2.4 Traffic Generation Conclusions

4.3 Parking

Where do employees come from?

4.4 Commuter Characteristics

Can alternative transportation modes assist in reducing SOV?

4.5 Multi-Modal Center

4.6 Transit

4.6.1 Bus Service

4.6.2 Commuter Rail

4.6.3 Carpool and Vanpool

4.6.4 Water Transit

4.7 Bicycles and Pedestrians

Transportation modes influencing development opportunities

4.8 Railroads

4.9 Summary of Transportation Plan Recommendations

5.0 Infrastructure

Can the existing infrastructure system support the proposed development?

5.1 Water Supply System (source, treatment, distribution)

5.1.1 Water Supply

5.1.2 Water Storage and Distribution

5.1.3 Projected Water Demand 1.7M

- 5.1.4 Water Supply Management (Hunts River 8 MGD Projected Demand 11 MGD)
- 5.1.5 Water System Improvements (Desalination Feasibility Study)
- 5.2 Wastewater System (collection and treatment)
 - 5.2.1 Wastewater Collection System
 - 5.2.2 Wastewater Treatment Facility
 - 5.2.3 Projected Wastewater Demand (1.5 MGD)
 - 5.2.4 Wastewater System Improvements
- 5.3 Stormwater
 - Collection, Conveyance, Quantity & Quality Management
 - 5.3.1 Stormwater Drainage System
 - 5.3.2 Stormwater Quantity Management
 - 5.3.3 Stormwater Quality Management
- 5.4 Electrical Distribution System
- 5.5 Fiber Optic Cables
- 5.6 Gas Distribution System
- 6.0 Development Program
 - Employment forecast and absorption
- 6.1 Development Program (Development Initiatives)
- 6.2 Employment Projections
 - Development Initiatives 3,103
 - Future Initiatives/Infill 3,765
 - Total 15,157 8,298 Existing, Projected 6,868
- 6.3 Absorption 15-30
- 6.4 Development Phasing
- 7.0 Implementation Program
 - 7.1 Program Plans -various processes and procedures that identify and govern development activities.
 - 7.1.1 Development/Marketing Program
 - 7.1.2 Land Use Controls and Environmental Reviews
 - 7.2 Capital Improvement Plan- identification of the required infrastructure to enhance and support development opportunities.
 - 7.3 Policy Strategy- courses of action that the QDC may want to examine to support the implementation of the Master Plan
 - 7.3.1 Sustainable Operating Model
 - 7.3.2 Transitional Areas
 - 7.3.3 Desalination Study
- 8.0 Sources