



TOWN OF NARRAGANSETT
GALILEE REDEVELOPMENT PROPOSAL
THE LIGHTHOUSE INN – PROPOSAL TO STATE OF RI

Introduction

The Town of Narragansett is pleased to submit this Redevelopment Proposal for the former Lighthouse Inn site located in the heart of the Port of Galilee in Narragansett, Rhode Island. The Town proposes to acquire a lease or other form of controlling interest in the entire 5.03 acre site for the purpose of working in partnership with the State of Rhode Island and other interested parties, including one or more developers, to bring to life the vision incorporated in the Galilee Special District Plan.

The development vision is to prioritize mixed-use development on the land-side parcels along Great Island Road stretching from the former Lighthouse Inn site to the southern end of Galilee as land becomes available for redevelopment. The major strategy is to convert underutilized land currently dedicated for surface parking into a vibrant mixed-use village with high-intensity uses including structured long-term ferry parking. The ambitious development plan will be phased over time and the catalyzing center piece will consist of a ferry landing plaza, boutique hotel, structured parking deck, and public infrastructure.

The initial phase will begin with the 5.03-acre redevelopment of the former Lighthouse Inn site in conjunction with infrastructure development being proposed to be funded with a Municipal and/or Rhode Island Tax Increment Finance District revenue to spur a development scheme as outlined in this proposal.

The Town proposes to negotiate a new lease for the parcel subject to this RFP for a new initial base period directly with the State of Rhode Island (not subordinate to a third party's interest). The Town will establish an enterprise fund to manage and control current long-term ferry

parking while preparing the site and real estate development framework for future development as outlined in this plan. Such preparation may include complete or partial demolition of the existing structure, construction of utilities, public roadway improvements, and/or construction of any public facilities to be determined through future negotiation and study, and subject to appropriate review and approval of the Town Council.

Redevelopment of this site has many financial and environmental challenges that is preventing appropriate land-use patterns and density that is illustrated in the Town's Comprehensive Master Plan. The Town believes the only way a high-intensity quality development can occur is with a significant public investment from the State and Town that will spur and enable private investment, job growth, and new tax revenue. This has even been emphasized in studies commissioned by the State of Rhode Island.

Future development will create an exciting public realm by repairing the fabric of our Village Center. New development will be constructed to respond to existing floodplain hazards and environmental sensitivities. In most cases, parking can be situated at the ground level of new structures to conserve land, better manage storm runoff, and provide for a higher intensity of use and associated taxable development.

After the initial phase of redevelopment is complete, subsequent phases can target industries that will complement marine and water-transportation uses such as a ship's chandlery, workforce housing, and office space. In fact, there is a major opportunity to construct high-density housing particularly on the eastern frontage along the Galilee Connector Road and on upper floors of commercial uses throughout the District that could directly benefit the Fishing and Port industries.

History

The Town of Narragansett undertook a planning exercise beginning in 1996 to develop a master plan for the area of Galilee. Many stakeholder groups were invited to participate including the representatives from the fishing industry, residential neighbors, and several State agencies. The first stage of study was a studio project undertaken by URI Community Planning Graduate Students under the guidance of Mr. Kevin M. Flynn, then Planning Director for the City of Cranston. The URI study was issued in February 1997.

The second stage of action was a study completed in two parts by The Cecil Group Consultants of Boston, Massachusetts and produced for the RI Economic Development Corporation. The State-sponsored "Master Development Plan for the Port of Galilee" in December 1997 succinctly described the highest and best land uses for the land-side parcels on the Southern end of the Port. The second part was a specific study issued in June 1998, evaluated the tourism-related development potential of Galilee that could complement existing fishing, marine, and water-transportation uses.

The third stage of study and consensus-building was the development of a “Galilee Special District Plan”, by Dillmann & Weidman for the Town of Narragansett (sometimes called the “Galilee Master Plan”). It was issued in October, 2000.

The final stage of planning culminating with substantial public-engagement was the adoption of the Port of Galilee Special District Zoning ordinance by the Narragansett Town Council adopted in February 2003 as part of the Town of Narragansett’s Comprehensive Master Plan.

Each of these documents were built upon the research and findings of the preceding efforts. In each case the overriding thrust was that the Village of Galilee has viable potential for expansion of commercial activities. Notably, the single common element of the three studies was the development of an anchor hotel.

Possible uses as articulated in the URI report and expanded in great detail in the Cecil Report were to add commercial use space of 50,000 square feet of restaurant and retail and 100,000 square feet of hotel space. The Cecil Report suggests public investment over time could result in 200,000 square feet of total development.

Over the last two years, PRI X has proposed several low-intensity redevelopment proposals that do not appropriately respond to the Town’s Comprehensive Master Plan and do not contribute to the economic and qualitative revitalization of the community. PRI X’s main goal in previous proposals submitted prioritized surface parking over all other uses. Further, their proposal did not appropriately address site design requirements that would concentrate development along the frontage of Great Island Road which is essential to the Redevelopment and fabric of the Port.

Most recently, The Town Council has authorized the Town Manager to initiate discussions and dialogue with The Rhode Island Department of Environmental Manager and other State Officials, including elected leaders, to explore the options to obtain a controlling interest in the site for the purpose of redevelopment. Additionally, the Town Council has authorized the Town staff to procure conceptual design services and begin nation-wide marketing efforts to recruit a suitable developer to execute the redevelopment plan. The Town Council is eager to explore options to make a substantial public investment, possibly in the form of a Tax Increment Finance District.

Redevelopment Program

The redevelopment program will consist of the following:

- Site preparation (Short-term and Long-term)
- Utility and Roadway Improvements
- Construction of a public Ferry Landing Plaza and open air market directly across the street from the Ferry Terminal fronting Great Island Road
- A boutique hotel (75 to 100 rooms) with a restaurant, event hall, gallery and parking (at the Ground Level)

- Structured 400-car Parking Deck adjoined and a part of the hotel to be used for both long-term ferry parking and short-term hotel parking
- Surface parking lot for short-term and hotel use
- Mixed use building, most likely featuring office and housing

Even with this ambitious redevelopment program, this plan still leaves approximately a third of the land available which could be used as open space, storage for marine uses, pickleball courts, festivals, and/or future buildings.

Short Term

This illustrative drawing shows the minimum desired density for the inaugural phase of redevelopment encompassing the 5.03-acre site. A more detailed drawing is attached as Addendum B.



Illustrative Concept Model

Conceptual Building Program

ANCHOR HOTEL	\$34,871,200		
FLOOR	PROGRAM	AREA	# Units
1	Parking	23,260	
2	Restaurant, Lobby, Event Hall with multiple upper-level outdoor decks for outdoor dining with views of ferry landing and southeast views of the ocean	20,718	
3	Hotel Rooms	14,400	25
4	Hotel Rooms	14,400	25
5	Hotel Rooms	14,400	25
	Total	87,178	75

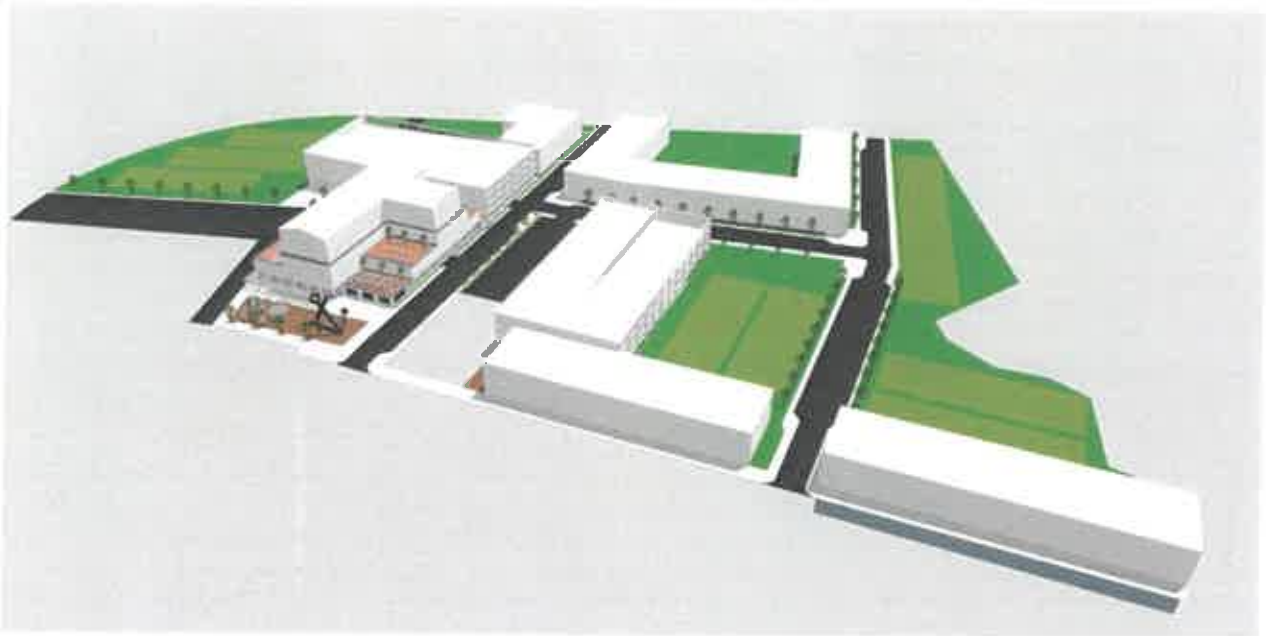
PARKING DECK A	\$9,600,000		
FLOOR	PROGRAM	AREA	# Spaces
1	Parking	28,800	100
2	Parking	28,800	100
3	Parking	28,800	100
4	Parking	28,800	100
	Total	115,200	400

MIXED-USE BUILDING 1	\$7,812,900		
FLOOR	PROGRAM	AREA	# Units
1	Parking	8,681	
2	Office or Housing	8,681	TBD
3	Housing	8,681	8
	Total	26,043	

Total Redevelopment Program: 228,421 SF

Long Term

An additional illustrative drawing shows the future potential vision for the redevelopment of the entire GB Zone which features public roadway and utility infrastructure, high-intensity development along the frontage of Great Island Road, open space, and future mixed-use and parking structures to accommodate both long-term and short-term parking demand to support Port operations, water-based transit, tourism, and recreational uses. A more detailed graphic is attached as Addendum C.



Illustrative Site Rendering showing full development potential of the entire proposed TIF zone.

Project Approach

Step 1: Assume Immediate Control of Existing Parking Operation

The Town of Narragansett proposes a phased development plan of the site beginning with obtaining immediate control and management of long-term parking. As necessary, the Town will prepare the site and provide a proper surface finish of gravel or other porous material. We will partner with a parking facility contractor or assign staff to carry out the daily operations and upkeep of the site while the Town and its partners initiate site design, permitting, due diligence, agreements, and pre-construction requirements.

Step 2: Prepare Preliminary Pad-Ready Site Design and Site Assembly/Controlling Interest Framework

- A. Prepare preliminary pad-ready site design for a multi-use development plan
 - a. The initial step of this phase will be to design infrastructure improvements for a hotel with associated parking garage. An illustrative concept drawing of the general site plan vision is attached to demonstrate scale and intensity of use.
 - b. Prepare conceptual public infrastructure plan to include roadway and utility improvements.
 - c. Detailed Site & building design would be provided through hiring of a qualified architectural/engineering/design partner in the future. This partner would see the project through to the construction of all buildings and improvements and would be executed in a later phase after a developer is selected for the project.
- B. Engage a consultant to prepare a framework for a Tax Increment Finance (TIF) District, site assembly strategy, and advise on the most appropriate way to structure controlling interests to catalyze a public TIF and private investment. The Town and State may need to consider alternatives to the standard ground lease vehicle to better align with public and private financing strategies.
- C. Engage a consultant to assess and prepare, if required, any additional enabling legislation that may need approval from the State General Assembly (it is unknown at this time if this will be necessary).

Step 3: Finalize Redevelopment Strategy - Controlling Interest Owner/Operator Structure

- A. Finalize any agreements associated with the controlling interest structure and redevelopment plan in partnership with RIDEM and other interested parties.
- B. Seek and enter into development agreement(s) as appropriate with one or more suitable Development Partners.
- C. Prepare final site design and building plans.
- D. Begin permitting, approvals, and site design review processes through all appropriate jurisdictions including the Town of Narragansett and other State Agencies.

- E. Assign a local advisory board consisting of members from standing committees, Town staff, RIDEM, or others as may be recommended to review plans and advise the Town and State on matters of design, character, and interim safety conditions.

Step 4: Pre-Construction, Bidding & Procurement

Step 5: Construction Phase

Step 6: Occupancy

Site Design Considerations:

The overall site plan will incorporate physical design features that respect the nearby bird sanctuary, reflect the fishing industry's long tenure in Galilee, and provide site amenities for bicyclists and pedestrians.

Public infrastructure improvements will feature pedestrian-oriented improvements such as:

- Bump-outs at street crossings;
- Complete-streets design approach for multi-modal rights-of-way (ROW);
- Street trees to provide canopy coverage;
- Specified build-to lines by geographic locations with designed frontage, public ROW design requirements appropriate for each use fronting the ROW;
- On-street parking where appropriate;
- High-quality public realm; and
- Form-based design standards associated with developer agreements consistent with the Galilee Special District Plan and GB-Zone local requirements.

Specific Response to RFP Parameters

1. Proposed Uses:

- a. See conceptual development program listed in the above section
- b. See conceptual site renderings attached
- c. Note: The proposed TIF district encompasses additional parcels on the land-side southern end of Galilee. The illustrative site plan shows a future vision for public and private investment over a longer time horizon as land becomes available.

2. Site

Town proposes to acquire control of the entire 5.03-acre site. The entirety of the site is necessary to plan the public infrastructure investment in roadways, utilities, street lights, and landscaping to fit the vision of the Master Redevelopment Plan. The Town would be

open to partnering with other interested parties for both short-term interim and future projects consistent with the proposal site design.

3. Contributions to the Port

a. Primary Benefits to the Port:

- i. Major public infrastructure investment for parking, ground transportation, and multi-modal transportation options**
- ii. Expansion of goods and services that directly support marine, tourism, recreation, and residential uses in and around the Port**
- iii. Massive expansion in real property tax revenue that will expand the Town's capacity for continued investment**
- iv. Significant State revenues generated from business and hotel expansion**
- v. New jobs**
- vi. State-of-the-art storm-water best management practices associated with future development that is more environmentally sensitive and appropriate**
- vii. Land conservation by prioritizing higher-intensity vertical development over sprawling surface parking**
- viii. Development of a premier destination with a high-quality pedestrian realm that will spur economic development**
- ix. Provide a potential stock of new affordable housing options for local workforce housing**

b. The concept advanced above will provide the village of Galilee with a range of business and residential uses intended to return the "village" feel of the area to what it once was in the past. Galilee has shown up as a "place" on maps dating back to the 19th century. It deserves and demands to remain a viable village of many parts and people. It has provided both a place of residence and business for generations of fishermen and those who conduct related and supportive businesses in marine, tourism, and recreation industries. Today it has lost many of the characteristics that once validated its identity. This plan would create a world-class destination that will both strengthen the working port and enhance the quality of place for all Rhode Islanders and visitors.

c. The Town seeks to revitalize the Port by investing in priorities listed in The Town's 2017 Comprehensive Plan that address these objectives in several chapters (See Addendum A)

- i. Specifically, the proposed mixed-use building(s) will provide opportunities for housing of fishermen and dock workers nearby which will enhance the local economy.**
- ii. A proposed gallery or museum will add an important interpretive asset to showcase the importance of the fishing industry spanning dozens of generations.**

- iii. Future marine retail uses such as a ships chandlery will provide the needed material and supplies necessary for the owners to ensure their boats and equipment are in top form so as to ensure safety of crew and the efficient conduct of their work.
- iv. The addition of major anchors such as hotels and museums as well as the residential structures will enhance the economy of the port in general and provide the essential elements that make a village a robust place of work and residency.

4. Employment opportunities

- Design and consultants will be employed in the creation of the plan
- The plan will yield an estimated 200 temporary construction jobs to build capital improvements proposed
- The hotel and restaurant will employ dozens of hospitality industry workers
- The parking operation will employ an operations staff
- Future mixed-use development will attract future office and/or retail employment opportunities
- A detailed employment forecast will be further developed if this proposal is selected

5. Timing to implement the proposed use

The Town anticipates completion of the full site development to encompass approximately 5 to 6 years:

- Conceptual Design and Development Framework: 1 year
- Solicitation for a development partner and preparation of developer agreements (concurrent to conceptual design): 2 years
- Design documentation, permitting, development of financing vehicles: 18 months
- Construction: 2 years

6. Contributions to the Fishing Industry

The overall plan for this site is to create a development that works both directly to improve the conditions under which the commercial fishing industry works (i.e. chandlery) and indirectly supports the industry by providing cultural, historical, commercial, and residential facilities that combine to enhance the overall character of the Galilee village as a place to live, work, and play.

Inclusion of nearby housing will significantly improve the working conditions for deck hands who are often required to report to work in the late hours of the night and on short notice. They are also often required to return home at inopportune moments when sea conditions become too harsh to fish. In all cases, the lack of nearby affordable housing

makes it difficult to plan trips offshore to respond to weather conditions. Creation of workforce housing walkable to the Port could bolster the labor market for fishermen.

A hotel of up to 60 feet in height will provide a necessary anchor use for this site that will complement and support the numerous nearby attractions. These include the Salty Brine State Beach, the State boat ramp, the charter fishing fleet, the nearby bird sanctuary, and the additional 200 commercial fishing vessels and their crews. We envision the hotel to be of moderate size.

7. Background / Experience of the Town of Narragansett

The Town of Narragansett has direct experience in re-development of large commercial sites. In 1968 the Town applied for and was awarded a grant of \$2.274 million in Urban Renewal funds to redesign and reconstruct the 9-block area known as Narragansett Pier. This project became a necessity due to the recurring impact of damaging storms most notably the Hurricane of 1938 and Hurricane Carol in 1954. With the HUD funding and \$300,000 in local bond funding, the Town engaged the firm of James P. Purcell Associates of Hartford, Connecticut to draft a Redevelopment Plan for the designated area complete with regulatory standards for type of uses allowed, site dimensional requirements, parking, and landscaping standards. That project was overseen by the Narragansett Redevelopment Agency.

More recently, the Town has shepherded major investments along Boon Street, an important mixed-use corridor serving as the Town's "Main Street".

The Town is in the midst of a major adaptive re-use project in converting vacant box retail into a state-of-the-art public library.

Also, the Town oversees and expertly manage several significant enterprises including the Town Beach, cabana and public beach facilities, while organizing and programming several large-scale events.

Unlike the Narragansett Pier Urban Renewal Project, this proposed redevelopment plan will not require any new zoning regulatory standards to be authorized, nor will it involve the exercise of eminent domain to assemble the land. Instead of demolishing in excess of 80 structures, this site simply requires the State to prioritize real estate development over surface parking.

The Town will establish a coordination team to serve in a similar role as the Redevelopment Agency and might consider reestablishing the agency if deemed appropriate or necessary.

8. Familiarity, history, and experience with this type of redevelopment

The town of Narragansett is familiar and quite amply experienced in this type of redevelopment. Since 1972 when the Narragansett Pier Redevelopment Plan was approved, that site has been the subject of 12 revisions to the Urban Renewal Plan. In each instance the application has been submitted to the Town for complete public vetting and approval of the proposed changes. In some cases, the Plan itself was revised, most recently in 2018, to address the Town's acquisition of an 18,000 square-foot retail structure for rehabilitation to a new Town Library. This project, estimated to cost \$5.8 million, is under design at this time and will be advertised for construction in the near future.

9. Value of the entire Redevelopment and source of financing

The town estimates the overall value of tangible assets to be constructed onsite at approximately \$52,284,100. This would include the primary structures of the hotel, the parking garage, the office/service/residential mixed-use building, and other smaller improvements and site furnishings. At today's commercial tax rate of \$11.96 / \$1,000 value these structures would generate in the range of \$625,318 in real property taxes.

By comparison, the current lessee and owner of the Lighthouse Inn Property paid a mere \$31,579 in 2020 based on an assessed value \$2,231,800 of the existing building. The most recent 2021 assessment reduced the value of the property to a low of \$1,730,800, which further reduced the taxes paid to the Town to \$20,700.

Land is not currently taxed as the property is owned by the State even though the user is a for-profit entity. If the lessee is allowed to demolish the property, the Town will likely receive even less taxes on this important property and will receive no revenue in exchange for the services the Town provides. In 2018, the owner filed an appeal with the Board of Review and was granted an abatement reduction to their assessment for that year.

The Town is well-positioned financially with the potential viability to implement a Tax Increment Finance District which could pay for the public infrastructure investment with new tax revenue generated from real property improvements.

The State may also consider the creation of a Rhode Island Tax Increment Finance District that may also assign future state revenues derived from the expansion of business enterprises to the project.

Further, the Town Council may consider a direct investment in soft costs, enabling steps, and financing through proceeds generated from parking revenues and/or the assignment or appropriation currently unassigned available funds.

10. Additional Information

The Town wishes to point out that this project will serve as a catalyst for additional redevelopment of nearby sites once complete. We envision the TIF district to encompass

the entire area zoned GB by the Town. This includes several parcels on the east side of Great Island Road to the south. The prospect for additional provision of TIF qualified construction is enhanced and would further deliver on the vision of the area portrayed in the “Master Development Plan for the Port of Galilee”. A very basic concept of what type of development could be in the future for Galilee is shown on Addendum C. We provide this graphic knowing it extends beyond the bounds of the subject site in an effort to emphasize the Town’s vision for the area and to remind the State that this is what has been the primary objective of both the State of RI and the Town of Narragansett since completion of the many studies noted above.

No other entity has the capability and the understanding of the Town’s goals and objectives for this village area better than the Town itself. No other entity, other than the State, can leverage a public investment that will dramatically enhance the Port, the public realm, and spur substantial private investment in the form real estate development, job growth, additional housing, and state revenues.

FINAL THOUGHTS.

This proposal is ambitious, bold, and complex. It leverages a potential major capital investment that is necessary to catalyze the scale and character of the redevelopment the Town seeks. Unquestionably, this will benefit the Port, the State, the fishing industry, residents, and visitors alike.

The Town welcomes the opportunity to more formally engage in a discussion that will lead to a framework as described in this proposal. We do not think the current lessee, PRI X, is positioned to leverage the same investment or framework the Town can as a public entity. The Town will not rule out the potential to partner with PRI X or other respondents to this request for proposals as one of the developers if we are successful in assembling a mutually beneficial arrangement with the State of Rhode Island.

ADDENDUM A

ADDENDUM A: RELEVANT EXCERPTS FROM 2017 NARRAGANSETT COMPREHENSIVE PLAN – ROADMAP

A. A Vision for Narragansett

In 1994, the citizens of Narragansett embraced the following vision:

The vision of Narragansett's Comprehensive Plan is embodied in the Plan's primary goal statement as derived from community participation. This vision holds forth that Narragansett's physical beauty, unique among New England coastal towns is a result of its seaside residential character, miles of beaches and craggy coastline, islands and peninsulas, open spaces, and the richness of its Native American, Colonial Plantation and Victorian resort heritage. This character must be protected, preserved and enhanced for the future well-being of the community.

B. Guiding Principles

Throughout the Comprehensive Plan update process, either at public workshops or staff interviews, residents shared many common values. To ensure that they endure beyond the update process, they were used to develop "guiding principles." Guiding principles are markers by which to evaluate goals, policies and actions of the Comprehensive Plan. They are also used by local decision makers to determine if they are moving towards the shared vision for the Town. They help answer the question "What should Narragansett be in the future?"

1. Maintain Local Character and Uniqueness

It is indisputable the passion locals have for Narragansett. Residents and visitors are attracted to its natural beauty and seaside character. Maintaining the look and feel of Narragansett as a coastal community is a very high priority. Its natural coastline, recreational areas, quiet residential neighborhoods, historic districts, and small businesses define Narragansett. With limited land for new development, development and redevelopment initiatives should be creative and complement the uniqueness of each neighborhood. While single family homes may be appropriate for some areas of town, creating true neighborhood centers require mixing commercial, office and residential uses where people can live, work, recreate, and socialize within an easy walk or bike ride.

2. Enhance the Year-Round Community

Narragansett has much to offer. In addition to its seaside charm, it has a high-ranking school system, comparatively low property taxes, and diverse municipal services, which includes an ever-growing library. The Town's year-round population, however, has diminished in the past decade and many commercial proprietors find it difficult to sustain their businesses because of the highly seasonal community. Encouraging year-round residency will strengthen community spirit and expand the customer base for existing and potentially new businesses, particularly in the non-summer months. One

way to do this is to increase the number of available long-term rentals. Compared to other communities in Washington County, a significant portion of the Town's housing is rented on a seasonal basis. This is reflective of the Town's rich history as a summer tourist destination and as a short-term settling place for college students during the academic year, and each of these groups brings with it certain qualities that contribute to the Town's character. But potential new residents have difficulty finding 12-month rental options. The financial attractiveness of seasonal versus yearly rentals and the higher costs of purchasing a home in Narragansett are issues that need to be balanced and are addressed in this Plan.

3. Balance Protection of Natural Resources with Economic Growth

Narragansett is a coastal community where its natural resources greatly contribute to residents' quality of life, but also support and bolster the local economy, including tourism and the fishing industry. As economic development opportunities grow, natural resources should not be compromised. Careful management of the coastline, ponds, rivers, trails, and forested areas will maintain and enhance these resources to ensure healthy habitats and biodiversity. Management also includes public access to these resources to be enjoyed and appreciated. Educating and promoting the functions and values of the natural environment will lead to stewardship and responsible usage.

Land use chapter

C. Special Planning Districts

Special Planning Districts are places in Town that require special attention to create a cohesive vision that will improve the quality of life for that neighborhood and capture unique opportunities. Many districts were identified during the update process by the public, elected officials, and town staff. Others have been carried forward from prior comprehensive planning efforts in Narragansett. By highlighting these areas, the Town anticipates that future work will take place with involvement from residents and businesses to develop a shared vision and/or specific strategies to address the unique circumstances that impact these areas. Special Planning Districts identified as part of the Comprehensive Plan update include:

- Galilee
- Boston Neck Road/South Ferry Road
- Boston Neck Road/Bonnet Shores
- Boon Street
- Pier Area
- Dillon Rotary/Caswell Corner

The following provides an overview of preliminary issues for each area identified during the planning process. Special Planning District boundaries are shown for illustration and it is anticipated that further refinement will take place as a part of implementing strategies to address challenges.

1. Galilee

Galilee is a unique and diverse place. At its center is an important commercial port that is home to the state's largest commercial fishing fleet and the Block Island Ferry terminal, which transports passengers and freight to and from the island. Galilee is an important economic center for the town, the state, and the New England region. In 2010, Galilee ranked as the 4th largest fishing port in New England in dollar

value of landings. The port contains 40 piers for commercial berthing that are managed by the State. The commercial piers are immediately surrounded by businesses and services that support the commercial fishing industry.

Galilee is also a tourist destination. There are recreation and tourism uses that rely on access to the water, including private recreational fishing and boating excursions, a public boat ramp, Salty Brine State Beach, and Galilee Wildlife Management Area. Galilee also has a small retail area with souvenir shops and restaurants. Private parking lots primarily serving ferry passengers to Block Island, and to a smaller degree, the restaurants and beach also surround the area. There are also residences, both year-round and seasonal, within walking distance to the port.

The Galilee Special District plan was developed and adopted by the Town to support the commercial fishing port. It is based on the Galilee Master Development Plan developed by the State in 1996. The Special District Plan includes the Galilee zoning districts, which are intended to allow uses and development that support primarily commercial fishing and related activities, water-dependent uses, and ferry service in areas with direct access to the commercial piers. In the surrounding areas, zoning permits recreation, residences, retail, services, parking, and mixed uses. This diversity of uses is encouraged, but it is the goal of the Town that they do not compromise commercial fishing and related activities.

Policy LU2.7: Guide business development to ensure that it maintains community character in existing commercial and industrial areas.

- a. Review zoning to clarify the function of each business zoning district. Consider adding new zoning categories to better regulate transitional areas between residential and heavy commercial or industrial areas.
- b. Resist establishing new business zones in high traffic areas that will not meet local needs or will detract from community character or way of life.
- c. Review commercial site plan requirements to maintain appropriate design standards that avoid "strip" development.
- d. Consider and implement tools, as appropriate, to manage fiscal impacts of growth (impact fees, growth rate permitting and the promotion of economic development).

Economic Development chapter

D. The Narragansett Brand

To the people who live in Narragansett, the town clearly has an identity as "home" and participants in the Comprehensive Plan development process spoke passionately about their perspective on Narragansett as a place rich with natural beauty, seaside character, and high quality of life. However, when considering issues of economic development, it is also important to understand how people outside of Narragansett view the community and the opportunities individuals and families might have

during a visit, when considering a new home, or perhaps when considering opening a new business. While thousands of “day-trippers” come to visit Narragansett every sunny day of the summer, most see the visit to the beach as their only focus. The idea of Narragansett as more of a complete destination with shopping, dining, entertainment and other activities is not as prevalent in the tourist mindset and represents an economic opportunity not being captured. From a residential standpoint, Narragansett is seen by out-of-towners as a great place to visit, but perhaps a place that is a little “out of reach” or “out of the way” when considering a place to live year round or locate a business.

From an economic perspective this “brand” of Narragansett as a “place to visit in the summer” is one that needs to be expanded in order to provide more diverse and sustainable economic opportunities. Tools that are used for branding communities range from targeted marketing campaigns to more dispersed efforts like creating an image through special events and other attractions. This serves not only to promote the community, but also creates a more complete perspective for outsiders relative to the assets and opportunities within a given community. Economic policies for Narragansett related to its image will focus on opportunities to broaden visitors’ experience well beyond the beach.

E. The Local Economy and the Tax Base

As shown in *The Baseline Report*, the vast majority of Narragansett’s tax base is supported by residential use. In 2010, just 8% of annual real property tax yield was derived from non-residential use. This represents a decrease in the relative contribution from 12.8% when compared with the data from ten years prior. As Narragansett is almost entirely built out with residential development use, it is safe to assume that the majority of the property tax base will be derived from residential taxes into the foreseeable future. However, this does not imply that the Town should not strive to increase the commercial/industrial property tax yield. Increases in commercial and industrial property tax yield can help to stabilize the tax base and would result from a more comprehensive focus on business development throughout the community.

One of the biggest challenges associated with increasing the commercial tax base is the dramatic drop off of commerce during the “off-season.” Year round retail and service establishments in Narragansett face the reality of challenging “off-season” months where the flood of summer traffic diminishes to a small stream of more locally based customers. Other local businesses include the small but economically important collection of industrial uses such as those at the North Star Industrial Park, South Ferry Industrial Park, and the port of Galilee. While these industries are not affected as much by the seasonal tourist fluctuations, they do face pressures associated with “big picture” issues like fisheries management and globalization of many industrial sectors. Economic policies in Narragansett will need to encourage tools and partnerships that remove unnecessary roadblocks to the success of these year-round enterprises.

F. The Local Economy and Housing

Narragansett’s seasonal economy and the presence of a high college student population are strong influences on the local housing market (see *Housing and Neighborhoods*). These forces create a sustained demand across several seasons for rental housing with tourists renting in the summer months and college students renting in the off-season. Beyond these seasonal pressures, high real estate values push the year-round ownership housing stock to be more expensive when compared with comparable stock elsewhere in the state. The market demands created by these forces have significantly shaped the business landscape in Narragansett as many businesses primarily focus on serving seasonal tourist demands. Further, the commuting patterns of residents demonstrate that most seek jobs outside the

town, looking for the higher paying jobs that support their lifestyle. Community residents are not constrained by the cost of commuting.

While diversity of housing stock is not the only driving factor behind local business diversity and increased commerce, it is certainly part of the equation. Higher densities of housing strategically located in and around commercial areas provide a direct increase in localized market demand for basic services and goods. These housing strategies also simultaneously help to accomplish many of the basic housing goals for the community which include providing seniors with more opportunities to age in place, and providing more affordable housing for Narragansett's work force and first time home buyers.

G. Enhancing the Performance of Local Economic Centers

As with many other suburban communities, Narragansett has established small pockets of commercial and industrial uses around primary traffic routes and around places that served as traditional centers. In discussions with local officials, residents and business owners, there was a shared sentiment that the expansion of economic centers should not be a primary focus for local economic development. While some limited expansion of commercial districts could be appropriate, stakeholders felt that existing commercial districts are underperforming and could be enhanced. Some of the common themes that emerged in local discussions include:

- Expansion of the Town's commercial base, while limiting geographic growth, should focus on attracting small and mid-sized businesses that complement the Town's natural and historical character. Growing the Town "Brand" beyond restaurant and retail can be achieved through solicitation and assistance to professional office, medical and other office uses. Growth may be obtained in town from new users from outside the Town moving into the Town. The Town should seek out, solicit and facilitate the location of service, technology and light industrial enterprises in Narragansett that offer highly paid employment opportunities.
- Existing circulation routes, parking configurations, and signage around the Pier area make it challenging for visitors to explore their options for shopping, eating and entertainment in this area.
- Boston Neck Road is one of the primary access/egress routes for residents and tourists. Site design, signage, curb cuts, and building density do not create a situation that encourages users to visit more than one store in a single stop.
- The Salt Pond Shopping Center and other businesses at this Route 108 intersection are an effective auto-oriented shopping center that serves many important retail needs. The plaza can benefit from design guidelines that create some site improvements and beautification during future redevelopment. Linking public transportation options can also boost the usage of this site (see **Transportation and Circulation**).
- The port at Galilee is a regional transportation hub, economic center, and cultural resource. The Town should continue to regulate the area in a way that balances the diversity of uses and protects the local fishing industry.
- The South County Hospital, located just over the Town line in South Kingstown, has grown into an economic generator in the past two decades, as evidenced by the construction of four nearby large medical office complexes. The Town should encourage the location and growth of this site and other medical facilities.
- The University of Rhode Island has a multi-faceted presence in Narragansett which includes the world-renowned Graduate School of Oceanography campus on Narragansett Bay. This facility in

addition to the main campus located in Kingston, five miles away, generate economic activity through the conduct of instruction, research and housing and services to students and faculty.

Many of these ideas are not only important to Narragansett's economic development strategy, but also to the broader land use strategies applied to each area. The **Land Use** chapter of this Comprehensive Plan reinforces these ideas and, in some cases, explores them in more detail.

H. Agriculture and Resource Based Industry

In recognition of recent growth within the state's agricultural sector and, more importantly, recognizing the importance of cultivating local food, recent state legislation requires every city and town in Rhode Island to consider the role of agriculture in their local economy. Narragansett's geologic conditions, its proximity to the ocean, and the development trends over the past several decades collectively have removed most opportunities for conventional land-based farming.

There are active farming activities in Narragansett. Sunset Farm is Town-owned and managed by a farmer/caretaker with the Narragansett Land Conservancy Trust (NLCT). A caretaker manages the property, including livestock and produce grown onsite. NLCT also leases plots to residents with a community garden that is assisted by the resident farmer. The farm stand is open from July to November. Canonchet Farm, while no longer active farmland, incorporates a small barn and livestock for demonstrations and local, small-scale production. Other Town properties may have the potential for community gardens as well, and the Town will explore expansion of local farming activities.

However, Narragansett is still a center for extractive resource based food production such as seafood cultivation and harvesting businesses which operate on scales ranging from small individual shellfish farms to industrial scale fishing vessels. Therefore, when considering food production, policies related to shellfish cultivation and port-based fishing (out of Galilee) can significantly affect the economic viability and sustainability of these operations.

Outside of food production, Narragansett can also be mindful in its policies related to food processing, retail, and waste management. With regard to fishing, some processing takes place in Galilee and is essential to the viability of the fishermen who use the port. On the land-based side, policies should examine the potential for using public lands, parking areas, or other similar spaces as markets to increase access to local foods from the region. Finally, an often overlooked but growing piece of Rhode Island's food economy is waste management which should include compost development. These activities occur at scales as small as individual home compost bins to large scale facilities. Narragansett will need to consider these potential economic opportunities moving forward and consider how local policies may or may not affect the town's ability to take advantage of new trends and industry.

I. The Local Economy and Climate Change

Narragansett, as a coastal community, has been impacted by the early stages of climate change. Historic records in Rhode Island show that average sea levels have increased nearly a foot since the early 20th century, and future predictions show this trend continuing. More dramatically, the size, frequency, and intensity of coastal storms are continuing to increase. As coastal storms continue to impact Narragansett, issues related to beach replenishment and beach migration could raise serious questions regarding the sustainability of the state and town beaches in their current form. Obviously, if there were to be significant losses or relocation of beach formations in Narragansett, this could impact the seasonal commerce that is so important to the local economy. While the "point of urgency" for these

issues may be several decades away, it is important for the Town to begin considering these impacts to prepare future generations to make what may be very challenging and expensive decisions. In doing so, Narragansett has an opportunity to become a regional leader in economic policy that is explicitly geared toward climate change adaptation.

J. Goals, Policies and Action Items

Goal ED1 Support a diverse economy that meets the needs of residents and visitors

Policy ED1.1: Pursue strategies to maintain a strong tourist economy that is beneficial to the Town.

- a. Identify ways to connect visitors to local businesses.
- b. Develop ways to capture incoming and departing customers through site design.
- c. Partner with such groups as local realtors, property managers and the local chamber of commerce to develop strategies that bring awareness of local commerce and services for weekly renters.
- d. Partner with local businesses and associations to develop mechanisms that can increase overnight stays.
- e. Work with local hotels, restaurants and religious institutions to market Narragansett as a wedding destination.

Policy ED1.2: Explore opportunities to expand “shoulder season” commerce opportunities.

- a. Increase programming in open space and recreational areas around the Pier. Ensure that parking is adequately managed for events.
- b. Find ways to incorporate farmers markets and fish markets in locations where locals frequent.
- c. Work with the Historic Commission to develop and enhance historic tours in the shoulder seasons.
- d. Partner with local theater and arts organizations to schedule arts and culture events during the shoulder seasons.

Policy ED1.3: Support year-round businesses that serve our residents.

- a. Connect neighborhoods to commercial areas through improvements like walkways and signage.
- b. Explore tax and/or loan incentives including but not limited to tax increment financing or tax treaties, for year-round businesses for beautification, small business capacity building, expansion, or necessary repairs.
- c. Actively solicit new or expanded professional office, medical, and other high paying businesses in Town. Actively seek out, solicit, and facilitate the location of service, technology, and light industrial enterprises in Narragansett that offer highly paid employment opportunities.
- d. Integrate future library expansion with surrounding local businesses.
- e. Preserve and maintain agricultural uses on the Town’s locally owned farms and encourage new agricultural uses as appropriate.

Policy ED1.4: Provide a fair, predictable, and timely local regulatory process that encourages investment in Narragansett.

- a. Establish an economic development coordinator as the business community liaison and first point of contact with the town in the regulatory process.
- b. Develop and package guidelines and checklists on local review process for businesses and developers.

Policy ED1.5: Maintain a housing stock suitable for all people. (See Housing and Neighborhoods)

Policy ED1.6: Pursue other business sectors that can diversify the local economy.

- a. Develop an approach to reach out to and attract new types of businesses that complement and support the existing business community and changing technology.

Goal ED2: Develop and maintain infrastructure conducive to local economic development

Policy ED2.1: Maintain important databases and indicators for commerce in the community.

- a. Complete an inventory of existing business and industry and develop a strategy to ensure that the inventory is maintained.
- b. Assess trends of commercial and industrial tax base over time in Narragansett.
- c. Track revenues seasonally to understand dynamics in the local economy.
- d. Estimate the impacts of different transient populations (e.g., week-long renters, students).

Policy ED2.2: Develop circulation systems that optimize access to local commerce.

- a. Evaluate existing signage and lighting around commercial areas and tourist attractions. Identify ways in which signage and lighting can improve visibility of local businesses.
- b. Study the feasibility of reconfiguring Ocean Road to include bike and pedestrian access.
- c. Increase bicycle signage, lanes and shared-lane markings for bikes in the Town's commercial areas.
- d. Consider access management strategies that minimize curb cuts and maximize gateways.
- e. Evaluate ways to improve the pedestrian experience in the Pier Area to encourage pedestrian access to the business centers.

Policy ED2.3: Manage parking throughout the community to maximize access and aesthetic appeal.

- a. Develop detailed parking lot design standards.
- b. Consider maximum parking standards to complement existing parking requirements.
- c. Explore the use of a parking improvement district or dedicated circulation fund.
- d. Develop wayfinding signage system for parking areas.
- e. Consider the use of beach parking areas after hours to support local business activity and special events.

Policy ED2.4: Maintain lines of communication and important relationships with the business community.

- a. Establish a local network with the Chamber of Commerce, local industrial complexes, significant landholders in town, fishing community, and state agencies such as Commerce RI, CRMC and DEM.

Policy ED2.5: Ensure tax policies are attractive to potential new businesses.

- a. Review the Town's current tax policy.

Goal ED3: Capitalize on the economic opportunities specific to different areas of town.

Policy ED3.1: Develop tools that are tailored to commercial areas outside of the Pier.

- a. Develop economic and physical master plans for Boon Street, and other commercial special districts noted on the Future Land Use Plan.
- b. Examine opportunities for better internal circulation and access management for sites on Boston Neck Road.
- c. Continue to support Galilee as an important commercial fishing port for the region.

Policy ED3.2: Develop tools that are specifically tailored to the Pier area.

- a. Examine the open space restrictions for Casino Park to see if there may be opportunity to reprogram that area.
- b. Develop a physical master plan for the Pier area that explores:
 - Re-orientation or re-routing of traffic on Ocean Road.
 - Integration of different housing types.
 - Re-orientation of the Pier Village.
 - Identification of areas for mobile, temporary or interim uses.

Policy ED3.3: Explore more sophisticated “place-based” regulatory approaches for different districts.

- a. Continue to revisit zoning related to allowable uses, parking, dimensional standards and other requirements in specific districts to ensure there are no roadblocks to quality redevelopment.
- b. Explore the possibility of introducing form-based zoning elements on various streets in the Pier area
- c. Explore the potential application of design standards to commercial areas on Boston Neck Road, Boon Street, and at Woodruff Ave/Point Judith Road.
- d. Consider allowing housing types such as top of the shop and cottage style units into areas around the Pier, Boon Street and off the edges of Boston Neck Road commercial properties.
- e. Ensure existing zoning in Galilee supports commercial fishing industry uses and infrastructure capacity is maintained.
- f. Cultivate a working relationship with URI/Graduate School of Oceanography to develop marine-related jobs in local businesses and new business enterprises in proximity to the URI Bay Campus.

Natural Resources Chapter

K. Supporting the Local Economy

The Town’s natural resources support the local economy through their recreational, tourism, agricultural and aquacultural uses. This makes them vital to the survival of local businesses and the diverse sectors they represent. The Town supports the sustainable use of natural resources for local

industries such as commercial and recreational fishing, tourism, and agriculture. For more discussion on other ways the Town supports local businesses, see **Economic Development**.

1. Commercial Fishing

As the 4th largest fishing port in New England, the commercial fishing industry based in Galilee is dependent on the environmental quality of the region's coastal features and water bodies. Local water bodies, such as Point Judith Pond and Narrow River, and their associated wetlands, are nursing grounds for finfish and shellfish that support this sector. As discussed above, protecting these features from development and land use activities, including management of non-point source pollutants, will improve their environmental quality.

The 2007 Narragansett Harbor Management Plan (HMP) is a tool for the Town to protect these resources. It lays out a framework for the management of the Town's harbors and coastal water bodies to balance diverse uses and provide public access. While the Comprehensive Plan recognizes all the objectives of the HMP, the following HMP objectives relate specifically to environmental protection and enhancement of environmental quality that support commercial fishing:

- Safeguard and improve the water quality of the harbors and coastal waters to ensure their continued use for safe public contact recreation, recreational and commercial fishing activities and boating.
- Gain the proper balance between the preservation of the living resources of the harbors and the diversity and intensity of activities they support.
- Recognize the importance, historically and economically, of the local fin and shell fisheries, and take appropriate measures to prevent encroachment or impairment of these resources.
- Support the request for Point Judith Pond and the Pettaquamscutt River (Narrow River) to be added to the ISDA Coastal Pond Critical Resource Area, and advocate that these water bodies be added to the State's request for a federally designated No-Discharge Zone. All RI marine waters were declared no discharge in August of 1998.
- Support intergovernmental cooperation and coordination to enhance protection of the coastal resources and water bodies of Narragansett. Participation from municipal boards of the bordering towns, CRMC, and DEM would improve the promotion of these necessary protection efforts.

The Harbor Management Commission is currently drafting an update of the HMP in conjunction with local policy and decision makers to ensure that resources remain protected. Of interest is the growing shellfish farming industry in Point Judith Pond and its potential impact on water quality.

2. Tourism

The Town's natural resources not only make Narragansett a desirable place to live, but they also attract visitors, particularly those who want to be outdoors to experience nature and its scenic beauty. Beaches, waterways, and access to the shore are all drivers for the local tourism economy. These resources provide opportunities for diverse active and passive activities, such as sunbathing, hiking, kayaking, canoeing, photography, sailing, bird watching, and recreational fishing.

It is the Town's policy to promote the sustainable use of its natural resources to support its tourism economy. For resources within public lands, management and accessibility is addressed under **Recreation and Open Space**. Critical are the Town Beach and its dune system. The Town Beach is a major resource made up of the beach front, the dunes, the tidal ponds, the buildings, parking areas and

bordering roadway. Long-term reclamation strategies to address beach erosion and sea level rise will be further discussed under **Natural Hazards**. Strategies include a beach replenishment program and the evaluation of feasible alternatives to maintain the beach, considering, among others, sand sources, timeframes and costs.

The economic benefits of protecting resources on private lands can appear limited, but ecosystems are all interconnected and pollution does not stop at a property line. While enforcing existing environmental protection regulations for private development and activities, the Town must also recognize its potential to support resource-dependent local economic activities.

Goal NR3: Promote sustainable use of natural resources to support the local economy.

Policy NR3.1: Ensure the protection of natural resources while maintaining their accessibility for economic activities.

- a. Implement the Harbor Management Plan and update it periodically, but always within 10 years of any prior update, with new data, management techniques, and available technical and financial resources.
- b. Develop short term approaches to reestablish and protect coastal dunes.
- c. Continue to evaluate and establish long-term reclamation strategies to address the impacts of erosion and sea level rise on the Town Beach. Pursue funding and resources to help implement feasible strategies.
- d. Initiate a plan to cooperate and work with the State to establish long term resiliency plan for Boston Neck Road.
- e. Monitor the beach profile for continued sand replenishment, consider a plan for dune replenishment, and consider new materials, such as pervious asphalt, for the parking lot surfaces.
- f. Analyze the impact that sea level rise may have on the need to elevate Town beach structures.
- g. Coordinate with the State to ensure adequate maintenance of the Seawall and Boston Neck Road.
- h. Coordinate with state and federal sources to pursue dredging of the mouth of Narrow River and consider acceptability of the sand for beach replenishment.

ADDENDUM B

ADDENDUM B: Phase 1 of redevelopment of the Lighthouse Inn Site



ADDENDUM C

ADDENDUM C: Future potential vision for the redevelopment of the entire GB Zone





PORT OF GALILEE EXTENTS

SITE PLAN
PORT OF GALILEE
Narragansett, RI

DATE:
11/11/2021

0 0.15 0.3 Miles





**PROPOSED
TAX INCREMENT
FINANCE DISTRICT
EXTENTS**

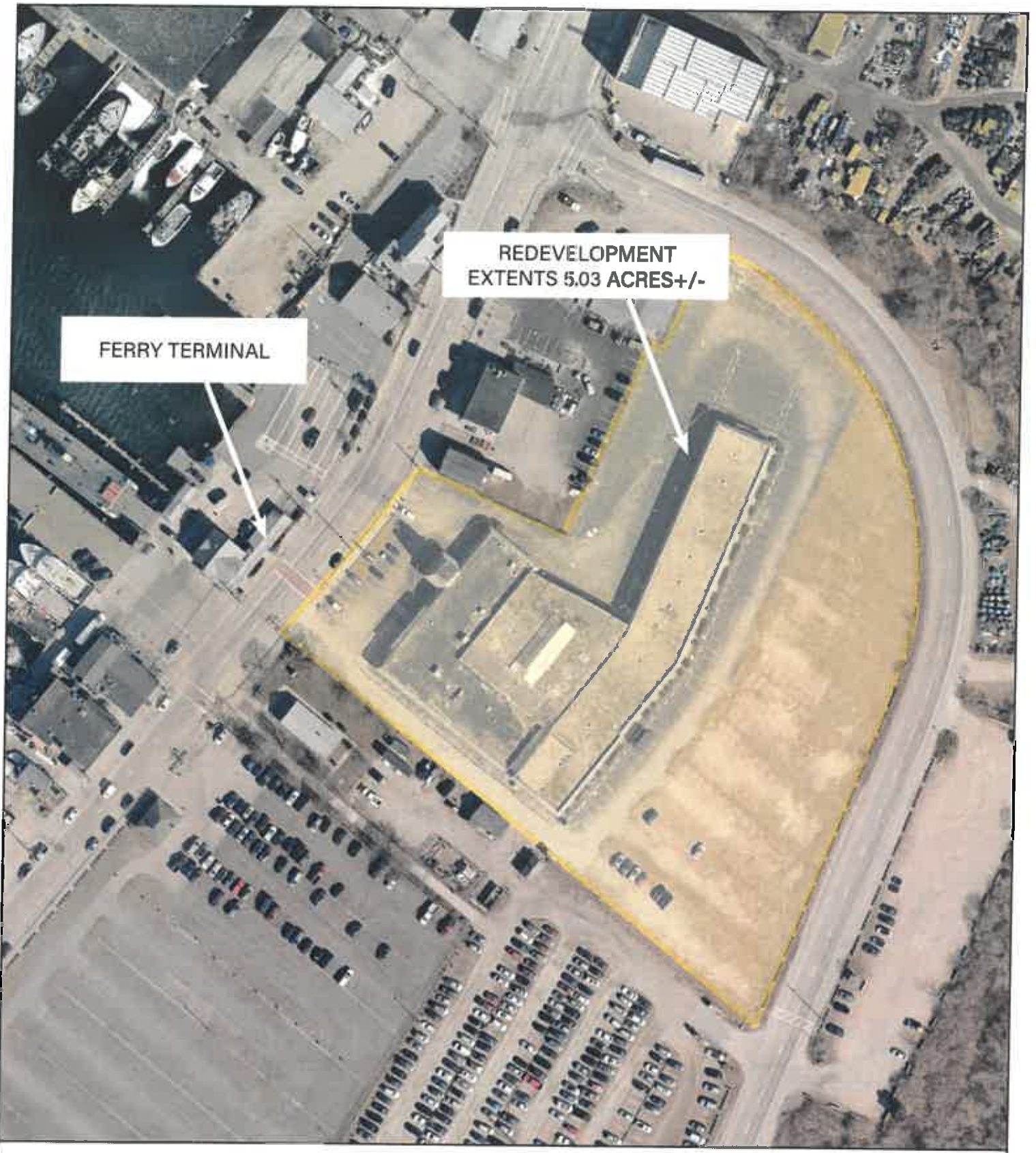
PROPOSED TAX INCREMENT FINANCE DISTRICT

SITE PLAN
PORT OF GALILEE
Narragansett, RI

DATE:
11/11/2021

0 0.05 0.1 Miles





FERRY TERMINAL

REDEVELOPMENT
EXTENTS 5.03 ACRES+/-

REDEVELOPMENT PLAN PHASE 1

SITE PLAN
PORT OF GALILEE
Narragansett, RI

DATE:
11/11/2021



HOTEL ANCHOR, PARKING DECK & MIXED-USE



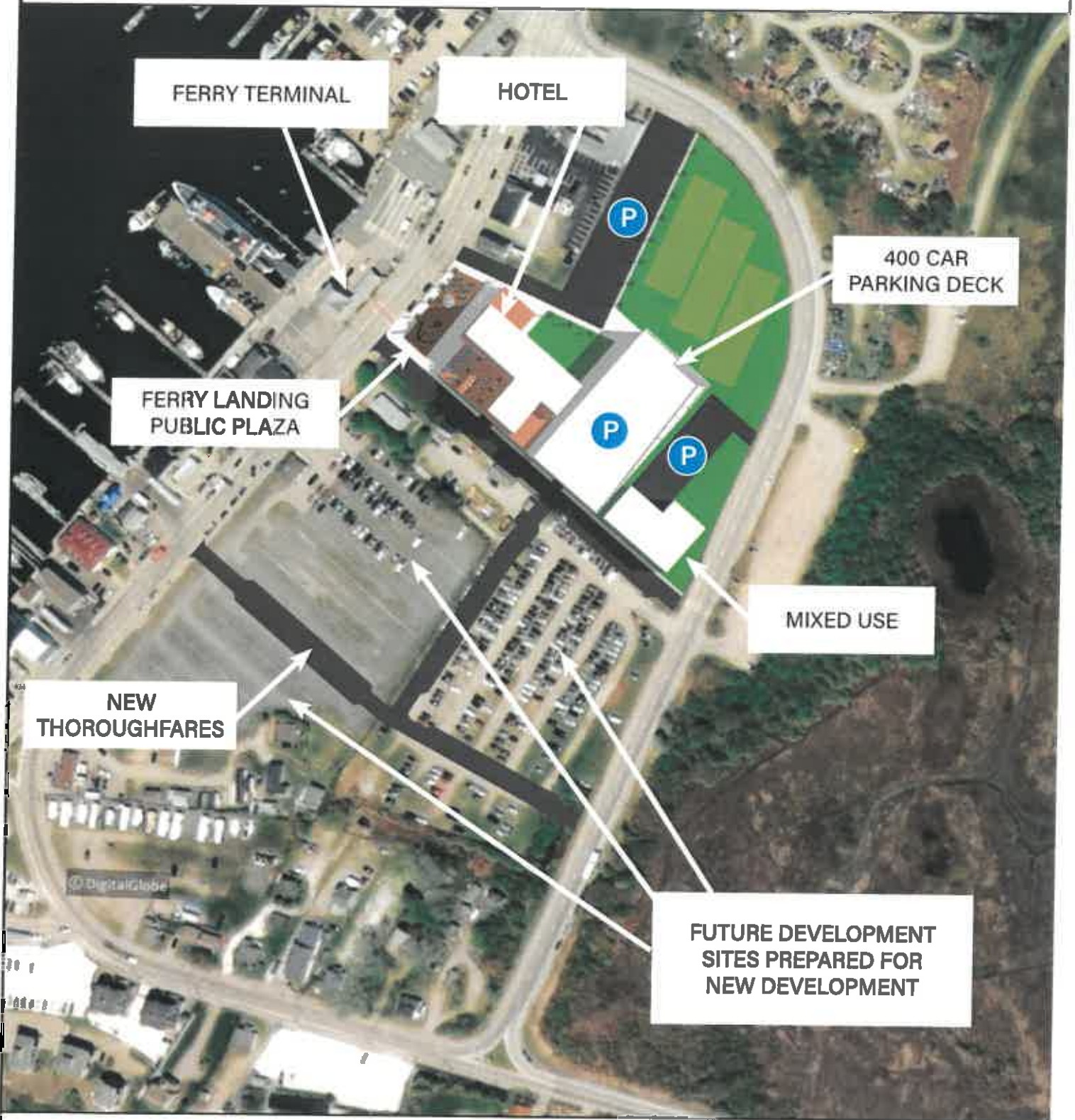
REDEVELOPMENT PLAN PHASE 1

SITE PLAN
PORT OF GALILEE
Narragansett, RI

DATE:
11/11/2021



FUTURE PUBLIC INFRASTRUCTURE - ROADWAYS, UTILITIES & SIDEWALKS



REDEVELOPMENT PLAN PHASE 2

**PUBLIC
INFRASTRUCTURE**

SITE PLAN
PORT OF GALILEE
Narragansett, RI

DATE:
11/11/2021

0 0.05 0.1 Miles





REDEVELOPMENT PLAN PHASE 2 FULL BUILD OUT SCENARIO

SITE PLAN
 PORT OF GALILEE
 Narragansett, RI

DATE:
 11/11/2021

0 0.05 0.1 Miles

