

**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
  - o External:

**&#61607; Market conditions, SWOT analysis including strengths, weaknesses, opportunities and threats**

**&#61607; 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**

**o Internal:**

**&#61607; Site constraints (the Committee indicated that “site limitations” should replace “site constraints” because of the negative connotation)**

**&#61607; Opportunities**

**&#61607; Historical property**

**&#61607; Wetland property**

**&#61607; 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

**&#61607; 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**

**&#61607; Development**

**&#61607; Marketing program**

**&#61607; Land use environmental controls**

- Capital improvements program**

**&#61607; Projects require infrastructure improvements**

**&#61607; Support the development initiatives**

- **Policy strategies – (need most help from Committee Members)**
- &#61607; Sustainable Operating Model**
- &#61607; Transitional areas**
- &#61607; 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**