



**RHODE ISLAND**  
**DEPARTMENT OF ENVIRONMENTAL MANAGEMENT**

OFFICE OF THE DIRECTOR  
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Providence, RI 02908

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To: Terrence Gray, P.E., Acting Director, RIDEM  
From: Jason McNamee, Ph.D., Deputy Director, RIDEM  
Date: January 23, 2022  
Re: Lighthouse Inn Property, Galilee

In September 2021, the Department of Environmental Management (“DEM”) and PRI X, L.P (“PRI”) issued a Request for Proposals (RFP) seeking proposals for the redevelopment and use of up to 5.03 acres of land designated as lots 250, 256 and 257 in the Port of Galilee (“Port”) in Narragansett, Rhode Island (Attachment 1). This property is known as the “Lighthouse Inn” property. The site is owned by the State of Rhode Island through RIDEM and is currently leased to PRI, a private Rhode Island limited liability corporation. The RFP sought proposals that would require the successful bidder to enter into a leasehold agreement, because a transfer of the fee title to the property would not comply with the condemnation of the property.

The site, together with several other parcels of land in the Port, was condemned by the State of Rhode Island through condemnation proceedings in 1946 and 1962. The State condemned these properties to develop a State Port facility to ensure the economic viability and future expansion for the State’s commercial fishing industry. Private development of the parcels for commercial fishing related uses in the Port is facilitated by R.I. General Laws Section 46-5-10 which allows for leases for a term of up to forty years. Over the past decade the State, through RIDEM and utilizing competitive federal (US EDA) grants and RICAP funds, has made substantial investments in infrastructure improvements in the Port (nearly 12 million dollars over the past 4 years with more investment pending), particularly to the bulkhead, piers and docks to ensure continued economic viability and growth, and the development of the Lighthouse Inn site furthers this investment in the Port as a commercial fishing facility.

The support of the commercial fishing industry was clearly highlighted in the RFP as being of primary importance to the development proposals. The scoring criteria were included in the RFP; the scoring rubric is shown below. A review team consisting of DEM Deputy Director, DEM Chief of Planning and Development, and the Executive Vice President of Business Development from the RI Commerce Corporation reviewed the proposals relative to the scoring criteria articulated in the RFP.

Three responses and one letter of interest (Attachment 2) were received in compliance with the date required in the RFP. The respondents with full proposals were iCellAqua, PRI, and the

Town of Narragansett. The letter of interest was reviewed but it was determined that it was not an official proposal as required by the RFP, which was acknowledged by the author of the letter, and therefore was not evaluated with the other proposals. Upon first review, the reviewers felt they needed additional, more specific information from the respondents to evaluate the proposals fully, and therefore made a request for supplemental information (Attachment 3). After receiving the supplemental information (Attachment 4), the original scores were adjusted where needed, and finalized. This memo serves to report to you the findings of the evaluation.

The responses were evaluated in accordance with the “RFP Goals” contained in the Scoring Criteria Section of the scoring rubric and the Average Team Score for each component and the total scores for each project are set forth in the following chart.

Scoring criteria per solicitation	Points available	Avg. Team Score		
		Town of Narragansett	iCellAqua	PRI X
Proposal Description	50	30	38	40
Impact to Commercial Fishing Port	75	33	67	35
Job Creation	25	15	22	17
Contributions to Industry, Town, & State	25	12	25	17
Experience & Qualifications	25	20	17	23
Redevelopment Value & Available Financing	25	14	16	22
Minimum points required for Consideration	195			
Total Points	225	124	185	154

After review and scoring of all proposals, including the responses to the request for supplemental information, none of the respondents met the minimum scoring threshold determined prior to scoring required to proceed as a viable proposal. The following is a summary of the review team reviews of the proposals:

iCellAqua – This was the highest-ranking proposal of the three. Wastewater processing capacity is a known gap in the Port infrastructure that hinders development of more processing in the Port, and this proposal would have addressed this gap directly. The main reasons the proposal lost points was due to uncertainty in their financials, namely relying on money from the American Rescue Plan Act (ARPA) allocation to RI and potential agreements with the RI Commerce Corporation, although no agreements are in place; therefore, the necessary funds were neither secured nor reasonably anticipated. Additionally, there was confusion between the initial submittal, which focused on wastewater processing coupled with on-site seafood processing, and the supplemental submittal, which had a large focus on aquaculture instead of seafood processing. It was not clear which of these uses would be located at the site. Finally, there was uncertainty in how wastewater would get to this site, via pipes or trucks, nor was there information that any of the processors currently in the port would avail themselves of the option to move wastewater to this facility (there were no letters of support or anything of that nature from local processors in Galilee), so it was difficult to assess those aspects of the proposal. In sum, it remains unclear exactly what was being proposed and how it would operate.

PRI –The PRI proposal contained two phases. Phase I would use the portion of the property facing Great Island Road for small commercial shops such as coffee, ice cream, small restaurants, or retail use. The balance of the site would be used initially to provide parking to service the local area, the retail shops, and the Block Island Ferry. Phase II of the proposal would explore the development of a boutique hotel and was contingent on the extension of the ground lease to 99 years. This aspect, a 99-year lease, is outside the control of the DEM and PRI. PRI represented that it would finance their project without externalities, but this proposal generally does little to promote the commercial fishing Port of Galilee, generate meaningful job opportunities, nor contribute to the Town or State.

Town of Narragansett – While the Town’s proposal had many ideas in it, some seemed aligned with a commercial fishing port and some were not, the reviewers agreed that this was a proposal to do a proposal, as it was lacking in certainty as to what would happen exactly if the Town were to be selected for site development. Additionally, the financials were largely based on achieving things that were in many cases outside of the Town’s control, therefore the necessary funding was neither secured nor reasonably anticipated. Other problematic aspects included uncertainty with regard to impacts that a tax increment financing instrument (TIF) would have on adjacent properties. One of the reasons for the success of Galilee as a viable commercial fishing port is the state control of the land allowing for reasonable lease and berthing rates, and the impact a TIF would have on adjacent property values and appraisals raised concerns for the reviewers. Finally, two aspects of the proposal were deemed problematic and were clearly not



aligned with the commercial fishing port, namely the residential accommodations and Town control of the property. Residential property is not aligned with the area uses (nor is it mentioned in the Town's comprehensive plan relative to the commercial fishing Port of Galilee, as referenced several times in the proposal) and the RFP was clear that the state would maintain ownership of the property, leasing the property to the awarded respondent. Many aspects of the proposal seemed contingent on the Town taking over ownership, so with this not being an option, the proposal does not seem viable. This was the lowest ranking proposal of the three because while the proposal would have had benefits for the Town, it introduced a great deal of uncertainty about what the project would include, and how the municipal operation would interface with State ownership. Overall, this proposal did not appear to have benefits to the state and the fishing industry given all of the uncertainty within the proposal relative to exactly what the final development would consist of.

Given the lack of programmatic and fiscal clarity with the iCellAqua proposal, the lack of components to support the industry and Port in the PRI proposal, and the lack of a compatible vision and role of the town and state in the Town of Narragansett proposal, it is the recommendation of the review committee that the Solicitation be closed without award.

cc: RIDEM Assistant Director and Chief Legal Counsel Mary Kay  
RIDEM Chief of Planning and Development Megan DiPrete  
RI Commerce Corporation Executive Vice President of Business Devel. Hilary Fagan

Attachments:

- Request for proposals
- Initial responses
- Request for supplemental information
- Responses to the request for supplemental information

## Attachment 1 – Request for proposals



# Request For Proposals



For the redevelopment and use of up to 5.03 acres of land situated at:

The Galilee Fishing District  
307 Great Island Road,  
Narragansett, Rhode Island



Dated Published:  
September 30, 2021

Submission Deadline:  
November 15, 2021



**REQUEST FOR PROPOSALS**

**FOR THE DEVELOPMENT AND USE OF UP TO 5.03 ACRES OF LAND**

**SITUATED IN**

**THE PORT OF GALILEE**

**307 GREAT ISLAND ROAD, NARRAGANSETT, RHODE ISLAND**

**DATED**

**SEPTEMBER 30, 2021**

CONTENTS

INTRODUCTION ..... 1

PORT OF GALILEE ..... 2

HISTORY OF THE SITE..... 3

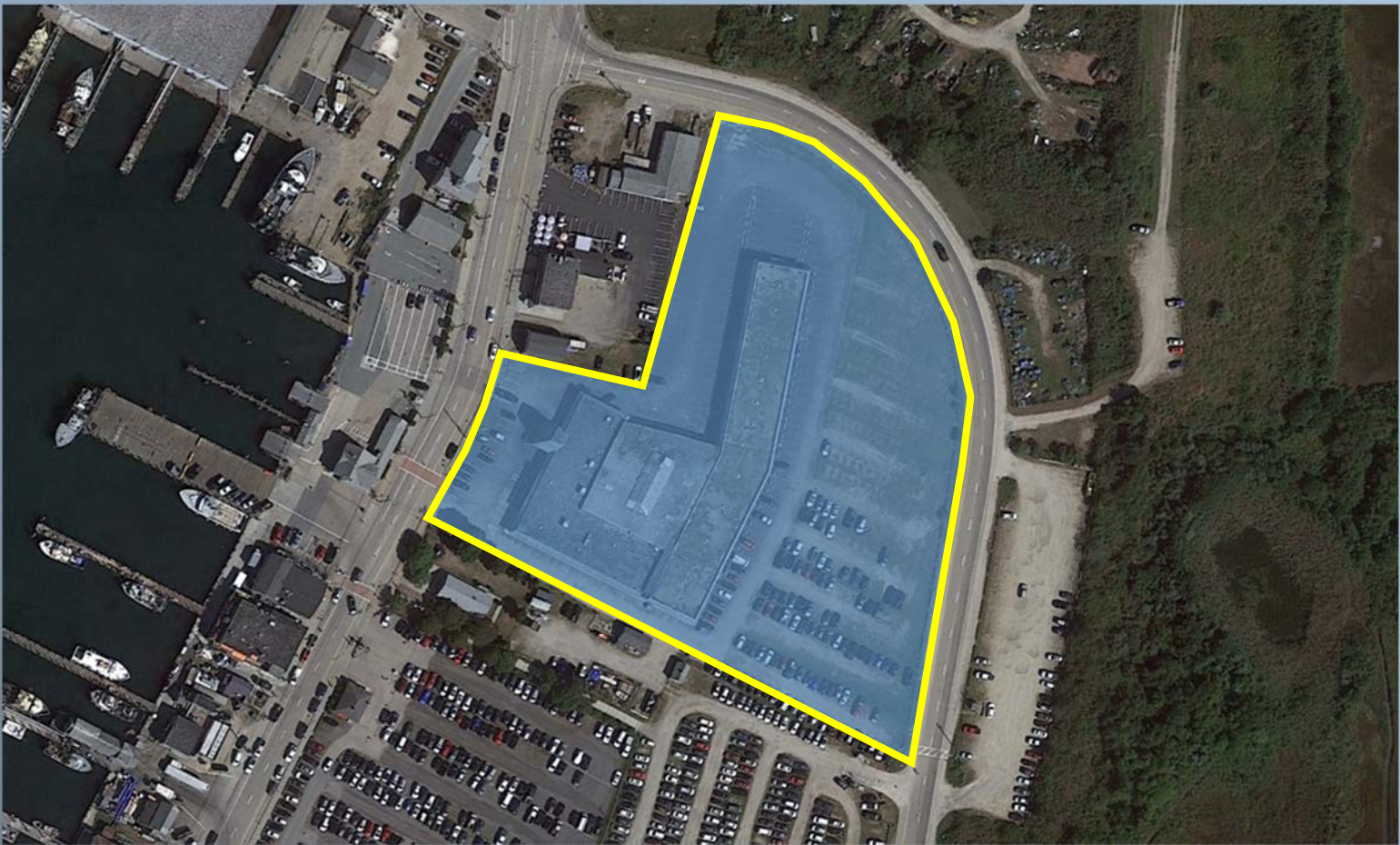
ZONING AND SITE CONDITIONS..... 4

RFP GOALS ..... 5

SUBMISSIONS, QUESTIONS, FORMATTING AND DELIVERY ..... 6

DISCLOSURES..... 7





## INTRODUCTION

PRI X, L.P. (“PRI”), a private Rhode Island limited liability corporation, in cooperation with the State of Rhode Island Department of Environmental Management (“RIDEM”), offers this Request for Proposals for the Development and Use of up to 5.03 acres of land designated as lots 250, 256 and 257 in the Port of Galilee (“Port”) in Narragansett, Rhode Island (“RFP”) to any individual, group or entity, public or private.

The Site in question is currently improved with the former Lighthouse Inn Galilee (f/k/a The Dutch Inn), a 100-room, two-level, outside corridor, circa-1968 concrete block building with unpaved parking lots located behind the building. The building area totals approximately 62,543 square feet of which part is one level and part is two levels. The former hotel also had a restaurant, bar and covered swimming pool. The hotel has been closed and out of use since 2015. The Site totals 5.03 acres (“Site”) and is located opposite the Block Island Ferry, including its Fast Ferry, as well as being in close proximity to numerous private businesses focused on the commercial fishing industry and related uses. Located in the Port of Galilee, a State-owned section of the Town of Narragansett, Rhode Island, the Site has frontage of 179 feet on Great Island Road, 823 feet of rear frontage on the Galilee Connector Road and is irregular in shape. The Site Plan, consisting of a survey, dated October 9, 2019, that reflect the shape and total land area, as well as the footprint of the former hotel building, is attached as Exhibit A. Photographs of the Site are attached as Exhibit B.

The Site is owned by the State of Rhode Island through RIDEM and is currently under lease to PRI. This RFP seeks proposals for the redevelopment of the Site in cooperation with PRI and RIDEM. PRI is amenable to cooperating with the selected Respondent in a number of ways including a sub-lease with PRI, partnership with PRI, direct lease with RIDEM or other structure. Due to the original condemnation, the Site is not available for purchase, so the selected Respondent will have a lease-hold interest and not a fee interest. The existing lease dated October 16, 1990 between RIDEM and Galilee Hotel Associates, was assumed by PRI in bankruptcy proceedings in 2005, and is attached as Exhibit C.

Timing of this RFP is as follows:

Distribution:	October 1, 2021
Responses Due:	November 15, 2021
Respondent Selected:	December 15, 2021
Final Approval and Execution:	January 15, 2022







## PORT OF GALILEE

The Site, together with other parcels of land in the Port, was condemned by the State of Rhode Island through condemnation proceedings in 1946 and 1962. The State condemned these properties to develop a State Port facility to ensure the economic viability and future expansion for the State's commercial fishing industry. The Port consists of approximately 38 acres. RIDEM has its Office of Coastal Resources and manages some of the land for parking in the Port. The remaining State-owned land in the Port surrounding the Site is leased to commercial fishing businesses and related uses through 27 land leases.

Land leases in the Port are for a variety of businesses including fish processing, wholesale and retail fish markets, businesses that support the commercial fishing industry, charter fishing operations, restaurants and beach related gift shops. The majority of tenants in the Port have been there for years and have grown successful businesses despite challenging economic times.

The Port is one of the largest working commercial fishing ports on the East Coast, providing a diverse array of seafood products to both national and international markets. The Port supports over 200 commercial fishing vessels and takes in over 48 million pounds of seafood annually, valued at \$66 million in seafood (*2019 figures*). Galilee is the largest contributor to Rhode Island's 3,100 seafood industry jobs, and in excess of \$202 million in economic impact for the State.

Over the past decade the State, through RIDEM, has made substantial investments in infrastructure improvements in the Port, particularly to the bulkhead, piers and docks to ensure continued economic viability and growth.



## **HISTORY OF THE SITE**

The hotel on the Site originally operated under the name Dutch Inn, then Lighthouse Inn. The current use of the Site, as set forth in the lease between RIDEM and Galilee Hotel Associates dated October 16, 1990, is for the operation of a hotel and parking. The hotel consisted of 100 rooms, a restaurant, a bar and a swimming pool. The hotel operated until 2015, when it was closed. The hotel owners also operated the parking area which then had a capacity of approximately 300 vehicles.

PRI notified RIDEM in 2015 of its intentions to close the hotel, continue to operate the parking functions and seek out a redevelopment of the Site. At the time, the hotel would require a substantial investment as there is no vertical transportation, no central heating or air conditioning, the bathrooms are small and outdated, and the building is not ADA compliant.

The need for on-site parking was generated to a minor degree by the hotel, but primarily by the Block Island ferry, which docks opposite the Site. The Block Island ferry, owned and operated by Interstate Navigation, operates several vessels which transport passengers, private vehicles and freight to the Town of New Shoreham (Block Island). Interstate additionally has a high-speed passenger-only ferry which also docks in Galilee.

While most leases with the State have a term limit of 20 years, based on R.I. General Laws § 46-5-10, leases by RIDEM to tenants in the Port have a maximum term of forty (40) years, typically in five-year option increments. At the end of the forty (40) year term, Lessees may either vacate or seek an additional lease term.

Since 2015, PRI has presented a number of development possibilities for the Site. Among the redevelopment options proposed were for use as a dedicated parking facility, a large restaurant and function space, retail stores and a public park in combination with the parking use.





## **ZONING AND SITE CONDITIONS**

The Site is zoned G-B in the Port special district. The G-B zone consists of general commercial and mixed uses. However, these do not preclude other possible uses which the State and RIDEM may otherwise support. Additional information is available in the Town of Narragansett Ordinances Appendix A Zoning at the following link:

[https://library.municode.com/ri/narragansett/codes/code\\_of\\_ordinances](https://library.municode.com/ri/narragansett/codes/code_of_ordinances)

It is critical to note that the entire Site is within a flood plain and is susceptible to flooding in the near future as driven by climate change. Investigations by PRI indicate that any new construction on the Site may require that the first “occupiable” level be at least eleven (11) feet off the current grade.

### **Special Flood Hazard Consideration:**

The existing grade of the Site ranges from approximately 5 to 8 feet above Mean Sea Level. The National Flood Hazard FIRM shows the Site in an AE zone El 13, and adjacent to a VE zone El 15. The RI CRMC STORMTOOLS Design Elevation (SDE) Maps show the Site in a recommended 100-year SLR elevation of 18.8 NAVD88. Any proposed use for the Site should consider this generalized information in planning for future structures, their first-floor elevations, and the lowest horizontal structural member of the proposed building(s).

Flood plain and climate change maps as prepared by the Rhode Island Coastal Resources Management Council can be accessed directly from the CRMC web site at:

<http://www.crmc.ri.gov/climatechange.html>





## **RFP GOALS**

The goal of this RFP is to secure bona-fide redevelopment and use proposals from persons or entities – public or private – for the Site. Zoning ordinances (or should variances be needed, indicating the variances required) and environmental issues (flood plain, climate change, etc.), viability of the proposed use, ability to finance the redevelopment with equity, debt or some combination thereof, what types of contributions the redevelopment will bring to the commercial fishing industry, local population, Town of Narragansett and the state-wide interests will be considered in the evaluation of the proposals.

The responses should include and describe elements that will ensure that the redevelopment is aesthetically consistent with the traditional New England fishing village architecture of the Port and landscaping that will visually improve the Site including pedestrian walkways, lighting, benches, and any other amenities as appropriate to the redevelopment proposal. Importantly, proposals must address how it contributes to the enhancement and growth of the commercial fishing industry.

Respondents must address the following:

1. Description of the proposed use and redevelopment, including visual renderings of all anticipated improvements including any buildings, other Site improvements and landscaping.
2. How much of the Site, if not the entire Site, is needed (express in square footage) for the proposal.
3. How the proposed redevelopment will impact the Port in terms of contributing to its expansion and enhancement of existing businesses including the commercial fishing industry, if any.
4. Employment opportunities generated by the proposed redevelopment, including the number of full-time jobs created, if appropriate.
5. Timing to implement the proposed use.
6. Contributions the redevelopment will bring to the commercial fishing industry, Town of Narragansett, State of Rhode Island and the general public.
7. Details on the background and experience of the Respondent.
8. Respondent's familiarity, history and experience with the type of proposed redevelopment.
9. Value of the entire proposed redevelopment and source of financing (debt and equity).
10. Any additional information Respondent may feel is important.

## **SUBMISSIONS, QUESTIONS, FORMATTING AND DELIVERY**

All questions regarding this RFP and RFP submissions must be submitted in writing via e-mail to both Attorney Kay and Attorney Voccola at their respective e-mail addresses below.

Responses to this RFP should be in electronic format and simultaneously be directed to both of the following no later than 5PM on November 15, 2021.

Mary E. Kay, Esq.  
Assistant Director and Chief Legal Counsel  
Rhode Island Department of Environmental Management  
[mary.kay@dem.ri.gov](mailto:mary.kay@dem.ri.gov)

and to:

Michael A. Voccola, Esq.  
Corporate Vice President  
Procaccianti Companies, Inc.  
[mvoccola@procaccianti.com](mailto:mvoccola@procaccianti.com)





## **DISCLOSURES**

This RFP was prepared, reviewed and is presented as a joint effort between RIDEM and PRI.

Responses will be evaluated independently by both RIDEM and PRI. Subsequently, RIDEM and PRI will meet to discuss the responses, evaluate the completion and viability of each application and select one or more for further evaluation.

All RFPs received may become public information.

The names and concepts of all Respondents may become public information. Respondents may indicate any information in their responses which they feel is confidential.

RIDEM and PRI reserve the right to reject any and all submissions for any reason.

RIDEM and PRI agree that PRI may also submit a response to this RFP. If the proposal selected does not move forward in a reasonable time or if that proposal is withdrawn, PRI and RIDEM reserve the right to move forward with another proposal submitted.

PRI and RIDEM reserve the right to cancel this RFP for any reason without any liability to end Respondents.

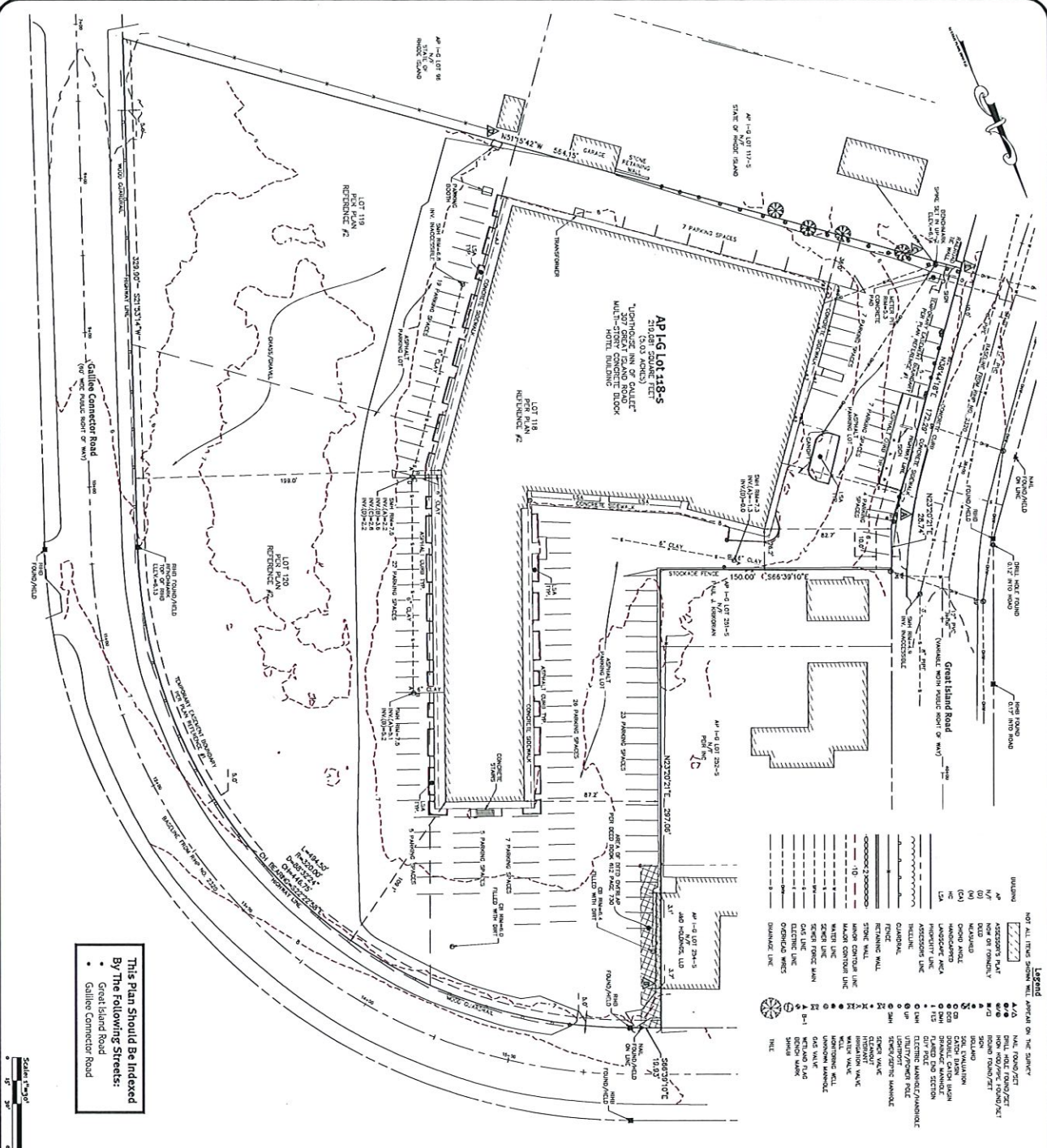
Any interpretation of, or additions to, or deletions from, or any other corrections to the Proposed document, may be issued as written addendums by PRI and RIDEM.

PRI and DEM have made every effort to provide factual information in this RFP. Respondents are encouraged to confirm all the data required for their responses. PRI and DEM assume no responsibility or liability for any errors or misinformation herein.

# **EXHIBIT A**

Site Plan /Survey





**This Plan Should Be Indexed  
By The Following Streets:**

- Great Island Road
- Galilee Connector Road

- [illegible]

Sheet 1 of 1

**Boundary and Topographic Survey**  
**Dutch Inn**  
Garline, Narragansett, Rhode Island

**Client**  
**PRI X, LP**  
1147 Reservoir Avenue, Cranston, Rhode Island 02920

4. DISCOUNT VALUE: IMPERSONAL OPINION ON THE GROUND BY OBJECTIVE INDICATOR (C.D. DISCOUNT INDICATOR FOR SALE OF REAL PROPERTY)
- List of Possible Encroachments:**
- △ BOUNDARY OVER PROPERTY LINE
  - △ BUILDING OVER PROPERTY LINE
  - △ OVERCROPPED W/RT OWN PROPERTY LINE
  - △ MINING DITCH OVER PROPERTY LINE
  - △ FILLING IN W/RT OWN PROPERTY LINE

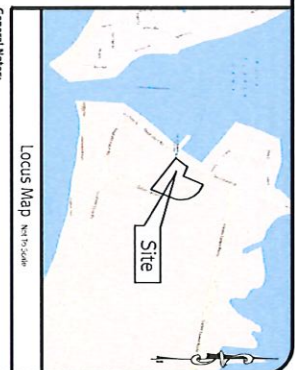
- ### Utility Issues
- The National Utility Association (NUA) has issued the following comments on the proposed rule:
1. ALL INFORMATION UTILITIES SHOULD BE HELD IN THE PUBLIC RECORD. DISSEMINATING ONLY APPROVED DATA, LOCATIONS, AND/OR INFORMATION TO THE PUBLIC, WITHOUT DISSEMINATING ALL INFORMATION, IS A VIOLATION OF THE OPEN INFORMATION ACT. THE NUA HAS BEEN INFORMED THAT THE INFORMATION REQUESTED BY THE PUBLIC IS BEING WITHHELD, AND THAT THE INFORMATION REQUESTED IS BEING WITHHELD FROM THE PUBLIC. THE NUA HAS BEEN INFORMED THAT THE INFORMATION REQUESTED BY THE PUBLIC IS BEING WITHHELD, AND THAT THE INFORMATION REQUESTED IS BEING WITHHELD FROM THE PUBLIC.
  2. INFORMATIONAL DATA REQUESTED FROM THE PUBLIC BY THE PUBLIC, DISSEMINATING ONLY APPROVED DATA, LOCATIONS, AND/OR INFORMATION TO THE PUBLIC, WITHOUT DISSEMINATING ALL INFORMATION, IS A VIOLATION OF THE OPEN INFORMATION ACT. THE NUA HAS BEEN INFORMED THAT THE INFORMATION REQUESTED BY THE PUBLIC IS BEING WITHHELD, AND THAT THE INFORMATION REQUESTED IS BEING WITHHELD FROM THE PUBLIC.

- Citation Note:**  
1. ELATIONS FROM REGION IN U.S. SURVEY ARE REPRODUCED BY THE FORM AND

1. THE OWNER HAS BEEN ORDERED TO RELOCATE THE EXISTING 100' PAVED DRIVE TO THE WEST SIDE OF THE PROPERTY.
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 **DiPrete Engineering**  
Two Stafford Court, Cranston, RI 02920  
tel 401-943-0000 fax 401-943-0006 [www.diprete-eng.com](http://www.diprete-eng.com)

**Boston • Providence • Newport**

## **EXHIBIT B**

General Photographs of the Site





## **EXHIBIT C**

Existing lease dated October 16, 1990

INDENTURE OF LEASE

THIS AGREEMENT AND INDENTURE OF LEASE entered into this 16<sup>th</sup> day of August, 1990, by and between the STATE OF RHODE ISLAND AND PROVIDENCE PLANTATIONS, acting by and through the Director of the Department of Environmental Management, party of the first part, hereinafter called the STATE or LESSOR, and KGR REALTY COMPANY, a Rhode Island corporation having a mailing address at P. O. Box 297, Peace Dale, Rhode Island, party of the second part, hereinafter called the LESSEE.

The expressions "LESSOR" and "LESSEE" wherever hereinafter used in this INDENTURE OF LEASE shall be construed as including and referring to the parties hereto and their respective successors and assigns, wherever such construction is required or consistent with the provisions of this lease; and all covenants, agreements, conditions, rights, powers, and provisions hereinafter contained on the part of the respective parties hereto shall extend to and be binding upon their respective successors and assigns.

WITNESSETH

That the LESSOR does hereby demise and lease to LESSEE those parcels of land and all appurtenances thereto described as follows:

Those certain three (3) lots or parcels of land, located in the Town of Narragansett, Rhode Island, and delineated as Lot No. 118, Area 115,585 square feet; Lot No. 119, 47,405 square feet; and Lot No. 120, 60,834 square feet on that plan entitled "State of Rhode Island, Department of Natural Resources, Division of Harbors and Rivers, state-owned land at Galilee, Narragansett, R.I., Lease of Lots Nos. 119 and 120 to KGR Realty Company, as per lease agreement, scale 1"=100'-0", dated June 14, 1968, Plan No. Nar-32", a copy of which is attached hereto as Exhibit A.



TO HAVE AND TO HOLD said premises, with all rights, privileges, or preferential use and occupancy and the appurtenances thereto, unto and to the use of the LESSEE, for and during the term of five years from the first day of August 1, 1990 to and including the 31st day of July 1995, together with 5 five year renewal options as hereinafter provided, upon the following covenants and conditions:

1. USE OF THE LEASED PREMISES: The leased premises shall be used for the purpose of conducting thereon a motel and restaurant business and related activities including without limitation, banquet, catering and related activities and the sale of alcoholic beverages with or without entertainment. The Lessor does not have any objection to the dispensing of alcoholic beverages on the leased premises provided that the requisite liquor license required by law first be procured from the appropriate licensing authority. Portions of the leased premises may be used for the purpose of parking trucks and motor vehicles.
2. RENT. During the term of this lease and the renewal options, the LESSEE shall pay unto the LESSOR, in advance a base annual rental fee of Forty Thousand Dollars (\$40,000.00) commencing August 1, 1990, payable in quarterly installments of Ten Thousand Dollars (\$10,000.00) each due on the first business day of each and every quarter. In addition to base annual rent, LESSEE shall pay to LESSOR a sum equal to 3.5% of Gross Room Rental (as hereinafter defined) in excess of One Million One Hundred Twenty-Five Thousand One Hundred Sixty-Six Dollars (\$1,125,166.00) per lease year. For purposes of this paragraph "Lease Year" is defined as August 1 through July 31 of each year during the term of this Lease. Within one hundred twenty (120) days after the end of each Lease Year LESSEE shall determine Gross Room Rentals for the prior lease year and will

calculate and pay to LESSOR the additional percentage rent due to LESSOR. Gross Room Rental shall be all revenue received by LESSOR directly from the rental of motel rooms during the applicable Lease Year as calculated by LESSEE's independent accountants in accordance with accounting rules consistently applied during the term of the Lease. LESSEE shall, within one hundred twenty (120) days of the end of each Lease Year furnish LESSOR with a statement of LESSEE's Gross Room Rental certified to be correct by LESSEE.

3. PRIOR TERMINATION. (a) If, during the term of this lease, the LESSOR, through its Department of Environmental Management determines that the leased premises, or any part thereof, are desired by the LESSOR for an alternate public use, and upon written notice given twelve (12) months in advance by the LESSOR to the LESSEE to vacate, this lease shall be terminated and thereupon declared at an end; to the extent of the premises so desired, and, in the event the entire leased premises is so desired, both the LESSOR and the LESSEE shall be fully released and discharged of all and any of the terms, covenants and conditions of this lease, provided the LESSEE has paid to the LESSOR all accrued rental and other charges that may be due under this lease, and, in the event a portion of the demised premises is so desired, all terms, covenants, and conditions of this lease shall remain in full force and effect, except that LESSOR shall prorate the annual rental for each remaining year of the lease to compensate for the portion taken. If Lessor pursuant to this Paragraph 3 terminates this Lease as to a material portion of lots 119 and/or 120 it shall be deemed to be a termination of this Lease as to the entire leased premises. In the event the LESSOR exercises its rights under this paragraph 3(a), LESSOR, upon termination of this lease as to all or any portion of the premises, shall pay to

LESSEE an amount equal to the "full replacement cost" (as hereinafter defined) of any buildings or improvements effected by such termination. Full replacement cost shall be determined by an architect, engineer or contractor selected by LESSEE and reasonably acceptable to LESSOR. "Full replacement cost" shall be all costs and expenses which would be directly or indirectly incurred in reconstructing or replacing the buildings or improvements including without limitation, all material, labor, licensing, permitting, architectural, engineering, design, administration, supervisory, travel, storage and all other related costs and expenses.

(b) In the event the LESSEE shall fail to pay the quarterly installment of rent within fifteen (15) days after written notice thereof from LESSOR to LESSEE, or in case of failure on the part of the LESSEE to perform all the covenants and agreements contained in this lease, and such failure shall continue for more than thirty (30) days or longer than is necessary and requisite to correct the failure, after written notice has been given by the LESSOR to the LESSEE specifying the existence and nature of the default, the LESSOR shall be at liberty to enter upon and take immediate possession of the leased premises and declare this lease at an end.

4. ASSIGNMENT AND SUBLETTING: The LESSEE shall not assign this lease or sublet the whole or any part of the leased premises without the prior written consent of the LESSOR and the State Properties Committee, which consent shall not be unreasonably withheld or delayed. With respect to subletting a portion of the leased premises, consent will not be required so long as LESSEE remains liable for the performance of all obligations of LESSEE hereunder and the sublease has a term of not more than two (2) years.

5. FAILURE TO REMOVE PROPERTY AND FIXTURES: If, upon termination of this lease under any of the provisions hereof, or if the LESSEE moves out or is dispossessed, the LESSEE fails to remove within six (6) months after such termination, moving out, dispossession, or expiration, all its furniture, trade fixtures, machinery and equipment or other personal property and all of its buildings existing or hereafter erected by LESSEE on the leased premises, such remaining furniture, trade fixtures, machinery and equipment or other personal property and buildings shall be deemed abandoned by the LESSEE and shall become the property of the LESSOR.
6. LAWS: The LESSEE shall comply with all laws, ordinances, rules, regulations, orders and requirements of the Federal, State and Local Governments and all reasonable rules and regulations of LESSOR generally applicable to property owned by LESSOR and leased to third parties.
7. MAINTENANCE OF THE PREMISES: The LESSEE shall keep the leased premises and any building, structure or other appurtenance thereon, clean and in good repair during the term of this lease, ordinary wear and tear thereof, damage by fire and other unavoidable casualty excepted, provided that upon expiration or sooner termination thereof, the LESSEE will peaceably surrender up possession of the leased premises to the LESSOR in as good condition as they now are, or may be put in, ordinary wear and tear thereof, and damage by fire and other unavoidable casualty excepted. The LESSOR may at all reasonable times after reasonable notice to LESSEE enter to view and inspect the leased premises and any building, structure or other appurtenances thereon, and to order such repairs as may be considered reasonably necessary.
8. INSURANCE: The LESSEE shall obtain liability insurance

running to the benefit of both the LESSOR and the LESSEE for personal injuries in the sum of FIVE HUNDRED THOUSAND AND 00/100 DOLLARS (\$500,000.00) for one person and ONE MILLION AND 00/100 DOLLARS (\$1,000,000.00) for any one occurrence and FIVE HUNDRED THOUSAND AND 00/100 DOLLARS (\$500,000.00) for property damage for any one occurrence. Such insurance shall be written with a company or companies of recognized responsibility authorized to engage in the business of insurance in the State of Rhode Island. LESSEE shall provide LESSOR with a certificate of such insurance and proof of payment of premium therefore upon the execution of this agreement, each renewal thereof, annually on or before June 10th of each year of this lease and as often as LESSOR may reasonably request. Said certificate shall name LESSOR as an insured on the policy and shall cover the entire scope of LESSEE's use of the demised premises.

9. TAXES: All real estate and other taxes legally assessed against property of the LESSEE on the leased premises shall be paid by the LESSEE during the term of this lease.

10. MORTGAGE: The following provisions shall apply with respect to any mortgage covering LESSEE'S estate hereunder:

(a) LESSEE may at any time execute and deliver one or more mortgages (each a "Mortgage"), without the consent of LESSOR.

(b) If LESSEE shall default under this lease, written notice to that effect shall be sent by LESSOR to each mortgage lender and LESSOR shall take no action with respect to such default provided that:

(i) If such default shall be a default in the payment of any rent or other sum hereunder, such mortgage lender shall remedy such default not later than 30 days after the receipt of such notice; or

(ii) If such default shall be a default in observing or performing any other covenant or condition to be observed or performed by LESSEE hereunder, such mortgage lender shall remedy such default not later than 60 days after the giving of such notice, provided that in the case of a default which cannot with diligence be remedied, or the remedy of which cannot be commenced, within such period of 60 days, such mortgage lender shall have such additional period as may be necessary to remedy such default with diligence; or

(iii) If such default shall be a default which can only be remedied by such mortgage lender upon obtaining possession of the leased premises, such mortgage lender shall seek to obtain such possession with diligence, through a receiver or otherwise, and shall remedy such default within 45 days after obtaining such possession.

In the event that LESSEE shall default under any of the provisions of this lease, the mortgage lender, without prejudice to its rights against LESSEE, shall have the right to make good such default within the applicable grace periods provided for in the preceding section of this paragraph whether the same consists of the failure to pay any sum due under this lease or the failure to perform any other matter or thing which LESSEE is hereby required to do or perform, and LESSOR shall accept such performance on the part of the mortgage lender as though the same had been done or performed by LESSEE. For such purpose LESSOR and LESSEE hereby authorize the mortgage lender to enter upon the premises and to exercise any of the LESSEE'S rights and powers under this lease, and, subject to the provisions of this lease, under its mortgage. Upon compliance with the

foregoing, any notice of LESSOR advising of any such event of default shall be deemed rescinded and this lease shall continue in full force and effect.

(c) If any mortgage lender or a person designated by such mortgage lender shall either become the owner of the interest of LESSEE hereunder upon the exercise of any remedy provided for in the mortgage, or shall enter into a new lease with LESSOR as provided in subsection (d) below, such mortgage lender or such person shall have the right to assign to any person such interest or such new lease upon notice to LESSOR.

(d) If this lease shall terminate for any reason or be rejected or disaffirmed pursuant to any bankruptcy law or any other law affecting creditors' rights, any mortgage lender, or a person designated by such mortgage lender, shall have the right, exercisable by notice to LESSOR within 60 days after the effective date of such termination, to enter into a new lease of the premises with LESSOR. The term of said new lease shall begin on the date of the termination of this lease and shall continue for the remainder of the term of this lease. Such new lease shall otherwise contain the same terms and conditions as those set forth herein, except for requirements that have already been performed provided that such mortgage lender shall have remedied all defaults on the part of LESSEE hereunder which are susceptible of being remedied by the payment of money, and provided further that such new lease shall require the LESSEE thereunder promptly to commence, and expeditiously to continue, to remedy all other defaults on the part of LESSEE hereunder to the extent susceptible of being remedied. The provisions of this subsection (d) shall survive the termination of this lease and shall continue in full force and effect thereunder to the same extent as if this

subsection (d) were a separate and independent contract among LESSOR, LESSEE and each mortgage lender. From the date on which any mortgage lender shall serve upon the LESSOR the aforesaid notice of the exercise of its right to a new lease, such mortgage lender may use and enjoy the premises without hindrance by LESSOR.

(e) No mortgage lender shall become personally liable for the performance or observance of any covenants or conditions to be performed or observed by LESSEE unless and until such mortgage lender becomes the owner of LESSEE'S interest hereunder upon the exercise of any remedy provided for in any mortgage. Thereafter such mortgage lender shall be liable for the performance and observance of such covenants and conditions only so long as such mortgage lender owns such interest.

11. NOTICES: All notices required to be given by the LESSEE to the LESSOR shall be in writing and addressed to the Director of the Department of Environmental Management, 9 Hayes Street, Providence, Rhode Island 02908, and any notices from the LESSOR to the LESSEE shall be addressed to KGR REALTY COMPANY, P. O. Box 297, Peace Dale, Rhode Island or to such other addresses as the parties hereto may respectively designate by notice in writing.

12. OPTION TO RENEW LEASE: The LESSEE, in consideration of the mutual covenants and conditions herein contained, shall have the option to renew this lease for 5 five year renewal options each upon the same terms and conditions as are herein contained, including base annual rental and percentage rent, excepting, however, an option for further renewal. The minimal insurance requirement, and minimum liability period shall be fixed by the Director of the Department of Environmental Management and with the approval of the State Properties Committee (or their respective



successors in their functions), as to each renewal option.

The LESSEE, in order to exercise such option, must have give notice in writing by certified mail to the LESSOR at least six (6) months before the expiration date of this lease or the current renewal term of its intention to exercise such option.

13. ABATEMENT OF RENT: In the event of damage by fire or the elements to any building or buildings, or other appurtenances existing or hereafter erected by the LESSEE on the leased premises, in accordance with this lease, or in the event of flood or other loss thereof, or other unavoidable casualty so that the LESSEE reasonably determines that said leased premises shall be made unfit entirely or in part for occupation and use as herein contemplated, LESSOR will grant a proportionate abatement of rent until the same be properly repaired or restored by the LESSEE, provided, however, if the LESSEE elects not to so repair or restore LESSEE shall give written notice thereof to LESSOR, this lease shall then be terminated and all insurance proceeds due shall be paid to the LESSEE. LESSEE shall remove the structures from the leased premises and fill and grade the foundation hole, unless the Rhode Island Department of Environmental Management waives this requirement. LESSEE'S obligation to remove the structures from the leased premises and fill and grade the foundation hole shall survive the termination of this lease. The LESSEE shall be given six (6) month's time to remove all its furniture, trade fixtures, machinery, equipment or other personal property, owned by the LESSEE on the leased premises.

14. INDEMNITY: Excluding any claims, loss, costs, damage, or expenses arising out of LESSOR, its agents, employees, servants, invitees or visitors negligence or wilful acts;

LESSEE agrees that LESSEE shall, at all times, defend, protect and save, hold harmless and indemnify the LESSOR, its agents, servants and employees against and from: (1) any penalty, damages or charges, including reasonable attorneys' fees for any violation of any law or ordinance whether occasioned by negligence or willful act of LESSEE or of LESSEE'S agents, employees, servants, invitees or visitors; (2) all claims, loss, costs, damage or expenses including reasonable attorneys' fees arising out of or from any accident, incident, or occurrence in any way connected to the use in, on or about the premises by LESSEE, or by LESSEE'S agents, employees, servants, invitees, or visitors; (3) all claims, loss, costs, damage, or expenses including attorneys' fees arising out of or from any failure of the LESSEE in any respect to comply with and perform all the requirements and provisions of this lease.

15. NON-WAIVER: The failure of the LESSOR to insist in any one or more instances upon the strict and literal performance of any of the agreements, terms or conditions of this lease or to exercise any option of the LESSOR herein contained, will not be construed as a waiver for the future of such term, condition, agreement or option. The receipt by the LESSOR of rent with knowledge of the breach of any term, condition, or agreement will not be deemed to be a waiver of such breach. The receipt by the LESSOR of rent after the giving of any notice required to be given to the LESSEE by the law or by the terms of this lease will not in any way affect the operation of such notice.

16. BUILDING REPAIRS AND ALTERATIONS: (a) The LESSEE shall have the right at its own expense to construct buildings and other improvements, to bring into the leased premises water and other utilities; and to make any repairs or alterations to such installations reasonably necessary

for the conduct and operation of its business; provided, however, it shall have first submitted the plans and specifications therefore to the LESSOR for approval, which approval shall not be unreasonably withheld or delayed by the LESSOR. No building or other structure shall be erected within a distance of five (5) feet from all boundaries of the leased premises.

(b) If LESSOR shall give its consent, the consent shall be deemed conditioned upon LESSEE acquiring a permit to do so from appropriate governmental agencies, the furnishing of a copy thereof to LESSOR prior to the commencement of the work and the compliance by LESSEE of all conditions of said permit in a prompt and expeditious manner.

(c) LESSOR may require that LESSEE remove any or all said alterations, improvements, additions or utility installations at the expiration of the term, and restore the premises to their prior condition. LESSOR may require LESSEE to provide LESSOR, at LESSEE'S sole cost and expense, a lien and completion bond in an amount equal to the estimated cost of such improvements, if the estimated cost will exceed \$100,000.00, to insure LESSOR against any liability for mechanic's and materialmen's liens and to insure completion of the work. Should LESSEE make any alterations, improvements, additions, or utility installations without the prior approval of LESSOR, LESSOR may require that LESSEE remove any or all of such at LESSEE'S expense.

(d) LESSEE shall pay, when due, all claims for labor or materials furnished to or for LESSEE at or for use in the premises, which claims are secured by any mechanics' and materialmen's lien against the premises or any interest therein. LESSEE shall give LESSOR not less than ten (10) days notice prior to the commencement of any work in the

premises, and LESSOR shall have the right to post notices of non-responsibility in or on the premises as provided by law.

If LESSEE shall, in good faith, contest the validity of any such lien, claim or demand, then LESSEE shall, at its own expense, defend itself and LESSOR against the same and shall pay and satisfy any such adverse judgment that may be rendered thereon before the enforcement against the LESSOR or the premises, upon the conditions that if LESSOR shall require, LESSEE shall furnish to LESSOR a surety bond satisfactory to LESSOR in an amount equal to such contested lien or claim or demand indemnifying LESSOR against liability for the same and holding the premises free from the effect of such lien or claim. In addition, LESSOR may require LESSEE to pay LESSOR'S reasonable attorneys' fees and costs in participating in such action if LESSOR shall decide it is in its best interest to do so.

(e) Outside storage of lumber, materials or finished product is prohibited without the written consent of the LESSOR.

17. FIRE AND EXTENDED COVERAGE INSURANCE: The LESSEE shall obtain and maintain throughout the operation of this lease Fire and Extended Coverage Insurance in an amount not less than the assessed valuation of the property of the LESSEE on the leased premises for the benefit of the LESSOR and LESSEE (as their interests may appear) for any buildings or other structures existing or hereafter erected by the LESSEE on the leased premises or appurtenances thereto, in accordance with this lease. LESSEE shall furnish a certificate of the said insurance policy to the LESSOR on or before the commencement of the lease term, renewal thereof and as often as may be reasonably required by LESSOR. In the event of a loss proceeds of such insurance shall be payable to LESSEE.

18. APPROVAL. This agreement shall be effective only subsequent to its approval by the State Properties Committee as designated below.

19. ACCESS: LESSEE shall not block the access road/fire lane, if any, on or about the demised premises, nor shall it permit its agents, servants, invitees, or visitors to block said access road/fire lane with trucks or other vehicles, or in any other manner.

20. SEWERS: The LESSEE shall maintain the connection from the leased premises to the sewer system of the Town of Narragansett, and the expense of such connection, use, maintenance and repair shall be borne by the LESSEE.

21. SUBORDINATION: This agreement is subject and subordinate to any leases, covenants, licenses, easements, and agreements which may now affect the real property of which the demised premises form a part, and to all renewals, modifications, consolidations, replacements and extensions thereof.

22. LITTORAL RIGHTS RETAINED BY LESSOR: Except for that access specifically set forth above necessary for a use authorized under this lease, nothing contained in this agreement shall be construed as conveying LESSOR'S littoral rights arising out of LESSOR'S ownership of the demised parcel(s) and parcels adjacent thereto.

23. INVENTORY OF PERSONAL PROPERTY: Within six (6) months of the beginning of the lease term, LESSEE shall furnish LESSOR with an inventory of all its furniture, trade fixtures, machinery, equipment or other personal property which it may elect to remove under paragraph 5 herein. Only such personal property as is listed on written inventories furnished LESSOR shall be removable under paragraph 5.

24. SALE OF BUILDINGS BY LESSEE: If, during the term of this lease, or any renewal thereof, or upon termination of



this lease under paragraph 3(b) or upon expiration of this lease, LESSEE should desire to sell its building(s) and improvements on the demised premises and substitute a new LESSEE or assign or sublet this lease, the LESSEE must first obtain the approval of the LESSOR and the State Properties Committee or their respective successors, in accordance with paragraph 4 hereof, which approval shall not be unreasonably withheld or delayed. The sales price shall not be less than the fair market value of the buildings and improvements.

25. UTILITIES: LESSEE shall pay when due the cost of all utility service to the demised premises, including but not limited to heat, gas, telephone, sewer and electricity.

26. MEMORANDUM OF LEASE: The parties will at any time, at the request of either one, promptly execute duplicate originals of an instrument, in recordable form, which will constitute a short form of lease, setting forth the description of the leased premises, the term of this lease and other portions thereof, excepting the rental provisions, as either party may request.

27. SIGNS: The LESSEE shall have the right to erect and maintain appropriate business signs on the leased premises so long as such signs do not affect the safety of the public, nor conflict with state law or local town ordinances. Prior to erecting or installing any signs on the leased premises the LESSEE shall obtain the consent of the LESSOR, which consent shall not be unreasonably withheld or delayed.

IN WITNESS WHEREOF, THE STATE OF RHODE ISLAND AND PROVIDENCE PLANTATIONS has caused these presents to be executed in its name and behalf by \_\_\_\_\_, its Director of the Department of Environmental Management, hereunto duly authorized and KGR REALTY COMPANY, has caused

these presents to be executed by its duly authorized officer, each party signing counterparts the day and year first written above.

EXECUTED IN THE PRESENCE OF:

STATE OF RHODE ISLAND  
AND PROVIDENCE PLANTATIONS

James T. Batty

[Signature] Director  
Department of Environmental  
Management

KGR REALTY COMPANY:

[Signature]  
STATE OF RHODE ISLAND AND PROVIDENCE PLANTATIONS  
COUNTY OF PROVIDENCE

In the City of Providence on the 10<sup>th</sup> day of October, 1990, personally appeared before me Michael R. [Signature] Director of the Department of Environmental Management, to me known and known by me to be the party executing the foregoing instrument for and on behalf of the STATE OF RHODE ISLAND AND PROVIDENCE PLANTATIONS (as LESSOR), and he acknowledges said instrument, by him executed, to be his free act and deed of said capacity.

[Signature]  
NOTARY PUBLIC

My Commission Expires: June 30, 1991

STATE OF RHODE ISLAND AND PROVIDENCE PLANTATIONS  
COUNTY OF Washington

In the Town of Kingston on the 10<sup>th</sup> day of September, 1990, personally appeared before me Raymond S. Bernards the President of KGR REALTY COMPANY, to me known and known by me to be the party executing the foregoing instrument on behalf of KGR

REALTY COMPANY, and he acknowledged said instrument, by him executed to be his free act and deed and the free act and deed of KGR REALTY COMPANY.

*Steven F. Luch*  
NOTARY PUBLIC

My Commission Expires: *June 30, 1991*

STATE OF RHODE ISLAND AND PROVIDENCE PLANTATIONS  
APPROVED AS TO FORM:

*Richard B. Luch*  
Attorney General

APPROVED AS TO SUBSTANCE:

APPROVED AS TO TERMS AND CONDITIONS:

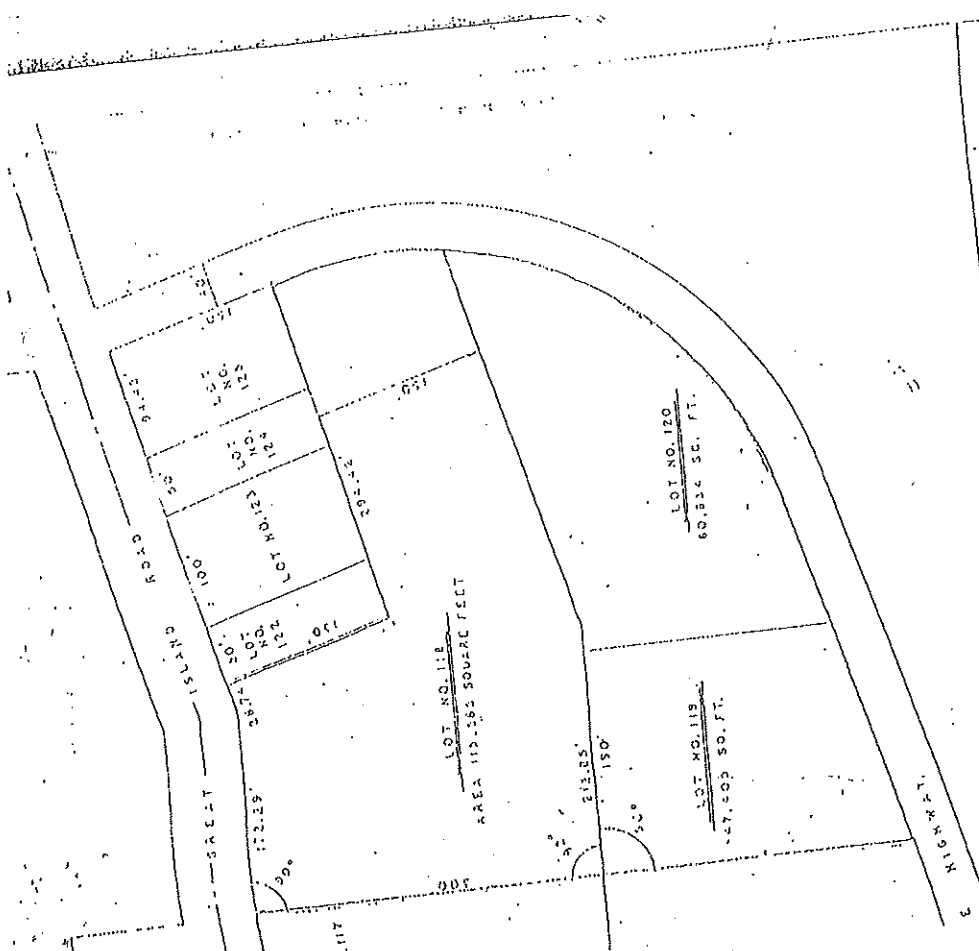
*James F. Luch*  
Director of Administration

*Dennis M. Luch*  
State Purchasing Agent

APPROVED:

*Stacy E. Tyler*  
Member, State Properties  
Committee

*Dennis M. Luch*  
Chairman, State Properties Committee



STATE OF RHODE ISLAND  
DEPARTMENT OF NATURAL RESOURCES

DIVISION OF TIDERS AND RIVERS  
STATE OWNED LAND  
AT GALLICE, MARRSINECT, R.I.

LEASE OF LOT NO'S 118 & 120  
TO KGR REALTY COMPANY  
AS PER LEASE AGREEMENT

EXHIBIT "A"



## MEMORANDUM OF AGREEMENT

THIS MEMORANDUM OF AGREEMENT ("MOA") is entered into on the \_\_\_\_ day of July, 2021 by and between the STATE OF RHODE ISLAND, DEPARTMENT OF ENVIRONMENTAL MANAGEMENT ("DEM") and PRI X, LLC, a Rhode Island limited liability company, having a mailing address of 1140 Reservoir Avenue, Cranston, RI, 02920 ("PRI").

### **WITNESSETH:**

WHEREAS, DEM is the owner of that certain real property in the Port of Galilee in the Town of Narragansett, State of Rhode Island consisting of three lots of land designated as lots 250, 256 and 257 (collectively "Premises") which Premises is subject to an Indenture of Lease dated August 16, 1990 between DEM and KGR Realty Company and an Amendment to Lease between DEM and The Dutch Inn, Inc. dated September 18, 2001, said Lease and Amendment of Lease being hereinafter referred to as the "Lease"; and,

WHEREAS, DEM, PRI and GALILEE HOTEL ASSOCIATES, L.L.C. by its Trustee in Bankruptcy, ADVANCED FINANCIAL SERVICES, INC. entered into an Assignment and Assumption Agreement dated March 3, 2005 whereby the Lease was assigned to PRI and PRI assumed all rights, obligations, and duties under the Lease; and,

WHEREAS, PRI has requested of DEM to exercise an existing option to extend the term of Lease for a five (5) year period commencing on August 1, 2021 and terminating on July 31, 2026; and,

WHEREAS, PRI notified DEM that it is no longer viable to operate the hotel building on the Premises; and,

WHEREAS, PRI and DEM desire to have PRI issue a Request for Proposals ("RFP") for a redevelopment plan for the Premises. DEM shall cooperate with PRI in the development of the RFP.

NOW, THEREFORE, for good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the parties agree as follows:

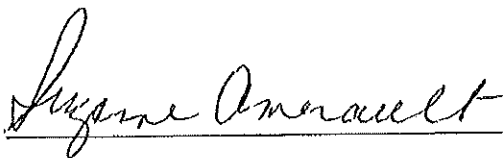
1. DEM hereby grants to PRI a one hundred eighty (180) day extension of the Lease commencing on August 1, 2021 and terminating on January 31, 2022 ("Extension Period").
2. During the Extension Period, PRI and DEM shall develop and PRI shall solicit redevelopment proposals for all or part of the Premises through an RFP process. PRI and DEM will cooperate to ensure the RFP receives maximum distribution to Port of Galilee and other stakeholders. PRI will prepare and distribute the RFP at PRI's sole cost and expense. The RFP shall be distributed by October 1, 2021.

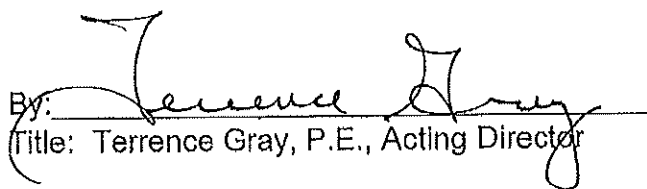
3. During the Extension Period, PRI shall submit to DEM a projected timeline for the demolition of the building and completion of the parking and landscaping improvements on the Premises by November 1, 2021.
4. PRI shall maintain the Premises in a manner suitable for use as a public parking lot in a safe and clean manner, and PRI shall be entitled to use the Premises for public parking in accordance with the terms of the Lease.
5. PRI shall pay the increased rental at the appraised value during the extension period commencing on August 1, 2021. The total amount of the rental for July 1, 2021 through October 31, 2021 is \$48,134.36. PRI shall make all rental payments on a timely basis. DEM shall provide PRI with the applicable calculations and documentation for the rental increase.
6. This Extension Period shall not modify, reduce or otherwise alter the remaining five-year extensions contained within the Lease
7. All other obligations of PRI under the Lease, including indemnification and insurance requirements shall remain in full force and effect.
8. The goal of PRI and DEM is to have a feasible redevelopment plan for Lots 250, 256 and 257 within the Extension Period.

IN WITNESS WHEREOF, DEM and PRI have caused this Memorandum of Agreement to be executed by their duly authorized officials and officers the day and year first written above.

WITNESS:

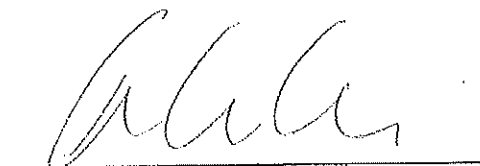
STATE OF RHODE ISLAND  
DEPARTMENT OF ENVIRONMENTAL  
MANAGEMENT

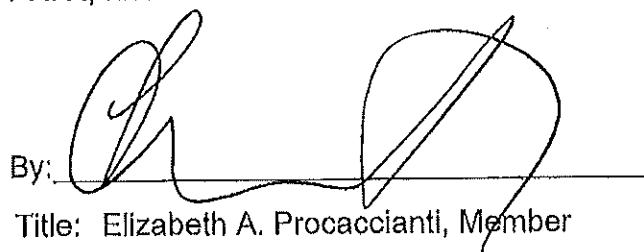
  
\_\_\_\_\_

By:   
\_\_\_\_\_  
Title: Terrence Gray, P.E., Acting Director

WITNESS:

PRI X, LLC

  
\_\_\_\_\_

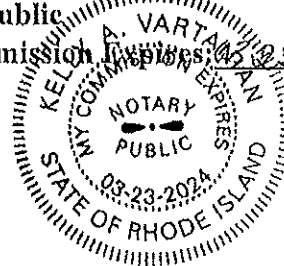
By:   
\_\_\_\_\_  
Title: Elizabeth A. Procaccianti, Member

STATE OF RHODE ISLAND

COUNTY OF Providence

In Providence on this 22<sup>nd</sup> day of July, 2021, before me personally appeared Terrence Gray, P.E. the Acting Director of the STATE OF RHODE ISLAND, DEPARTMENT OF ENVIRONMENTAL MANAGEMENT to me known and known by me to be the party executing the foregoing instrument on behalf of said STATE OF RHODE ISLAND, DEPARTMENT OF ENVIRONMENTAL MANAGEMENT, and he acknowledged said instrument, by him executed in his capacity as aforesaid, to be his free act and deed and the free act and deed of said STATE OF RHODE ISLAND, DEPARTMENT OF ENVIRONMENTAL MANAGEMENT.

Kelly A. Vartanian  
Notary Public  
My Commission Expires: 03-23-2024



STATE OF RHODE ISLAND

COUNTY OF PROVIDENCE

In Cranston on this 21<sup>st</sup> day of July, 2021, before me personally appeared ELIZABETH A. PROCACCIANTI, Member and Authorized Signatory of PRI X, LLC to me known and known by me to be the party executing the foregoing instrument on behalf of said PRI X, LLC and she acknowledged said instrument, by her executed in her capacity as aforesaid, to be her free act and deed and the free act and deed of said PRI X, LLC.

Elizabeth L. Comella  
Notary Public  
My Commission Expires: 01/12/2022

Elizabeth L. Comella  
Notary Public  
State of Rhode Island  
Commission Expires: 01/12/2022  
ID # 57335

## Attachment 2 – Initial responses





## The Atlantic Red Crab Co.

132 Herman Melville Blvd, New Bedford, MA 02740  
(t)508-990-3200 (f)508-463-0855

November 15, 2021

Michael Voccola  
Corporate Vice President  
Associate General Counsel  
Procaccianti Companies  
1140 Reservoir Avenue  
Cranston, Rhode Island 02920-6032

Dear Michael,

With regards to your RFP due today surrounding the Lighthouse Inn property I regret that I am unable to adequately present a full proposal at this time.

This has been an extremely difficult decision for me as I see it as a once in a lifetime opportunity for the New England Fishing industry. However, with trying to run a seafood company in the midst of this pandemic and dedicating countless hours defending our industry from false perceptions I find myself sacrificing my personal life already without spear heading a project of this magnitude.

In the event you do not receive a proposal that adequately meets the guidelines of your request I would like to share with you my vision of what could be created with this opportunity. Maybe some of these thoughts could help bridge the gap with a proposal you do receive that doesn't quite make the grade.

I see this property being "a complex" or "fishermen's terminal" used by multiple entities that are either directly in the fishing industry or affiliated with it including DEM, NOAA, ASMFC, NMFS, NSF, URI, collaborative research groups, gear development and last but not least climate change research and awareness.

DEM, NMFS, ASMFC and NOAA already have satellite offices, here, they could hold meetings, workshops and showcase to the public their accomplishments in managing sustainable fisheries and their continued efforts to rebuild stocks by educating the thousands of visitors that pass through as well as draw surrounding schools to visit and learn about the New England fishing industry.

It could be a facility for collaborative research projects where the industry and the scientific community could work together maximizing funds and grants by reducing overhead and collectively brainstorming gear modifications, climate monitoring, etc.

Another excellent tenant would be URI. Despite the negatives surrounding the size of the rooms and outdated bathrooms I believe the building itself to be structurally sound and certainly has the potential as a dormitory for marine science students as well as housing for fishery observers and visiting scientists. I am not up to speed on ADA guidelines so this I cannot comment on.

This facility is perfectly suited for the public to interact with the industry as well as enjoy the seafood that is landed in the Port. With the associated parking and proximity to the thousands of people that otherwise just pass through the port, it could become a destination attracting thousands of visitors not going to Block Island by holding Seafood Festivals showcasing the sustainable fisheries and aquaculture industry of Rhode Island. Communities everywhere are faced with budget constraints and unfortunately local events are becoming fewer as a result.

I cannot speak for the other companies on the waterfront but I would love the opportunity to showcase and provide Narragansett Crab Company products there.

I truly believe that the opportunity provided here should be to benefit of the fishing industry including the City of Narragansett and not a single use facility that will be privately held strictly for commercial use.

So, in lieu of a well-defined and organized proposal today, I recommend that if a suitable proposal does not surface in this process you consider these thoughts and perhaps put together a small committee that would consider these uses and if there was enough interest a board could be formed to raise capital and hopefully build something that the public could benefit from in perpetuity.

I would gladly participate in this process and actively help as my schedule allows to support its development.

Sincerely,

A handwritten signature in black ink, appearing to read 'Jon Williams', followed by a long, sweeping horizontal line that extends across the page.

Jon Williams

President

Narragansett Crab Company

270 Great Island Road

Narragansett, Rhode Island 02882



## Request For Proposals



For the redevelopment and  
use of up to 5.03 acres of land  
situated at:



The Galilee Fishing District  
307 Great Island Road,  
Narragansett, Rhode Island



Dated Published:  
September 30, 2021

Submission Deadline:  
November 15, 2021

# Galilee RFP Response

*Presented by*

*Quonset Area Aqua Development Inc.*

*[QAAD Inc.]*

*10 Davol Square*

*Providence, RI 02903*

*In Conjunction with iCell Aqua Inc.*

*A Water & Aquaculture Technology Funding Platform Company*

*For the development of the Galilee Site*



# Galilee RFP Response

- Slides 3-8
  - Response Summary & Project Overview
- Slides 9-11
  - Project Benefits Impact
- Slides 12-14
  - Facility & Overview
- Slides 15-19
  - How Water Infrastructure Impacts Value-Added Seafood
- Slides 20-28
  - Plot Plan, Processes, Purification Performance, Products
- Slides 29-35
  - \$1 Billion Plus Economic Impact
- Slides 36-42
  - Credentials, Management Experience & Moving Forward





## Request For Proposals



For the redevelopment and use of up to 5.03 acres of land situated at:

The Galilee Fishing District  
307 Great Island Road,  
Narragansett, Rhode Island



Dated Published:  
September 30, 2021

Submission Deadline:  
November 15, 2021



## The following document addresses the key items as defined by the RFP.

1. Description of the proposed use and redevelopment: **WATER INFRASTRUCTURE: Seafood processing facility with water recycle and nutrient recovery system for all seafood processors in Pt Judith**
2. How much of the Site, if not the entire Site, is needed (express in square footage) for the proposal. **All of the site will be used, however some of the land (up to 25% could be retained as public parking)**
3. How the proposed redevelopment will impact the Port in terms of contributing to its expansion and enhancement of existing businesses including the commercial fishing industry, if any. **Extensive Financial Impact - \$1Bil+ GDP impact over 10+ years of operation at capacity, in new landings, value added processing in the port, with year-round workers which support local businesses and tax base.**
4. Employment opportunities generated by the proposed redevelopment, including the number of full-time jobs created, if appropriate. **25-45+ full time, year-round for the iCell Aqua business in Galilee, plus hundreds of additional jobs in regional Fishing, Fish Processing & Aquaculture which will also utilize the capabilities of the facility.**
5. Timing to implement the proposed use. **Build out 12 months following full permitting.**
6. Contributions to the commercial fishing industry, Town of Narragansett, State of Rhode Island and the general public. **Jobs, GDP Growth, More Landings, Clean Recycled Water, Sustainable Fish Production,**
7. Details on the background and experience of the Respondent. **Professional Profiles Included**
8. Respondent's familiarity, history and experience with the type of proposed redevelopment. **Avg 25+ years of industry experience – multiple facilities already built by this team around the world.**
9. Value of the entire proposed redevelopment and source of financing (debt and equity). **Included**





# Galilee & RI Needs

The lack of sufficient water processing and the treatment of process water from seafood processing has halted the growth of the seafood processing industry in Rhode Island.

Lack of water processing means the State of RI currently loses 10's of millions of dollars every year in Revenue, Taxes, Jobs, GDP – and is inhibited from further growth as well.

These losses end up in the revenue coffers of other states and other countries.

Closing this water infrastructure gap; can not only capture this lost GDP, but it can create considerable GDP growth from industry expansion.

Rhode Island has the perfect location for development in Galilee to address these state and local needs.



# Technology as a Solution



**iCell Aqua  
Water  
Recycle  
&  
Protein  
Recovery  
Technology**

**iCell Aqua Inc.**

**& its local affiliate**

**Quonset Area Aqua Development Inc.**

**[ QAAD Inc., ]  
*a Rhode Island company.***

**Can deliver a sustainable,  
environmentally friendly,  
process-water recycle solution  
that will enable the growth  
of Rhode Island's seafood industry.**



## Proposal Response:

To build a combination seafood processing facility *and* a centralized water purification, recycle & protein recovery facility.

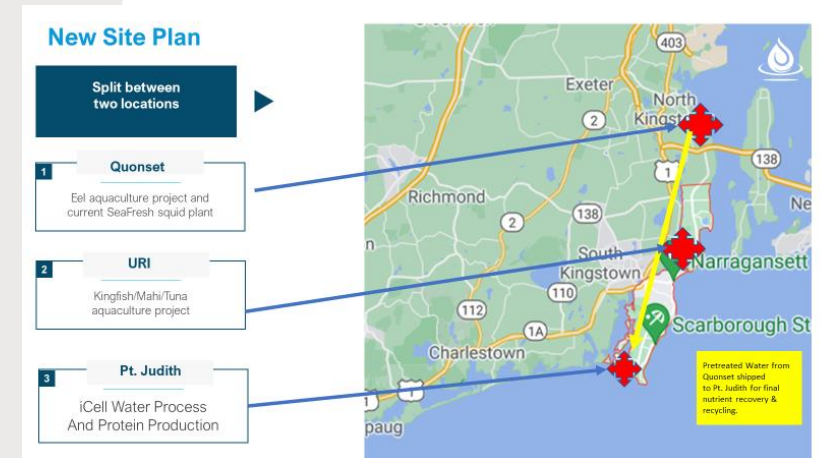
- 
- Fish Processing Capability:
    - Initial capacity up to 6,000,000 lbs/year of various fish species, with room for growth in the future.
  - Water & nutrient purification system:
    - Up to 300,000,000 gallons water per year
    - Recover proteins in seafood process water from processors in the port, and from new Aquaculture projects planned at URI & Quonset – and provide clean water for recycle
    - Reduce load on existing Scarborough system
  - Front of complex to have office space for the business and for State RI agencies: DEM or others and private Lease.

# Galilee Development as RI Catalyst

- **At Galilee: New \$30MM+ Water & Seafood processing facility**
  - Production & Processing capability of thousands of tons per year of fresh fish.
  - Increases Jobs in Pt. Judith from processing and the boat/fishing industry.
  - Purify and recycle seafood process-water from seafood/aquaculture. Cleaning & Recycling up to 300,000,000 gal/year of water
  - REDUCING ODORS in Pt Judith by keeping high volume water flow to avoid stagnate water going septic from existing processor.

## ENABLES Additional Industry Investment Totaling \$100MM

- 3 sites total (Galilee, QDC, URI)
- Two new aquaculture facilities at **\$70MM+** Investment, including aquaculture water pretreatment at URI & QDC sites.
- Aquaculture, Seafood Processing, Nutrient Recovery & Water Recycle
- Office Space for RI Agencies
- Dozens of Direct Jobs and hundreds of indirect industry jobs.





# Multi-Site RI Impact

Split between  
three locations

1

## Quonset

Eel aquaculture project and  
current SeaFresh squid plant

2

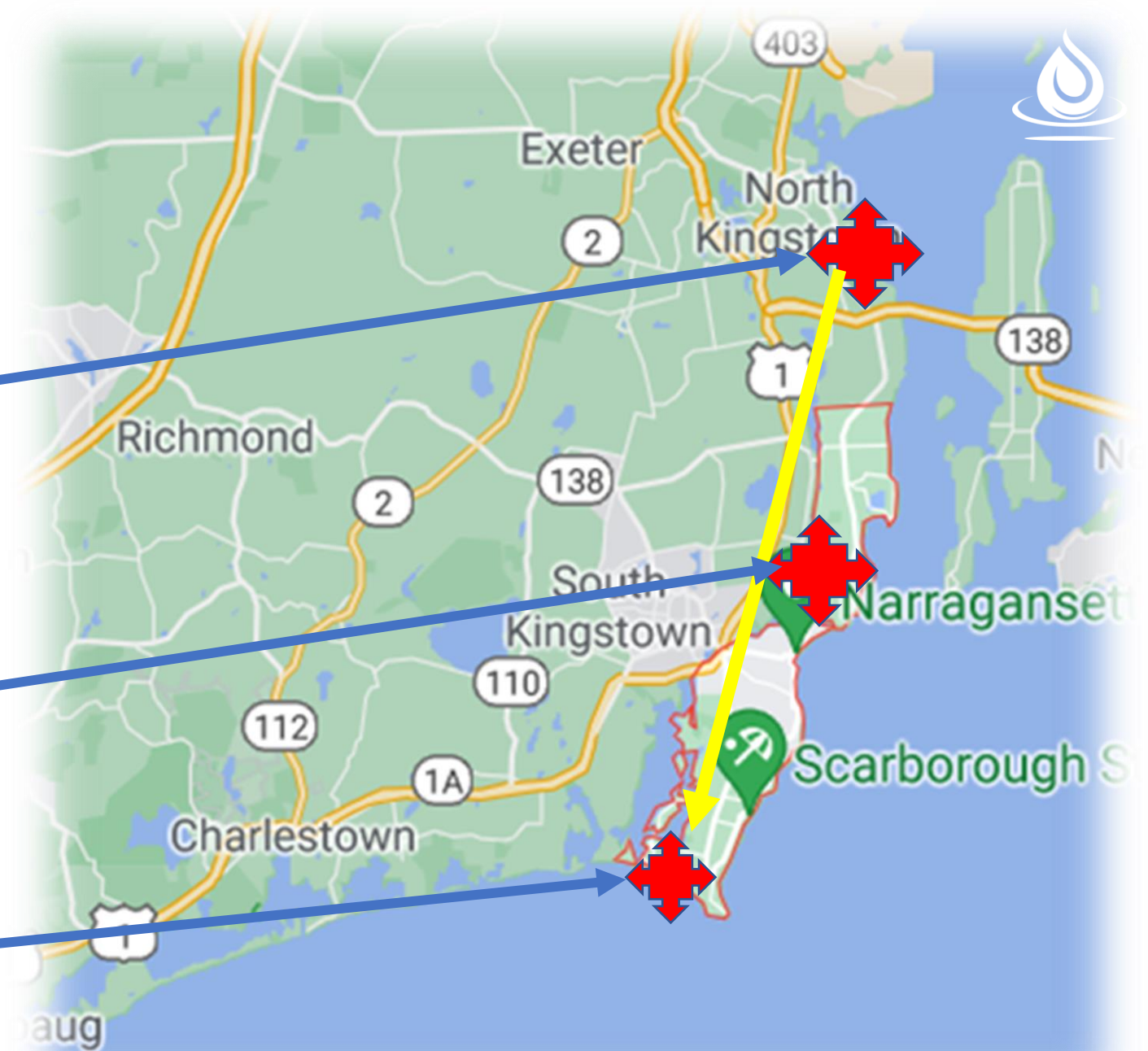
## URI

Kingfish/Mahi/Tuna  
aquaculture project

3

## Pt. Judith

iCell Process Water Recycle  
And Protein Production  
and new Fish Processing Capacity







# Solution Benefits for RI

A Centralized Food Process-Water Recovery Facility located in Galilee for the recycle of food-based effluent and water

Not just for the seafood industry – protein recovery for almost any food or beverage process.

Recycled water will support land-based aquaculture farms for multi-species and create sustainable seafood grow out facilities.

Creates *Value-added* seafood industry employment jobs for the Southern RI region supporting a long-term tax revenue & employment base for the State of Rhode Island.

Supports the Administration's promise to provide more locally produced seafood products with a low carbon footprint.

Produces high quality, organic based feed ingredients for terrestrial animals.

Can help craft breweries deal with effluent issues and allow for the expansion of small-scale processors of poultry and pork products.



# Benefits in RI

- Supports existing seafood processors and new expansion
  - More High Paying Local Jobs in all areas of fishing & seafood production
- Reduction of Odor in Pt. Judith
  - Treat “fresh process water” – prevent septic waste-water from developing.
- BOD Load Reduction on Scarborough Plant
  - A mobile collection system from non-toilet water could be organized with local restaurants – reducing the heavy organic loads from their sinks during tourist high season.
    - Further co-operation could be considered to build “municipal pre-treatment” and ran in parallel (but not mixing the water for used for protein production). Such an approach would require additional use of land and would be additional scope to what is proposed .
- Pre-treatment Program with non-Galilee sites
  - Lower volumes of water for hauling from QDC/URI to Pt. Judith.
  - SeaFresh at QDC still gets some recycle water from the portable pretreatment approach.
  - Allows more recycle of nutrients, lower organic loads on regional municipal plants



# Benefits in Galilee

More Water Purification = More Scup Landings

- Providing a “Value added seafood processing” facility in Pt Judith will allow local fisherman to have a location to deliver Scup on a regular basis
  - Scup is best suited for “immediate processing” to create highest quality fillet - it does not freeze & thaw well for reprocessing.
- 4+ million lbs/year of quota is available from the shores of RI
- Maximizing landings requires a processing facility with integrated
  - Wet Processing for filleting/value added
  - Protein conversion for the HGT parts of the fish
- An integrated facility incorporating iCell for the water purification and recycle, filleting/processing along with conversion of the HGT materials will deliver a consistent and successful scup harvest in Pt Judith.





# Building / Facility

Final Architecture & facade to be adjusted and approved based on meeting the definition of aesthetically consistent with a “New England Fishing Village” as noted in the RFP.

- Low Rise building for fish processing and protein recovery / water purification.
- 3 story area for office space
  - 1<sup>st</sup> Floor non-occupied / garage level
  - ~6,000 ft<sup>2</sup> per floor x 3 = 18,000 ft<sup>2</sup> total
- Uses
  - ~6,000 ft<sup>2</sup> DEM/RI Agency Office Space
  - ~6,000 ft<sup>2</sup> iCell / QAAD Business Use
  - ~6,000 ft<sup>2</sup> Lease



# Water System Performance and Design for Galilee



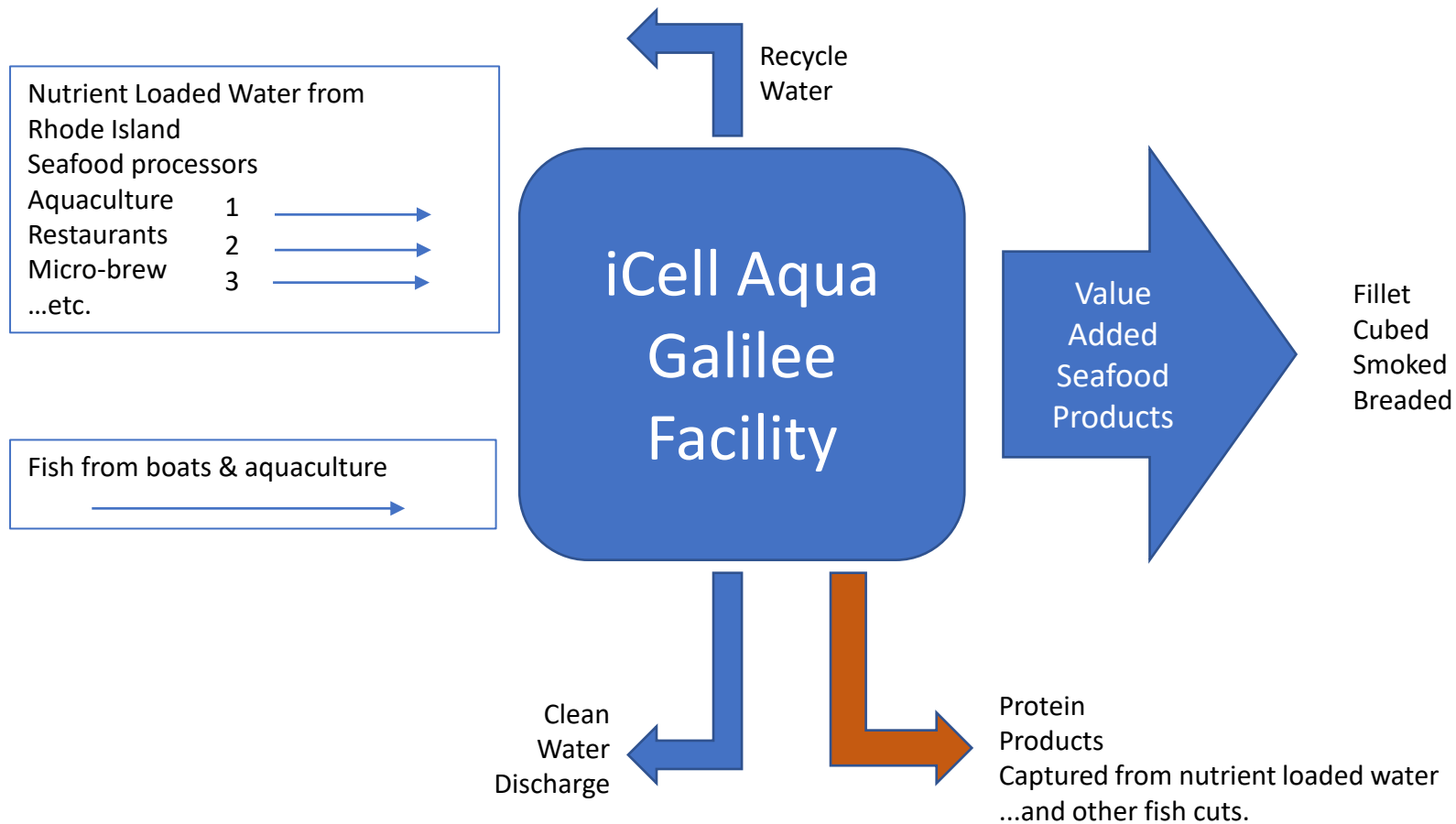
## Capacity Plan

- Initial 250,000 gal/day of seafood process water treatment
  - at average BOD up to 5000ppm, up to 1 million gallons per day for lower BOD.
    - Capability to reach 1,000,000 gal/day as seafood processors will have “more dilute” BOD levels as they expand and have more access to recycle water for washdowns in the plants.
  - Large clarifier will handle expanded flow volumes in final separation
  - This is >15x the volumes that are currently generated by seafood processors.
  - This capacity increase is what allows current seafood processors to produce more “value-added seafood processing” on-site, rather than export to China or Massachusetts for post-processing.
  - Capacity will also be needed for nutrient recovery from the \$70MM aquaculture projects
- Up to 50% of water can be recycled back to the Seafood processors & aquaculture for use in production processes.
  - Some water must always be released to avoid concentrating inorganics such as the naturally occurring salts, metal ions & minerals that come from the ocean water.
- Effluent water can be treated to less than 50ppm BOD.
  - Reduces current load to the Scarborough facility
  - Can meet levels that would be required for a RIPDES permit.





iCell/QAAD will develop a centralized site for water & nutrient recycling  
Explanation Video on [www.iCellAqua.com](http://www.iCellAqua.com)





More detail...

the Industry, Processes, the Designs,  
the Benefits,

...and the Complete Solution

# Local *Value-added* Processing vs Exporting Jobs

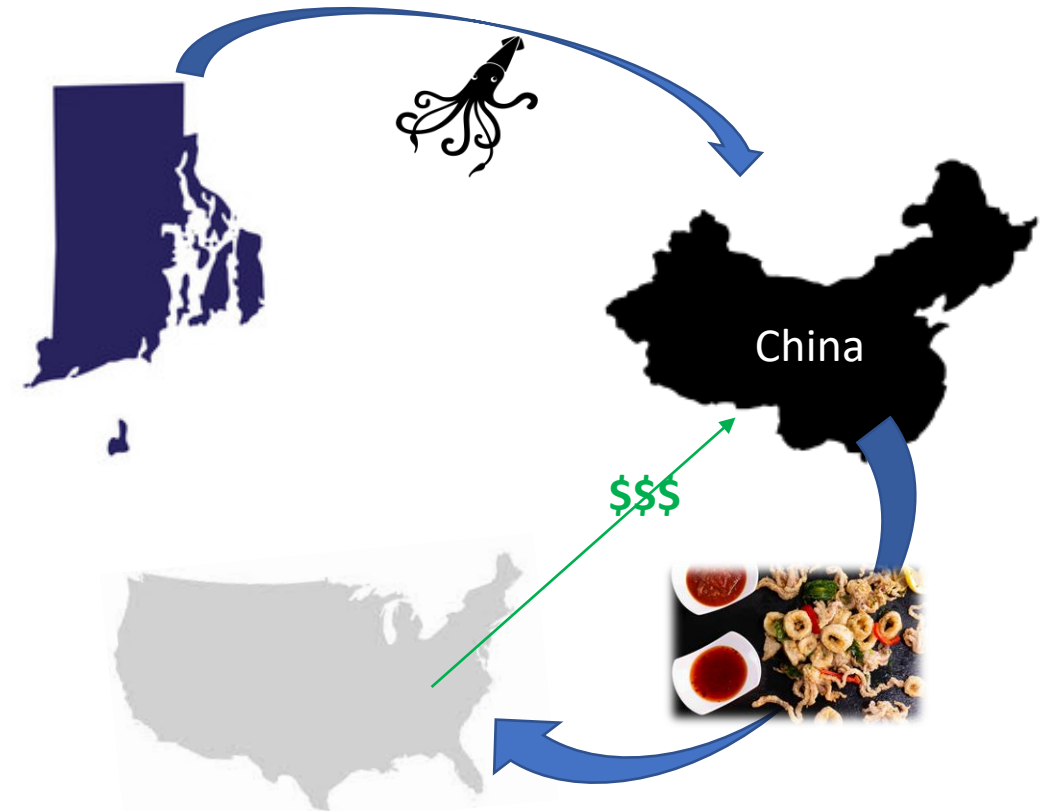
Today, large quantities of seafood products are frozen, exported from Rhode Island to low wage countries, thawed and then processed into “*value-added*” products.

These products are often re-frozen and shipped back to the USA.

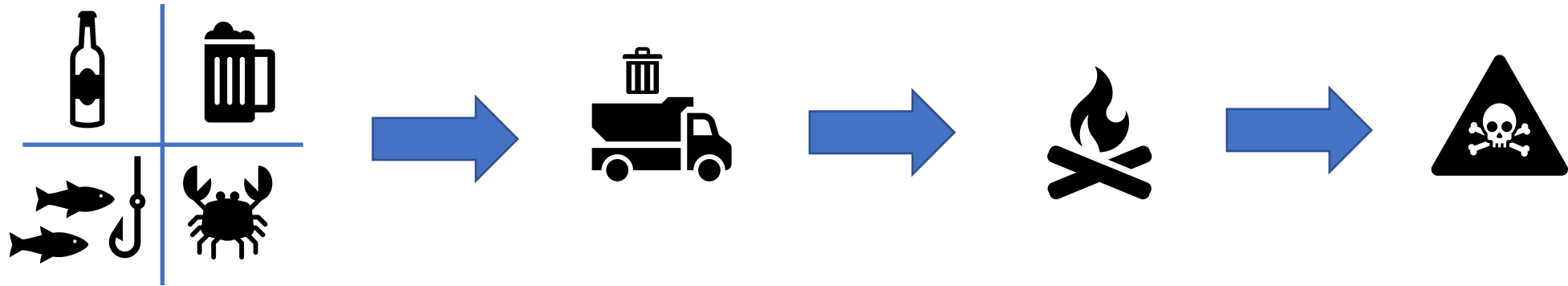
*Other US states pay to China or Massachusetts, instead of paying to Rhode Island !*

Conducting *value-added* fresh processing here, means keeping more economic activity in the State of Rhode Island, job creation, and local food security.

Rhode Island seafood processors want to process more fresh seafood **today** but the inability to treat higher levels of process-water prevents them from growing.



A combined 500,000,000+ lbs. of process water is discarded each year  
from 10 major regional seafood and beverage processors



This waste is often “burned” which requires significant energy and produces excess greenhouse gas.

*Value-Added*  
Fresh Seafood Processing

Can provide  
a >300% increase  
of direct local jobs  
for Seafood Product  
that is processed  
in Rhode Island  
instead of being  
shipped out “whole”  
and processed  
in another state  
or country.

It requires lots of  
labor & water  
for value-added  
processing.





If the  
fresh cutting & processing  
is done in Rhode Island

then even more value  
added processing  
can be added such as

Calamari Rings  
Breaded & Frozen  
Par-Fried

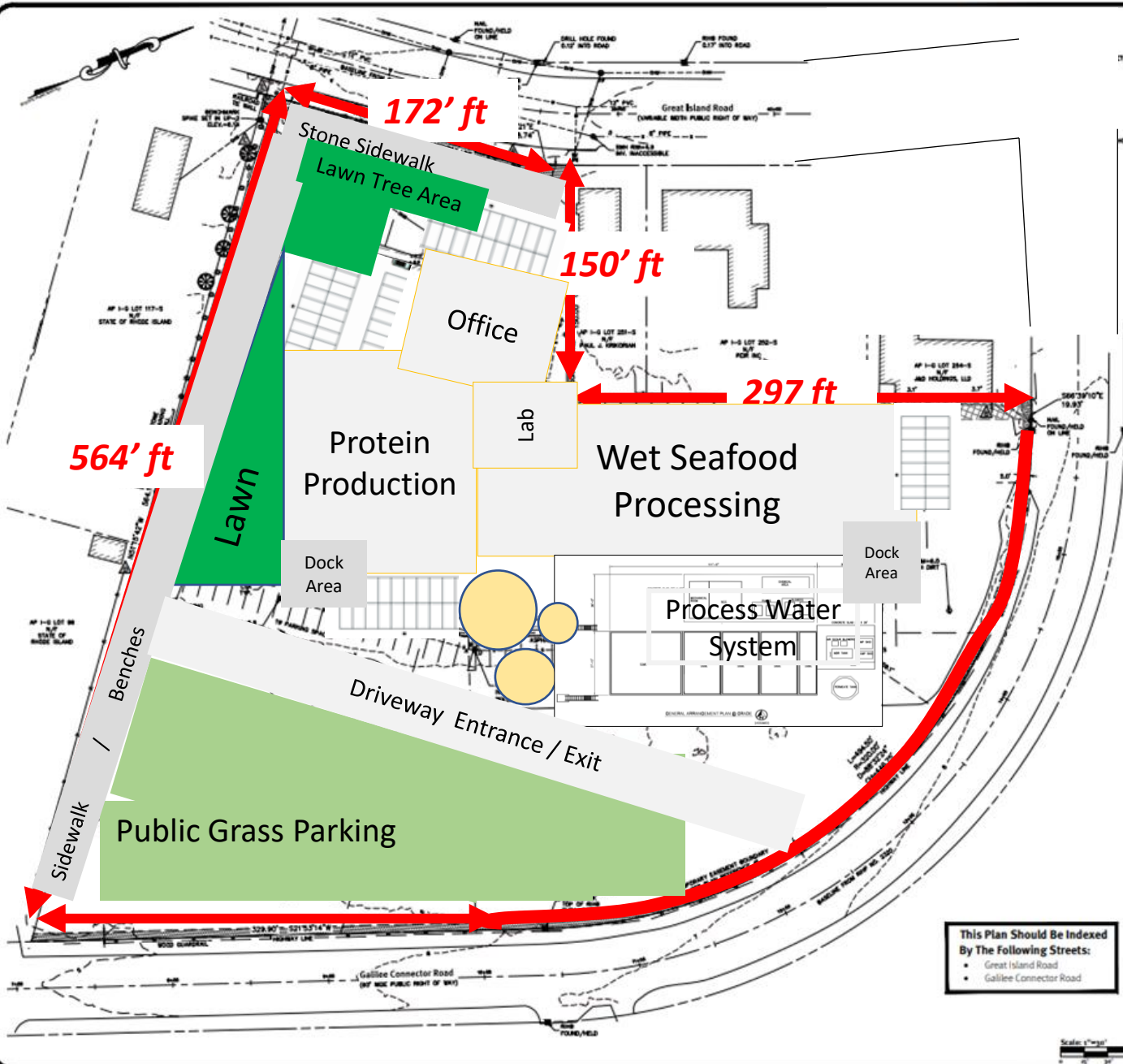


Squid Slicer (MDS-500B)



Seafood breading / frying line

Plot Plan  
Processes  
Products



## Proximate Land Usage in feet.

Office ~75 x 90

Water treatment footprint is ~180 x 100  
+ Clarifier & Water Holding tanks external.

Seafood Processing ~300 x 100

Protein Production ~150 x 120

Note: The configuration can be adjusted in many ways – and QAAD / iCell are willing to work with the local agencies on site arrangement.

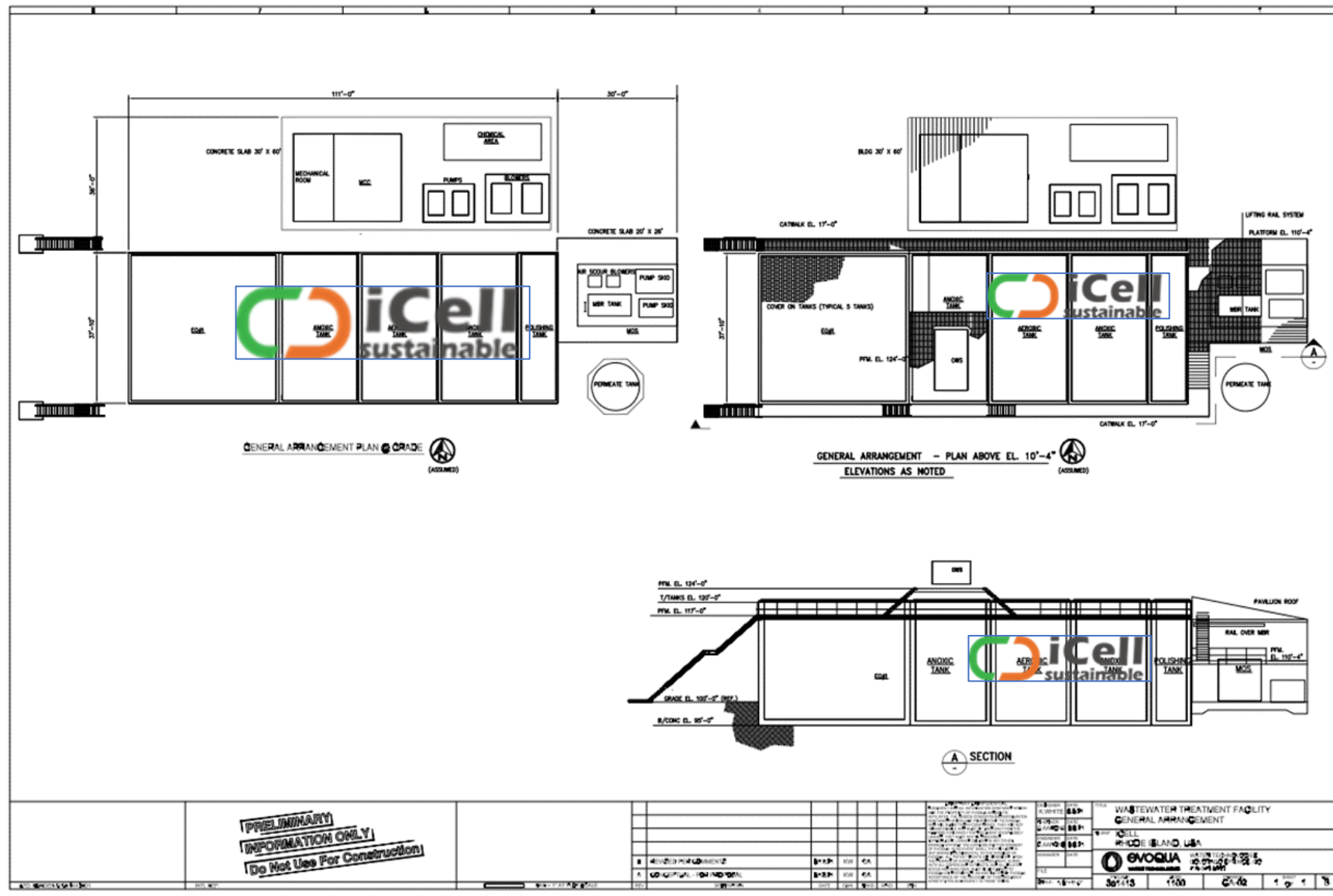
# Process Water Purification Layout & Process Flow

## Capability & Experience



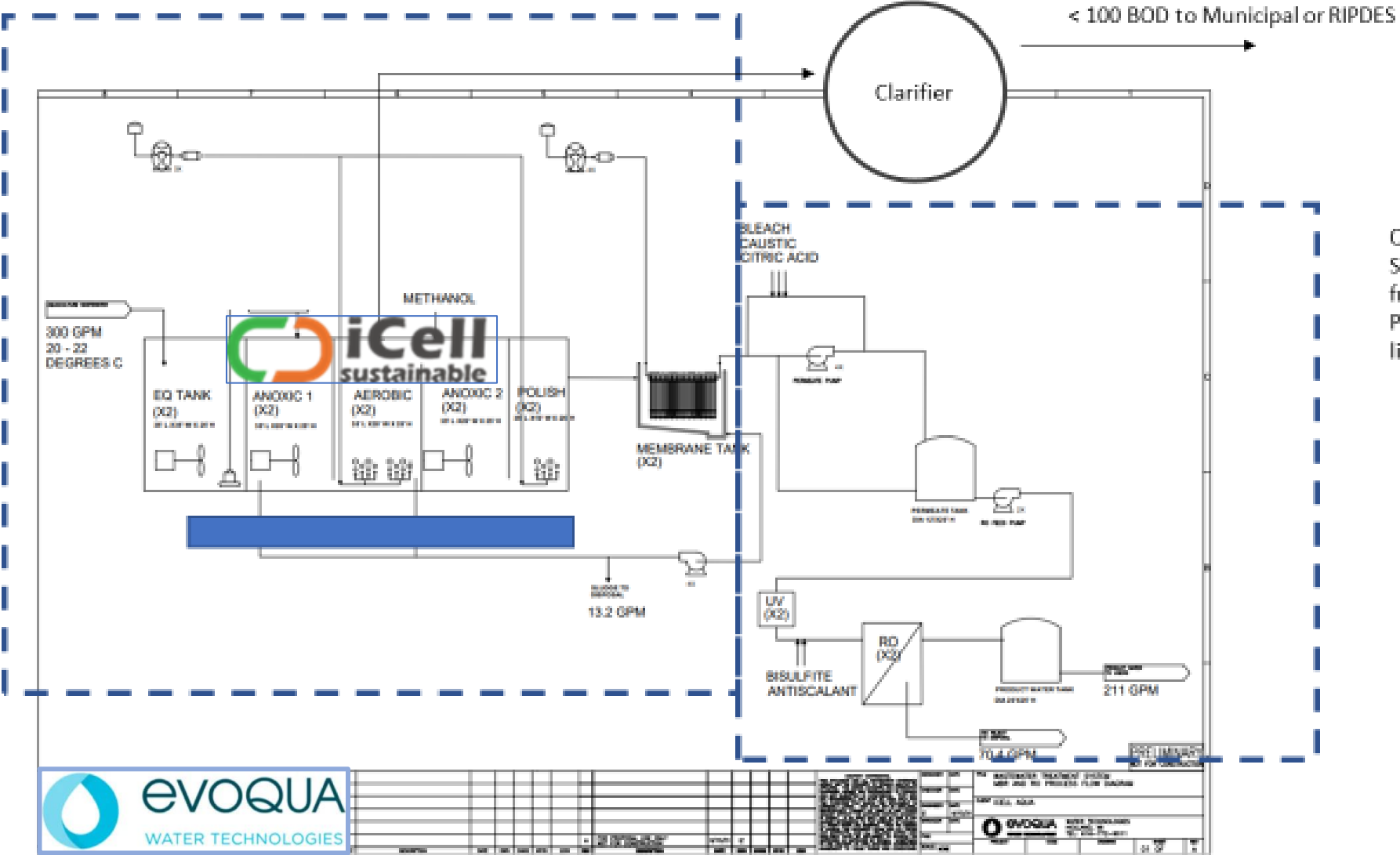
The \$1.5Bil Evoqua Water company will support iCell Aqua on the final design and construction of the project.

Evoqua & its subsidiary companies have implemented hundreds of these types of water infrastructure projects over the last 3 decades.



# Process Water Purification Layout & Process Flow

iCell  
Pretreat  
&  
Water  
Cleaning  
Process



Option Desal  
System can be added  
fresh water supply in  
Pt Judith is a  
limitation.



# iCell Technology Validation in Rhode Island

## Results for iCell Process at Quonset Qualification Run

### Final Treatment and Conversion to Single Cell Protein

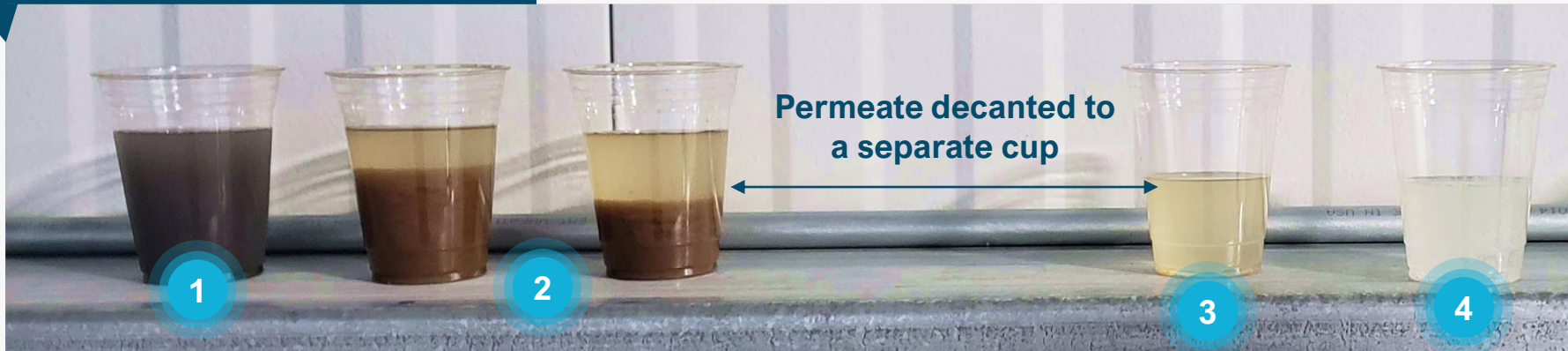


Woodruff & Howe, an independent water and environmental firm, was hired to conduct a pilot for QAAD at Quonset in October 2020.

The pilot was attended by Quonset Development Corporation, Department of Environmental Management, Rhode Island Food Policy Counsel, and key private company off-takers.

Process parameters and chain of custody analysis were performed by third parties, and the results were approved by the State of RI officials monitoring the pilot work.

#### iCell Aqua Production Samples



1  
SeaFresh  
Raw Squid Water  
8,700 COD,  
~5,000 conductivity  
'fed to bacteria'

2  
**Fermentation.**  
The brown material  
is the Single Cell Protein  
after settling.

3  
Permeate from  
gravity settling  
COD = 276

4  
Same permeate with  
100ppm bleach to  
remove color

More Process

**PROOF**



# iCell Process Validation Quonset, Oct 2020 DEM, RIFPC, Commerce

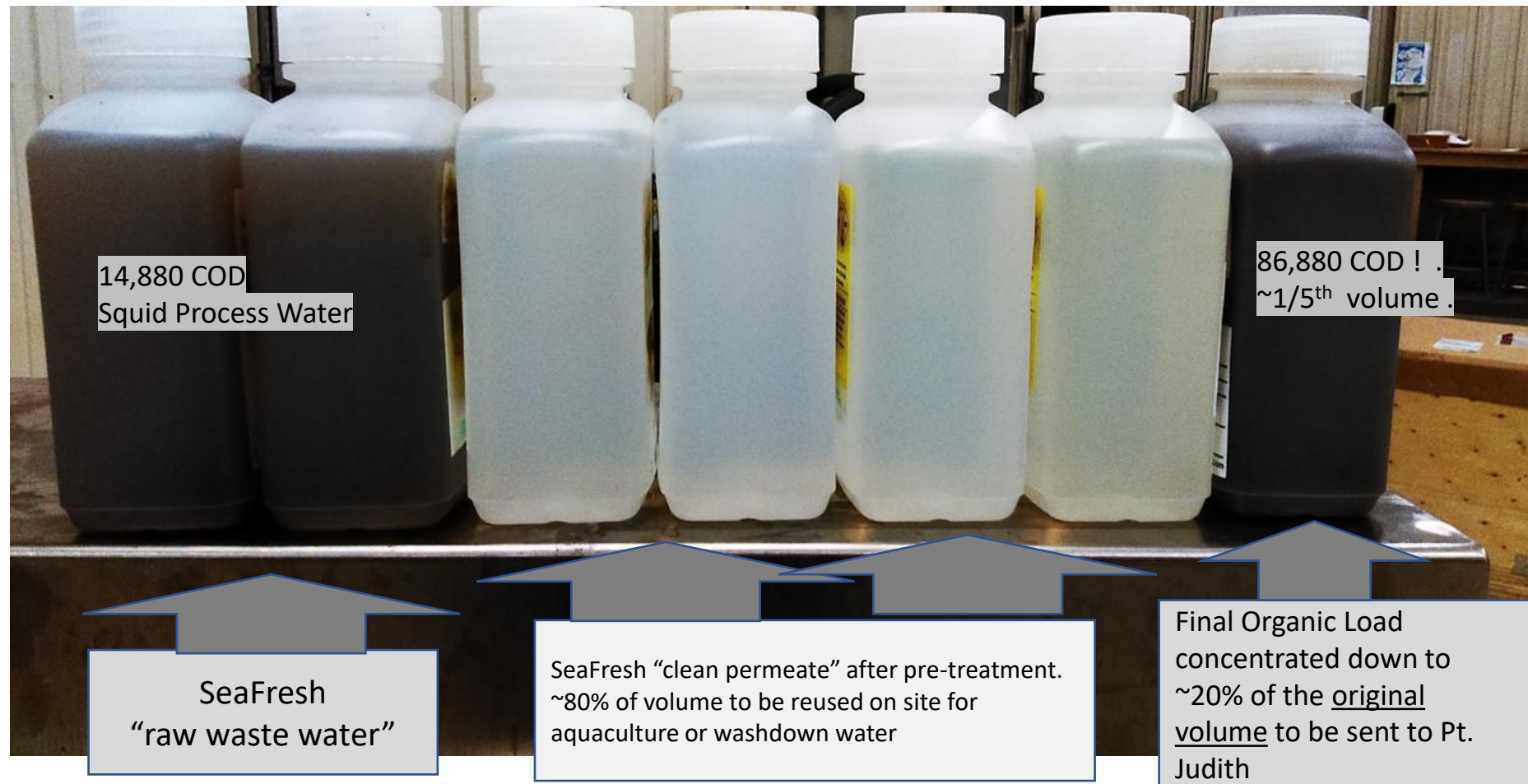


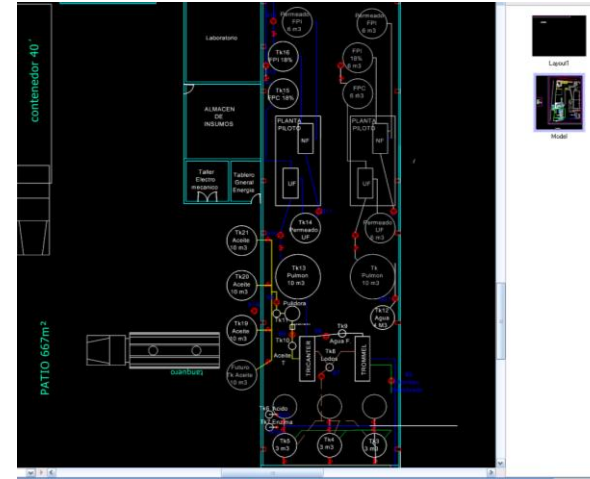


# Pre-Treatment of seafood process water.

SeaFresh squid water ran through commercial pretreatment system

Reduces volume by up to 80% to be trucked from QDC to Pt. Judith for final iCell recovery of proteins in the water. Can apply to other food water as well.





## Pt. Judith value added

## Fish Processing (cutting, filleting, smoking) Protein/Hydrolysate Lines – Petfood & Feed Ingredients

## Stainless Steel, Sanitary construction of protein recovery



Stainless steel, sanitary designed, protein recovery from liquid processes  
Creating Protein *Ingredients for Petfood & Organic Animal Feeds*

Liquid Protein Processing System



Liquid Concentrates



Dried Protein Products





Economic Impact

Experience

Closing

# Large GDP Multiplier Impact for RI

**>\$1Billion of GDP**  
over 10 years at capacity  
for the State of RI from  
surrounding activity

*Water Infrastructure is critical for a  
Sustainable Protein Economy*



# Sources and basis of calculations

- RIEPC – aquaculture revenue and impact on Jobs
  - Build Rhode Island – wages & benefits for various levels of workers in state of Rhode Island
  - Construction Jobs – based on \$30MM Galilee Project, 70% locally implemented. This will double with URI & QDC sites.
  - Local Squid Processor interviews with SeaFresh & SeaFreeze – Added-Value information – employees per fresh value added processing.
  - QAAD Jobs – based on operating personnel loads at Water plants, Proteins plants and Eel farms as historically managed by the QAAD officers & directors.
  - Export Values – market values from known sales in the market
- 
- University RI – Economic Impact of RI Fisheries & Seafood Sector – seafood landings, processing, labor.
    - 32 Jobs per \$1MM vessel landing.
    - \$51k revenue per fishing employee
    - 19 Fishing FTE's /\$1MM vessel landings
  - RIFPC – 2019 consultant study – top waste and water disposal volumes.





# Main Two Areas of Economic Impact



- **Direct [ non-Aquaculture ]**

- Allows regional seafood processors to increase value added processing by 20,000,000lbs per year
  - \$2.00/lb value added revenue/GDP
  - \$40,000,000 per year of *fresh* value-added processing
  - \$10,000,000 per year of additional landings
  - **\$50,000,000 per year Fish & Processing GDP Impact**
- 

- **Aquaculture Businesses**

- **\$70MM+/year** Water & Nutrient Recycle + Aquaculture in Phase 1.
- 50% Growth with Phase 2 expansion.



# GDP of Aquaculture in the State of RI

Source: RIEPR.org

**The Economic Impact Of  
RHODE ISLAND AQUACULTURE**

As of 2016, the Rhode Island Aquaculture Sector consists of 50 farms operating 70 leases on 275 acres. Oyster production comprises 99% of the economic value, with bay scallops, blue mussels, clams and kelp (seaweed) also being for spillovers to other sectors of the Rhode Island economy.

**50 FARMS**  
ON 275 ACRES IN 2016

**\$26.3 MILLION + 371 JOBS**  
FOR THE RHODE ISLAND ECONOMY

A Galilee site

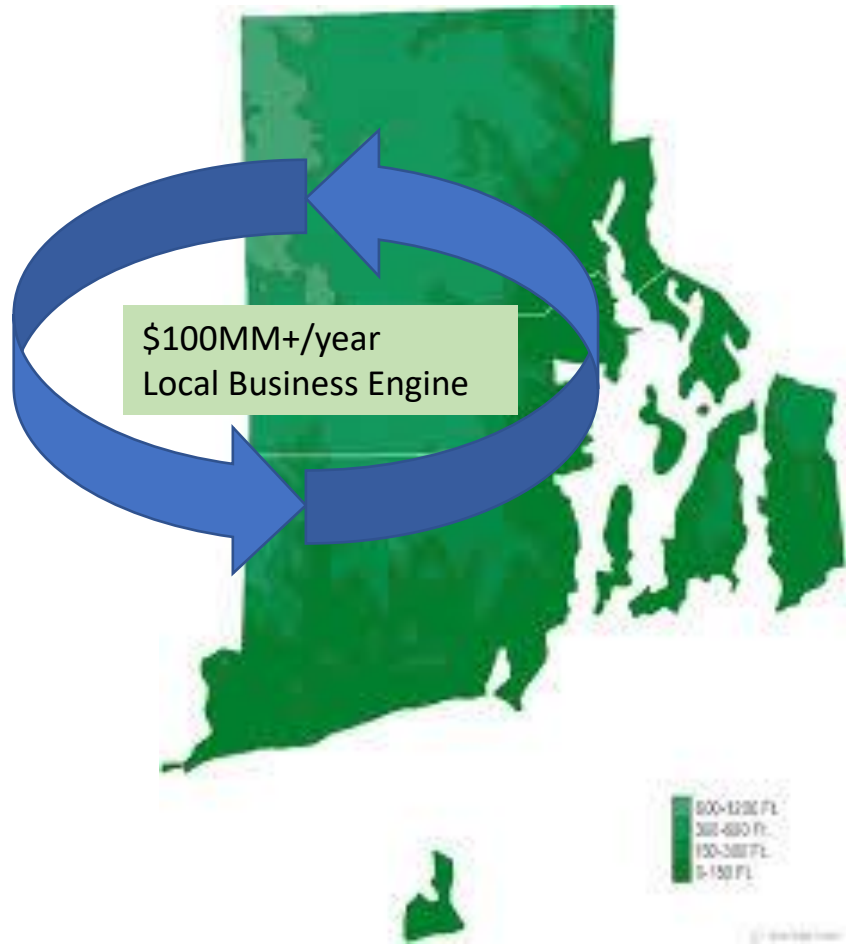
*Can enable new  
Aquaculture to triple  
in Rhode Island*

...on < 10<sup>th</sup> of the land



# 10+ year Aquaculture & Value Added Seafood Export Benefit at capacity

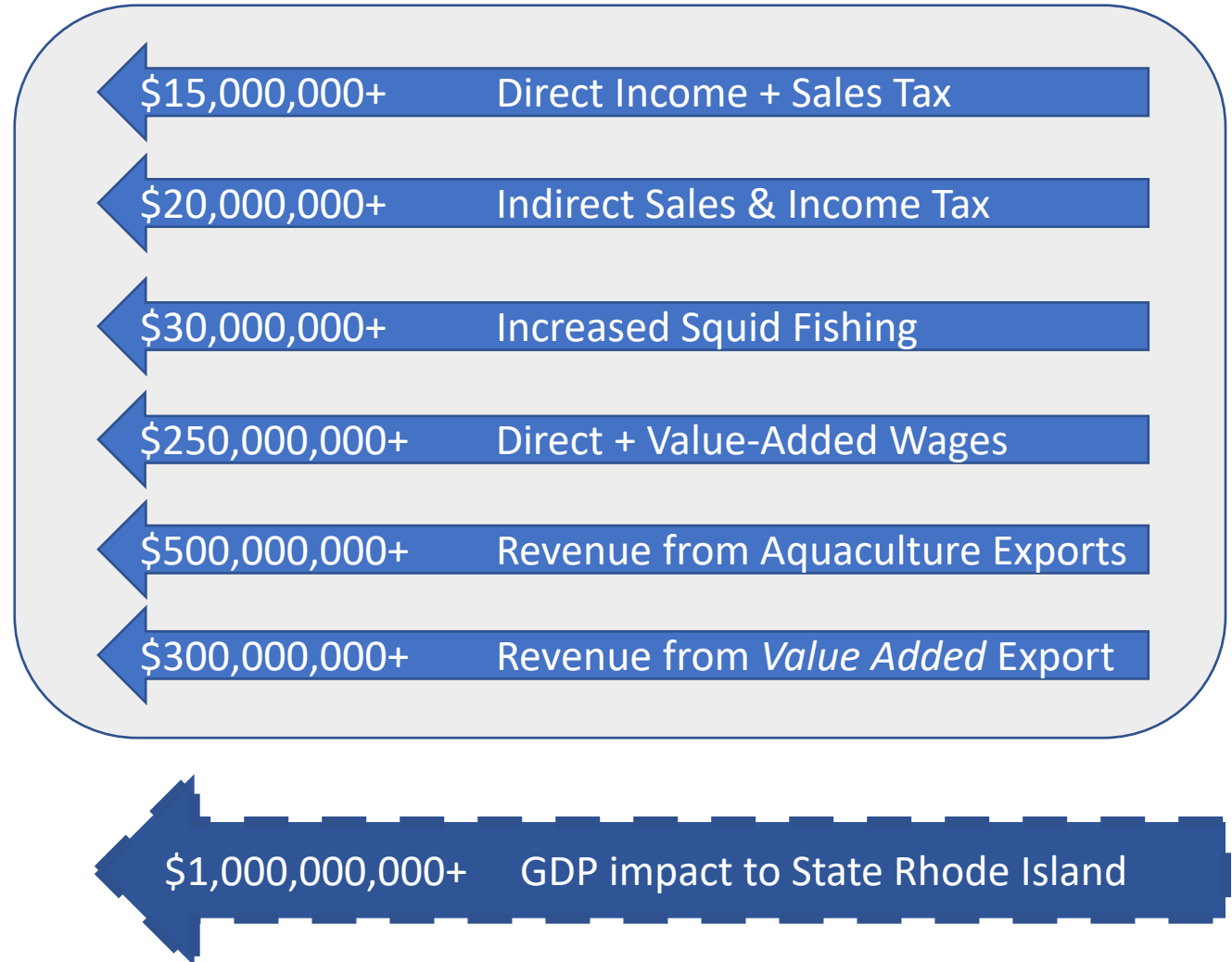
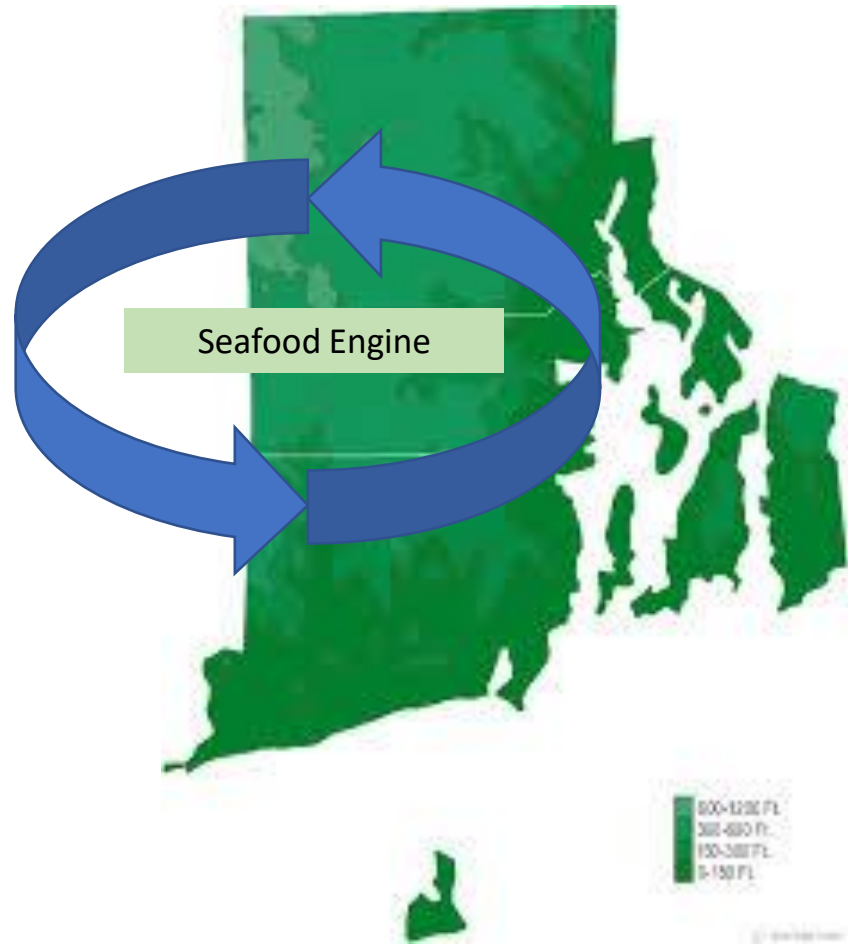
>95% Aquaculture production exported  
\$100MM+ between the two supported projects



6,000,000+ lbs/year  
Eel/Mahi/Yellowtail Export \$8-\$15/lb. Live  
\$15 to \$30/lb Processed  
Additional Value Added Wild Caught Exports

\$1,000,000,000+  
Money back into RI Economy

# Summary of 10+ Year Impact at capacity



# CREDENTIALS

## Investment & Operating Companies behind the Project



Peritus Capital

[www.PeritusCap.com](http://www.PeritusCap.com)



iCell Sustainable Nutrition Company

- [www.iCellSustainable.com](http://www.iCellSustainable.com)
- [www.iCellAqua.com](http://www.iCellAqua.com)
- Patented Solution to Water & Nutrient Recovery
- Operator of facilities – not just equipment or IP



• Aqua Vida, Eel Aquaculture

- [www.avidallc.com](http://www.avidallc.com)
- Land Based, Aquaculture / Farm Operator
- Experienced European based eel farming



Evoqua Water

- [www.Evoqua.com](http://www.Evoqua.com)  
\$1.5Bil USD Publicly Traded – Water Technology company with full EPC capabilities.

## Executive Expertise with Real World Experience

iCell Aqua Brings Together a Talented Team



**Mark Rottmann**

Chief Executive Officer and  
Chairman of the Board



**Terry Bradley, PhD**

Advisory Board  
Co-Founder & Board  
member, Greenfins  
Aquaculture



**Nico Falke**

Director of Aquaculture  
Operations



**Dagoberto Sanchez,  
PhD**

Advisory Board



**Seth Terry, PhD**

Advisory Board  
Co-Inventor iCell Process



**Andrew Logan, PhD**

Advisory Board  
Co-Inventor iCell Process



**Hosn Song**

Advisory Board  
iCell Operations



**Vivid Zhao**

Advisory Board  
iCell Operations



**Kit Munday**

Business Development  
Director and Aqua Vida  
Founder



**Geoff Grant**

Board Member



**Yang Song**

iCell Sustainable Nutrition  
Observer and Board  
Member



**Howard Tang**

Executive Director for  
Capital Raising and Board  
Member



**Patrick Brueggman**

Advisory Board  
Water & Infrastructure  
Deployment



**Peter Mottur**

Greenfins Managing  
Director and Co-Founder



**Scott Thomas  
Hattersley**

Advisory Board

Full Profiles of the Executives, Managers, Engineers & Scientists behind iCell Aqua and QAAD can be found on the iCell Aqua website

[www.iCellAqua.com](http://www.iCellAqua.com)

4 PhD's in Water/Aquaculture/Sciences

6 BS or Masters in Science/Engineering/Aquaculture

5 Business/Finance

Majority with 25+ years of industry experience

Deep Domain Knowledge and Expertise  
in

Water, Aquaculture, Protein Production & Seafood Processing





# How to move forward in 2022

- Site Confirmation and Approval is Critical to Finalize Designs and Funding
  - Companies and Investors cannot move ahead unless they know they can build.
- iCell Aqua / QAAD Inc.
  - Design, Build & Operate the iCell water-treatment, recycle & protein recovery process at Pt. Judith and related water pre-treatment operations.
  - State RI & Municipality do not have any on-going operating expense for the system



# Funding Plan

a) Debt/Equity Ratio: 2:1

b) Industrial Revenue Bond

- a) Due to the water recycle elements of iCell Aqua design which can be used by multiple regional food processors, we have received a \$37,000,000 Industrial Revenue Bond sponsored by the State of Michigan for a similar project located in Michigan.
- b) iCell & QAAD have met with Commerce RI, who indicate the same Bond approach can be used for the Galilee Site.

c) Equity

- a) iCell has an equity raise in progress for all international projects and would add the Galilee project to the Investor Memorandum.
- b) The Key for Investors to commit is to know that the site is approved for construction.
- a) The multi-site water treatment format will also qualify the project for Federal Grant Funding under ARPA, Build Back Better & various EPA programs that exist today.



# Regulatory Items

## a. State RI Agencies (mainly DEM)

a. will also need to provide their “pre-approval” of the aquaculture and water-recycle / nutrient recovery projects.

a. Private investors cannot commit to the Bonds or Equity if the projects are not confirmed that they can be built.

## b. Key Permits/approvals

a. Aquaculture permits

b. Permits for the ovens/dryers inside the protein plant

*These items (a & b) were discussed with DEM in July 2020 and there were no objections raised by DEM personnel on the Video Call – but we still need the formal approvals for the site.*

## a. Effluent Permits for the Pt. Judith Water Purification & Recycle Facility

a. Either to local municipality or Pt Judith to have its own RIPDES

b. If to municipality, then the price/cost to the project must be extremely low – since “clean water” is being sent.



# Milestones

## a. First 90 days

- a. iCell Aqua / QAAD to complete final designs with local 3<sup>rd</sup> party engineering firms
  - a. Can initiate mobile pre-treatment for SeaFresh QDC
- b. Finalize engineering and site designs for Pt. Judith
- c. Finalize Permits with DEM
- d. Finalize Bond with Commerce RI.

## b. 90-180 days

- a. Begin demolition of Lighthouse Inn
- b. Finalize Contracts for major equipment and construction at Pt Judith

## c. 180-360 days

- a. Break ground on Galilee Water Treatment site
- b. Initiate additional pre-treatment for some of the existing water in Pt Judith to allow SeaFreeze and others to immediately expand production based on their current infrastructure.
- c. Move ahead with Aquaculture Projects at other sites





# Closing

- Rhode Island has a WATER INFRASTRUCTURE gap
  - Not enough treatment capacity for sea food processing water and other food industry water which prevents industry growth.
- A Solution for Rhode Island can be located in Galilee
  - Using iCell Aqua Water & Nutrient Recycle to expand the seafood industry.
- This approach is an infrastructure investment that creates \$1Bil+ GDP multiplier impact for Rhode Island in the coming years



# PRI X, LP Submission



Response to Request For  
Proposals for the redevelopment  
and use of up to 5.03 acres of  
land situated at



The Galilee Fishing District  
307 Great Island Road,  
Narragansett, Rhode Island



Dated Submitted:  
November 15, 2021



CONCEPTUAL RENDERING ONLY



## ABOUT THE RESPONDENT

PRI X, LP is a Rhode Island limited liability partnership comprised of the ownership of Procaccianti Companies, Inc. and Paolino Properties, both of Rhode Island. These two firms joined to create PRI X, LP (“PRI X”), which currently possesses a lease-hold interest in the 5.03 acres of land (“Site”) which is the subject of this RFP and this Response.



Procaccianti Companies is one of the largest and most respected privately-held real estate investment and services firms in the United States. Founded in 1958, our successful track record spans over six decades and our experience includes thousands of transactions representing more than \$10 billion of diversified real estate investments. We are a vertically integrated alternative asset manager with a broad national platform having owned, developed, managed or financed investment real estate in more than 170 cities across 32 states coast to coast. Procaccianti has owned, managed, developed or financed over 200 hotels from coast to coast, as well as extensive holdings in office buildings, retail centers, marinas, fuel and convenience stores and more.

Paolino Properties, since 1900, has embraced a mission that combines a reverence for tradition with progressive practices and policies. It is a mission that has withstood the test of time in serving our clients, expanding our portfolio, and setting the standard for commitment, reliability and operational excellence. Paolino Properties is a fourth-generation family-owned and operated real estate investment, development, and management company. As one of the largest family-owned commercial real estate companies in the state of Rhode Island, Paolino Properties manages more than forty properties totaling nearly three million square feet.

Led by Managing Partner Joseph R. Paolino, Jr. and Partner/Owner Donna Paolino, our highly-trained staff of 35 hard-working men and women offer clients an exceptional attention to detail that drives success. Providing convenient locations and attractive, well-maintained properties is the cornerstone of the company. With a diverse portfolio of retail, commercial, residential, and hospitality properties, the Company has experience in partnering with a wide-ranging client base to ensure success. The Firm currently owns and manages prestigious Class A office space, Class B commercial properties, retail shopping centers, high-end residential developments, a world-class marina in Newport, and more than 1,000 parking spaces within the city of Providence. Paolino Properties owns and manages the prestigious 100 Westminster Street in the heart of downtown Providence, where the company is currently headquartered.

As of this writing, the remaining term of the ground lease is twenty (20) years, expiring on July 31, 2041 if all remaining 5-year options are exercised.

PRI X has been forthcoming with the State of Rhode Island, its Department of Environmental Management and the Town of Narragansett in its efforts to identify, establish and execute a redevelopment plan acceptable to the stakeholders. With this RFP and Response, PRI X has identified a path to the future use and enjoyment of the Site.

Nothing in this Response to Request for Proposals shall act to waive any rights of PRI X, LP under the DEM Ground Lease as amended.



## An aerial photograph of Block Island, Rhode Island. A yellow outline highlights a large, mostly undeveloped area on the left side of the island, labeled "Lighthouse Inn". To the right of this area, a dashed blue line curves along the shoreline, labeled "Block Island Ferry", indicating the ferry's route. The right side of the island is densely packed with buildings, parking lots filled with cars, and numerous boats docked at a harbor. The surrounding water is dark, and the land is a mix of brown, dry vegetation and paved areas.





## Point 1: Our Vision

Overall, PRI X has two phases to its Response:

### Phase I:

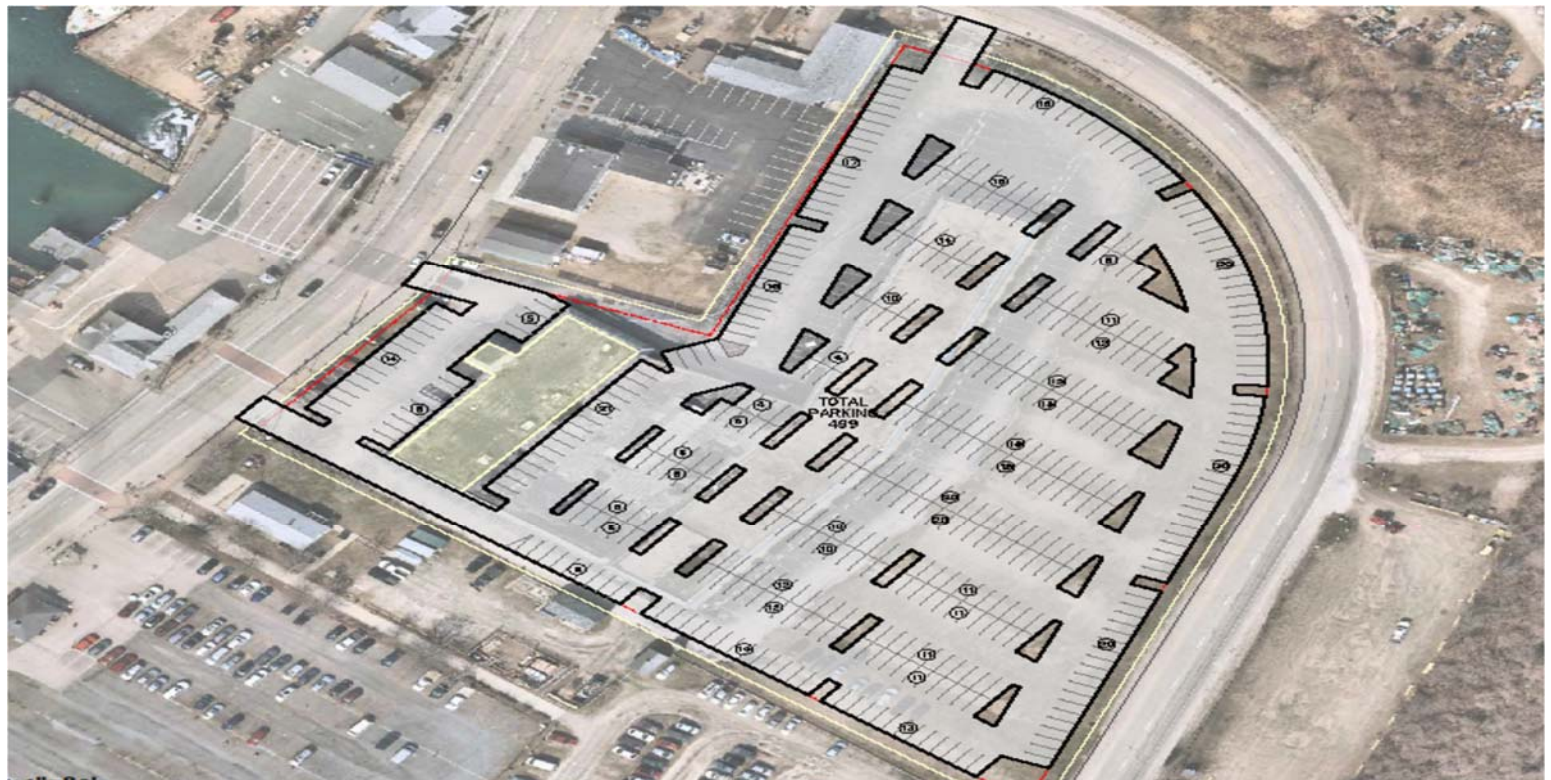
PRI X proposes to demolish most, but not all, of the existing hotel building. PRI X proposes to maintain the single-level front section which faces Great Island Road. This section would be extensively redeveloped with new rooflines, front façade and signage, all in the style of a typical New England fishing village. This front section would then be divided into separate footprints and marketed to local business ideally as space for coffee shops, breakfast and lunch outlets, convenience items, ice cream outlets and similar users who can take best advantage of the pedestrian traffic generated by the Block Island Ferry passengers and parking. Additionally, Phase I will include the removal of the front parking area and its replacement with extensive landscaping, park benches, history tablets and the like to augment the retail offerings.

The balance of the Site will be used initially for parking to service the local area, the retail stores and, of course, the Block Island Ferry.





# PHASE 1 STREETScape AND SITE PLAN





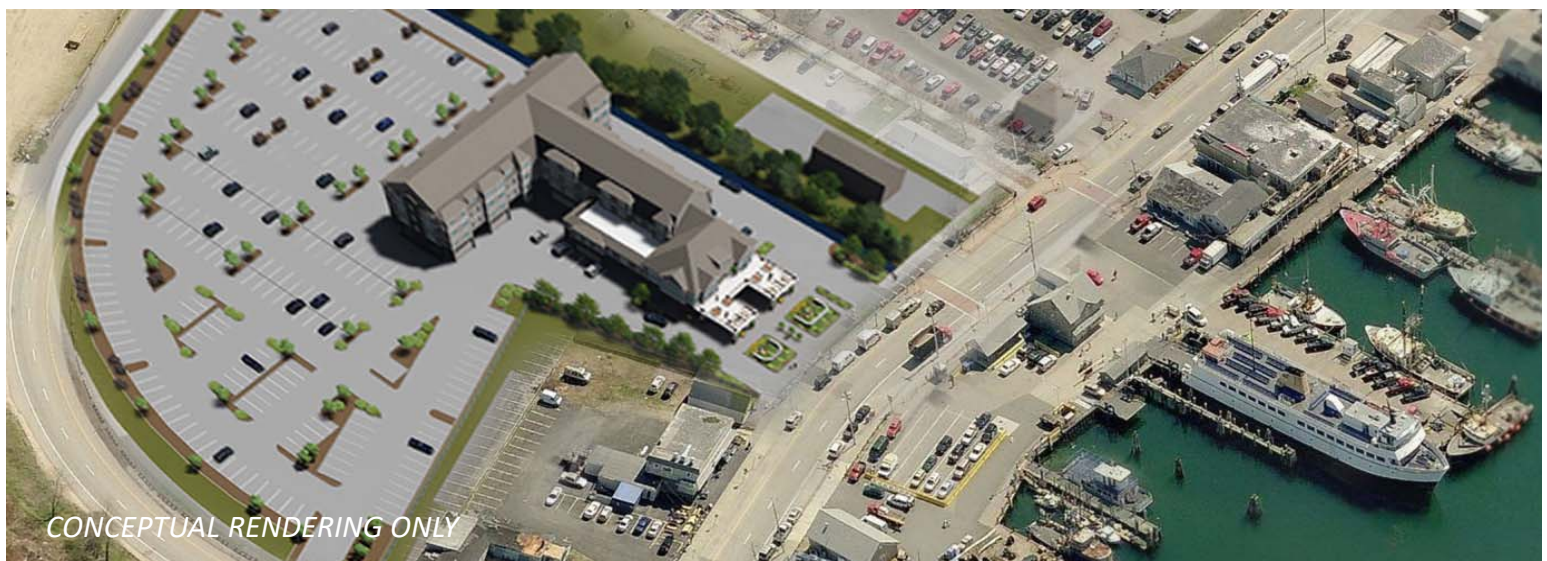
# PHASE II BOUTIQUE HOTEL DEVELOPMENT

## Point 1: Our Vision

### Phase II

PRI X will then pursue economic feasibility and the development of a new independent-branded boutique hotel of between 20 and 40 rooms. In order to do this, PRI X must secure an extension of the ground lease term for a maximum of ninety-nine (99) years. This lease extension is required to effectively mitigate the costs of construction and to secure adequate financing. As discussed, any new construction on the Site will require that the first occupiable level be above eleven (11) feet due to flood plain and climate change concerns. Accordingly, building an elevated structure is more expensive than building the same structure on grade. Moreover, lenders will not entertain new construction and subsequent permanent financing with less than a 99-year term.

To be clear, Phase II is subject to, and contingent upon, PRI X being granted a total term of 99 years or, alternatively, PRI X acquiring the Site outright.







CONCEPTUAL RENDERING ONLY



**Point 2:** Whether Phase I alone is achieved, or Phase II is reached, the entire Site will be utilized.

**Pointe 3:** Both Phase I and Phase II can serve, directly and indirectly, the established and burgeoning commercial fishing industry headquartered in Galilee. The availability of food, commodities, convenience items and more at the retail storefronts bring another element to the area and its denizens. Further, the preservation of a dedicated parking element will provide parking for local workers regardless of their industry. Additionally, preserving a portion of the Site for parking will allow the expansion of specialty commercial fishing industry support groups on shovel-ready land.





**Point 4:** Projected employment for Phase I alone can easily reach 40 full time employees during the season. Once Phase II is operational, PRI X estimates an additional 20 person staff, bringing both Phases to a total estimated employment base of 60 persons.

**Point 5** PRI X has a truncated term running to January 31, 2022, and has already filed a Lease Extension Notice to extend the term to December 31, 2027. To achieve Phase I, PRI X will require an additional five-year extension, bringing the current term, as extended, through December 31, 2032. Aside from achieving the goals of Phase I, PRI X, together with the Rhode Island Department of Environmental Management (“RIDEM”), will introduce legislation to the Rhode Island General Assembly to allow for a total overall term of 99 years in order to achieve Phase II. If granted, whether as an extension of the then-current remaining term or a new lease document with a new commencement date, PRI X will immediately commence the design and architectural plans for the boutique hotel component. Once PRI X secures the term extension and commences design, we anticipate a full design within 6 months, bidding and preliminary engineering to take an additional 4 months, and construction thereafter to take an additional 12-14 months.

PRI X hesitates making any assumptions as to the timing of the required legislation for the term extension.

**Point 6:** Based on its institutional knowledge and experience in meeting with and listening to members of RIDEM and the Town of Narragansett and its concerned citizens, PRI X feels it has a clearer understanding of how best to execute its plan to meet the acceptance of the various parties. As envisioned, with both Phases in place, the Site will contribute to the overall sense of being for Galilee and help advance the Port towards a more cohesive, well established and better focused pedestrian area.

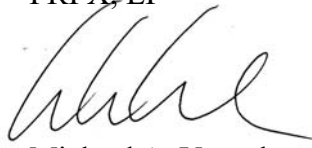
**Point 7:** Please refer to “About the Respondent”.

**Point 8:** The parties of PRI X are both hoteliers and owners of various real estate asset classes including retail. Procaccianti Companies is among the largest privately-owned and operated hotel companies in America, with holdings from coast to coast, and from Michigan to Florida. Paolino Properties also has a varied asset class portfolio, including a Homeward Suites and the privately-branded The Beatrice, both in Providence, as well as extensive retail properties in southern New England.



- Pointe 9:** PRI X anticipates the value of the entire Site, net of land but inclusive of the completion and operation of both Phases, to be approximately \$9 million to \$11 million. PRI X is more than capable of generating the required debt and equity to successfully execute both Phases.
- Point 10:** PRI X is positioned to execute its plan in short order. RIDEM already has a demolition timeline in their possession as determined by PRI X, pursuant to the Memorandum of Agreement dated July 22, 2021. PRI X is already under lease with RIDEM on the Site and has existing financing on the Site already. Any other Respondent would be required to fund the balance of the financing should PRI X not be the selected Respondent.

Respectfully submitted,  
PRI X, LP

A handwritten signature in black ink, appearing to read 'Michael A. Voccola', is written over the printed name.

Michael A. Voccola  
Authorized Signatory







## **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**

<b>ANCHOR HOTEL</b>	<b>\$34,871,200</b>		
<b>FLOOR</b>	<b>PROGRAM</b>	<b>AREA</b>	<b># Units</b>
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
	<b>Total</b>	<b>87,178</b>	<b>75</b>

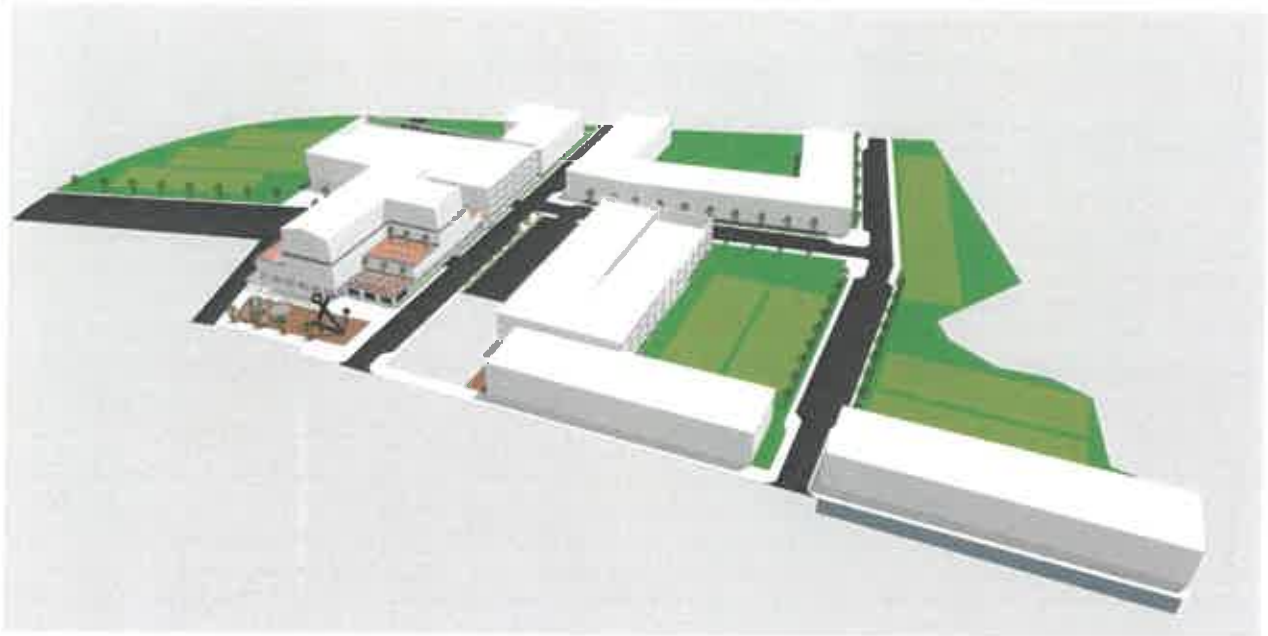
<b>PARKING DECK A</b>	<b>\$9,600,000</b>		
<b>FLOOR</b>	<b>PROGRAM</b>	<b>AREA</b>	<b># Spaces</b>
1	Parking	28,800	100
2	Parking	28,800	100
3	Parking	28,800	100
4	Parking	28,800	100
	<b>Total</b>	<b>115,200</b>	<b>400</b>

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

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 19<sup>th</sup> 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 4<sup>th</sup> 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 20<sup>th</sup> 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 4<sup>th</sup> 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**

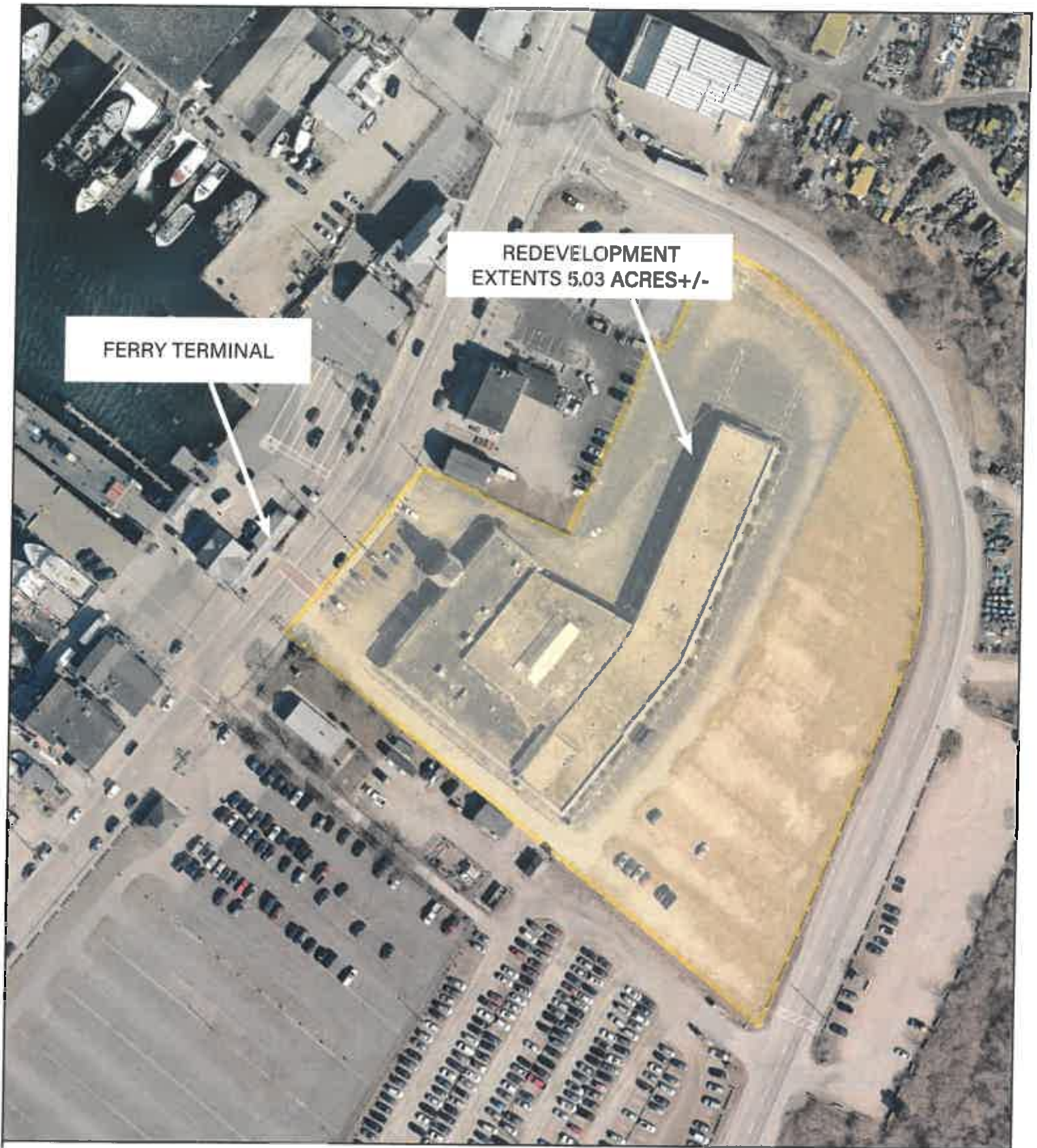
**SITE PLAN**  
**PORT OF GALILEE**  
Narragansett, RI

DATE:  
11/11/2021

0 0.05 0.1 Miles







## REDEVELOPMENT PLAN PHASE 1

**SITE PLAN**  
**PORT OF GALILEE**  
Narragansett, RI

DATE:  
11/11/2021

0 0.03 0.06 Miles





## HOTEL ANCHOR, PARKING DECK & MIXED-USE



## REDEVELOPMENT PLAN PHASE 1

**SITE PLAN**  
PORT OF GALILEE  
Narragansett, RI

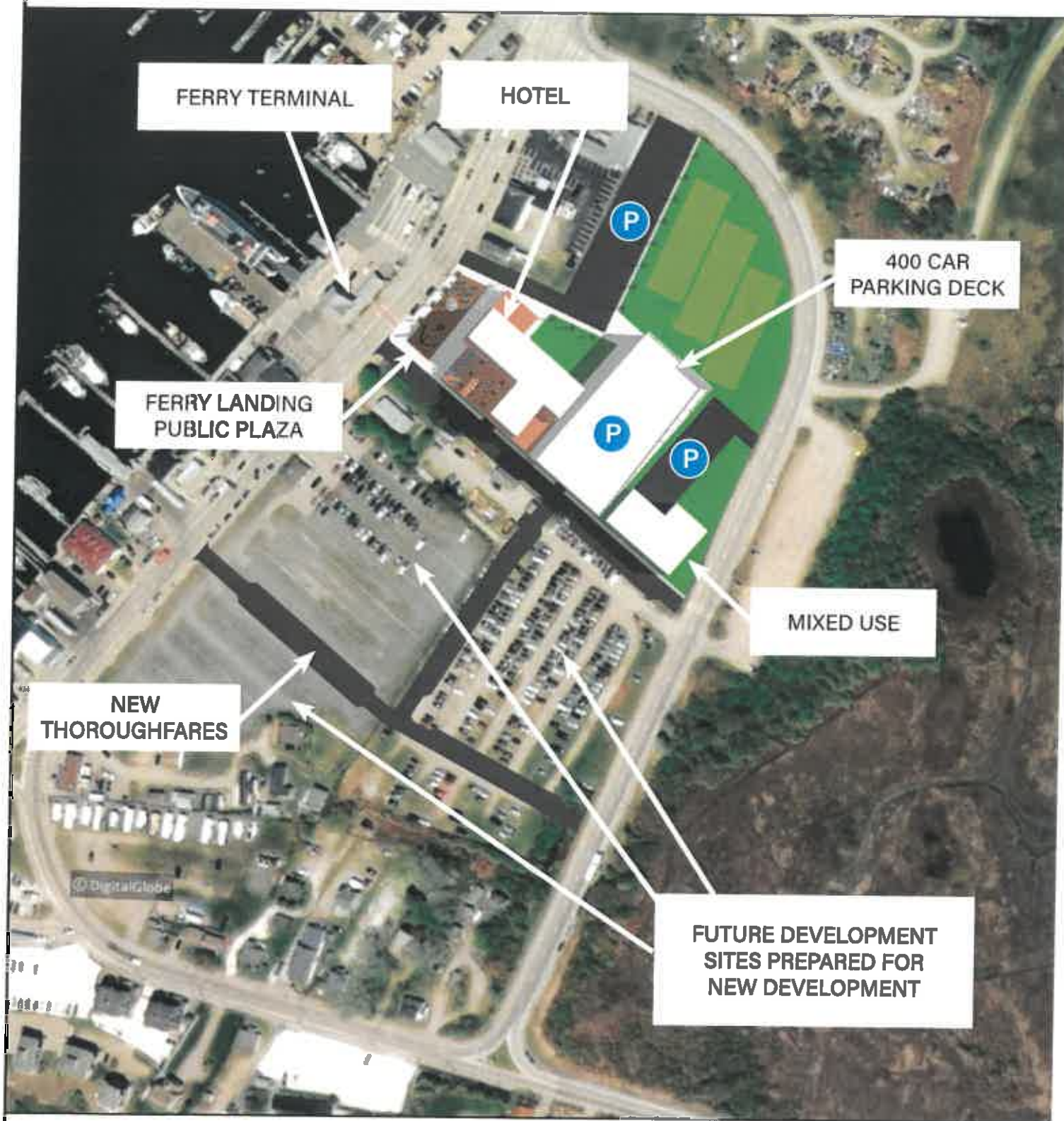
DATE:  
11/11/2021

0 0.03 0.06 Miles





**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



### Attachment 3 – Request for supplemental information





**RHODE ISLAND**  
**DEPARTMENT OF ENVIRONMENTAL MANAGEMENT**

**OFFICE OF THE DIRECTOR**

235 Promenade Street, Room 425  
Providence, Rhode Island 02908

December 17, 2021

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[jtierney@narragansetttri.gov](mailto:jtierney@narragansetttri.gov)

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**RE: Lighthouse Inn Galilee RFP**

Dear Messrs. Tierney, Voccola and Rottmann,

The State has received three proposals for the redevelopment of the Lighthouse Inn parcels in the Port of Galilee in response to a Request For Proposals issued on October 1, 2021. A letter was also submitted from The Atlantic Red Crab Company in response to the RFP.

The proposals and the letter have been reviewed and we are requesting that you submit additional information as outlined below.

- 1) Financial Plan: Detailed information regarding the capital stack showing in detail how the project would be funded and what the economic impact of the project would be.

- 2) Team Experience: Background and experience of the key executives to be involved with the project, including description of similar projects and the financial track record of those projects.
- 3) Contingencies: It is important for us to know if there are contingencies or room to negotiate for a couple of the elements such as lease terms or land ownership requirements.
- 4) Timeline: It is important for us to understand in more detail some of the timelines and whether/how any of the above changes or details may impact those timelines.
- 5) Public Amenities: A detailed explanation of public amenities such as park space or educational or recreational elements that would be part of the project.

Some of the original proposals may have contained some of these elements, but it is our hope that you can refocus in on these specific areas and provide more detail. We are requesting this information so that the review process can be completed. Kindly submit your supplemental responses by 5:00 pm on Monday, December 27, 2021 to Lisa Roccabello at [lisa.roccabello@dem.ri.gov](mailto:lisa.roccabello@dem.ri.gov).

We thank you for your initial proposals and your interest in the redevelopment of these parcels.

Sincerely,



Jason McNamee  
Deputy Director, Bureau of Natural Resources  
Department of Environmental Management

## Attachment 4 – Responses to the request for supplemental information



iCell Aqua  
QAAD

Response to the Dec 18<sup>th</sup>, 2021  
RFP Follow Up Questions  
as requested by State RI, DEM



## Request For Proposals



For the redevelopment and  
use of up to 5.03 acres of land  
situated at:



The Galilee Fishing District  
307 Great Island Road,  
Narragansett, Rhode Island



Dated Published:  
September 30, 2021

Submission Deadline:  
November 15, 2021







*Follow Up Questions as requested from;*

The Office of the Director  
Rhode Island  
Department of Environmental Management

On Dec 18<sup>th</sup>, 2021 iCell Aqua / QAAD received these follow up questions via email;

- *1) Financial Plan: Detailed information regarding the capital stack showing in detail how the project would be funded and what the economic impact of the project would be.*
- *2) Team Experience: Background and experience of the key executives to be involved with the project, including description of similar projects and the financial track record of those projects.*
- *3) Contingencies: It is important for DEM to know if there are contingencies or room to negotiate for a couple of the elements such as lease terms or land ownership requirements.*
- *4) Timeline: It is important for us to understand in more detail some of the timelines and whether/how any of the above changes or details may impact those timelines.*
- *5) Public Amenities: A detailed explanation of public amenities such as park space or educational or recreational elements that would be part of the project.*

Replies to these items are addressed in the following pages of this document.

	<h2>Request For Proposals</h2>
	For the redevelopment and use of up to 5.03 acres of land situated at:
	The Galilee Fishing District 307 Great Island Road, Narragansett, Rhode Island
	Dated Published: September 30, 2021  Submission Deadline: November 15, 2021

# a “Network of Facilities” to provide economic impact for State of RI

## Definition:

**Land-Based Recirculating Aquaculture Systems (LB-RAS)** are fish farming facilities that are built “inland” and are not located in the open coastal waters where traditional oyster/salmon aquaculture exist.

LB-RAS systems require large volumes of recirculating water to be treated over and over. The aquatic species (fish, eel, shrimp, etc) swim in tanks inside of a building.

LB-RAS is a cornerstone of the new Blue Economy, providing sustainable marine food production around the world.

The **joint water treatment** of both the LB-RAS and the Regional Seafood process water at Galilee creates the greatest economic impact for RI.



To fully understand the benefits, it is important to understand the technology interplay of the iCell Process with Sustainable, Land-Based Recirculating Aquaculture Systems (LB-RAS).

**This video Link explains the Processes and Products of integrated LB-RAS.**

(CRITICAL that RFP evaluators click the link below and watch the video for 10 min to understand the proposal)

[Link: Achieve complete water recycle & waste recovery in aquaculture and produce Single Cell Protein - YouTube](#)

### **Local Educational Cooperation & Supporting Rhode Island's contribution to the Blue Economy**

Integrated cooperation with the Aquaculture and Environmental departments within local schools and universities will be a cornerstone of the Galilee facility.

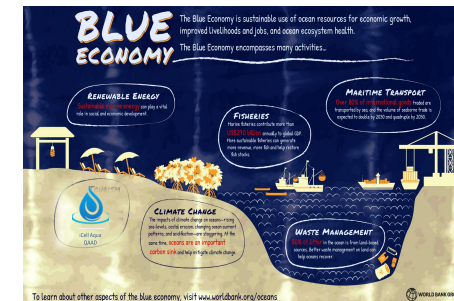
The extensive amounts of clean water and system aeration can support Aquaculture R&D activity piggybacking on the new Galilee infrastructure.

Researches can utilize space for tanks and focus on the fish biology research aspects of aquaculture and will not need to worry about equipment or operation of a water cleaning system.

Environmental science majors can have hands on experience with the processes that will shape the future of nutrient capture & clean water in the food processing industry.

Jobs and internships will allow university level students to establish real world work experience with a sustainable water, protein & aquaculture facility.

**Galilee will immediately become the showcase site in the USA for the integrated system.**





# BLUE ECONOMY

The Blue Economy is sustainable use of ocean resources for economic growth, improved livelihoods and jobs, and ocean ecosystem health.

The Blue Economy encompasses many activities...

## RENEWABLE ENERGY

Sustainable marine energy can play a vital role in social and economic development.

## FISHERIES

Marine fisheries contribute more than **US\$270 billion** annually to global GDP. More sustainable fisheries can generate more revenue, more fish and help restore fish stocks.

## MARITIME TRANSPORT

Over 80% of international goods traded are transported by sea, and the volume of seaborne trade is expected to double by 2030 and quadruple by 2050.

## CLIMATE CHANGE

The impacts of climate change on oceans—rising sea-levels, coastal erosion, changing ocean current patterns, and acidification—are staggering. At the same time, **oceans are an important carbon sink** and help mitigate climate change.

## WASTE MANAGEMENT

**80% of litter** in the ocean is from land-based sources. Better waste management on land can help oceans recover.



iCell Aqua  
QAAD

To learn about other aspects of the blue economy, visit [www.worldbank.org/oceans](http://www.worldbank.org/oceans)



# The iCell Aqua Project in Galilee aligns with the major pillars of the Blue Economy as defined by the World Bank.

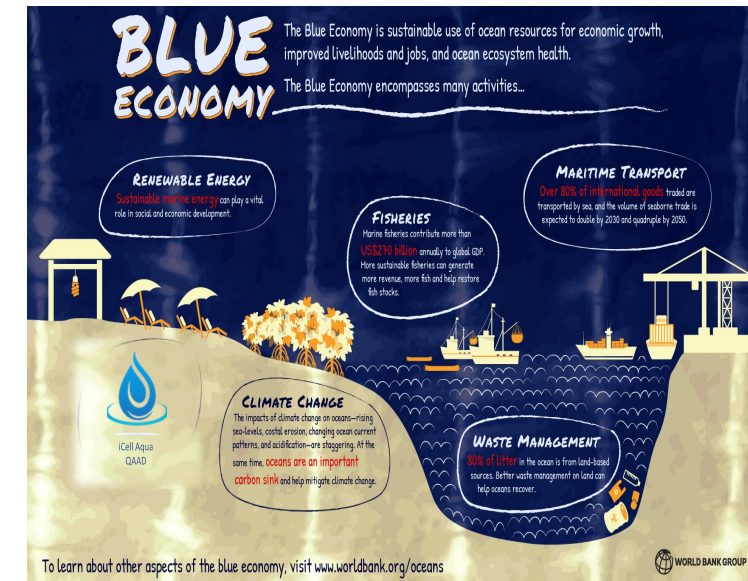
**Fisheries** – maximizing value of RI's current sustainable Squid and Scup fisheries.

**Maritime Transport** – reducing transport of RI Landings through immediate processing at the coast – instead of freezing, shipping to China, thawing, processing, re-freezing, shipping out of China.

**Renewable Energy** – utilize wind energy in conjunction with the new wind farm being developed offshore – furthermore, small blowers directly connected to windmills can be designed into the site, providing “non-electric” aeration for the SCP fermentation tanks. Also, a reduction in Maritime Transport processing **ELIMINATES** considerable amounts of wasted energy – process in RI, not shipping around the world.

**Waste Management** – the basis of iCell Aqua is Zero Waste Aquaculture – to eliminate the massive amounts of waste created in traditional coastal aquaculture and convert the lost nutrients back into a protein feed ingredient.

**Climate Change** – the elimination of waste nutrients and wasted energy are iCell Aqua's positive benefit in countering Climate Change. If “Waste Food” were a country, it would be the **THRID** Largest contributor of greenhouse gasses in the world.



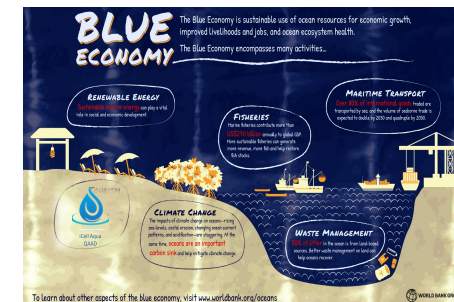
# Education is a Cornerstone of the Public Benefit for the iCell Aqua / QAAD approach

## Education and the Blue Economy

The development of a water technology complex will also become a showcase for biological elements of a Blue Economy. Often associated with the Blue Economy is the “Circular Economy” which describes processing activity that can convert what is otherwise waste, back into the food/feed cycle, thus creating a zero-waste facility.

Educational co-operation with regional schools whereby the site will be designed with “touring lanes” that are isolated from the processing activity occurring in the building. This can allow easy & safe access by school children for educational tour purposes without direct contact to the wet processes or the running machinery.

Students will be able to see in person how these processes work. They can see the Blue Economy / Circular Economy actively operating on a commercial scale – they can envision how they will eventually work in such an environment – or even better – be creators of new Circular Blue business ecosystems spawned from their own ingenuity and exposure to the Galilee facility.



# Education is a Cornerstone of the Public Benefit for the iCell Aqua / QAAD approach

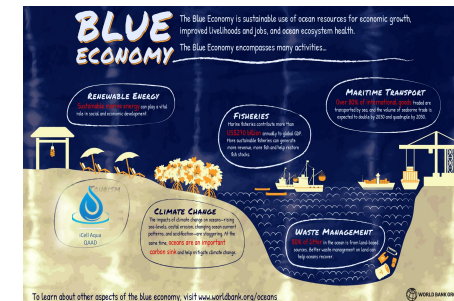
## Education and the Blue Economy

Office/meeting room space dedicated for State RI use can also be used as venue for hosting training and educational meetings at the iCell Galilee site. Provides a hands-on learning experience that can be shared in a real-world setting.

The world is full of “sustainable business stories” that are only ideas on paper

**Choosing iCell Aqua for the Galilee site makes sustainability  
a tangible reality in the Blue Economy.**

**Immediately makes Rhode Island the USA leader  
of integrated Land Based Aquaculture and Nutrient Recycle**



Galilee as the catalyst for a “Network” of Facilities creating economic impact for state RI

- **Economic Impact Summary**

- **Extensive detail was already provided in our original submission**
- Creating the Galilee Water & Nutrient Recycle Site
  - Allows development of 2 additional aquaculture projects in state RI
  - \$70MM additional capital investment into the state
  - Total of \$100MM capital investment over 3 year period
  - 50+ Direct Jobs
  - Hundreds of Indirect Jobs in Seafood/Fishing/Processing as water processing allows more landings and more value-added processing jobs in the existing seafood processing companies.

Over \$100MM/year in GDP Increase in State RI

More than \$1Bil over next 10 years





## Project Success & Cap Stack

The primary limitation to the project moving ahead is funding,

- ... the water treatment infrastructure in Galilee is key to knowing that the Land Based Aquaculture has sufficient treatment for its liquid nutrient effluent for investors to fund the Land Based Aquaculture.
- ...the Aquaculture element of the Network is the “key economic driver” to obtain funding from the investor community.

The two are inextricably linked.



- **Cap Stack Detail for Galilee + Aquaculture Site**

- \$70MM Total Investment

- \$20MM Equity

- Equity support from iCell HKG Technology Company: \$1-3MM (Public announcement pending)
      - Range of grant funding support from Federal Funds
        - (ARPA/EPA/EDA Grants already in discussions and filing by State RI Agencies): \$10-12MM
      - Equity support from Private Investors: \$7-10MM

- \$50MM Debt

- Infrastructure Bond filing in conjunction with Commerce RI
      - Discussion began in summer 2021.
        - To formalize requires site confirmations by DEM & State RI.
      - *Note: iCell has already achieved a \$37MM Industrial Infrastructure Bond Inducement from State of Michigan for Project in Michigan.*
    - iCell/QAAD has been in communication with RIIB during 2021
      - Competitive Interest Rate Loan available for a site with “water off-take” agreements.



iCell Aqua will combine the funding of the first \$40MM aquaculture site with the \$30MM Galilee water & nutrient recovery project such that only 1 funding event would be executed.

Extensive detail regarding economic impact and sources of data for the calculations was provided in our original RFP as well as CONFIDENTIAL P&L and other private information which has been provided to Commerce RI as part of the bond funding process. Detailed information on our business financials and also Michigan Bond can be provided to DEM under this RFP if an NDA can be applied to the documents.

# Public Use & Amenities Response

Park space / recreational:

A section of the land, estimated at 20-25% can continue to be used for public parking.

*Although this parking is currently shown at the rear of the property, it could also be located streetside nearer to the ocean side of the lot and the Block Island ferry loading zones. At this time, we have no land survey that suggests the iCell Aqua facility must be located in any specific layout on the property site.*

The main building (with parking garage under the building) can have office space to be utilized by State RI agencies serving the area.

*This new 3 story office space & garage parking would negate the need for the small DEM building currently on the land adjacent to the Lighthouse site – thus freeing up more land for greenspace as desired by DEM – parking, parks or other.*



# Contingencies Response

## Terms of Lease or Land Ownership

YES: iCell/QAAD can be flexible in this area. Beyond this simple answers, we would need to understand the details of any specific request.





# Timeline Question

DEM request to understand in more detail some of the timelines and whether/how any of the above changes or details may impact those timelines.

- We do not anticipate any elements of this follow up request dated Dec 18<sup>th</sup> to affect our timelines.
- Details of iCell/QAAD Timeline
  - As expressed in our original response in next slide



## Projected Timeline Detail (as submitted in original RFP)

- a. First 90 days
  - a. iCell Aqua / QAAD to complete final designs with local 3<sup>rd</sup> party engineering firms
    - a. Can initiate mobile pre-treatment for SeaFresh QDC
  - b. Finalize engineering and site designs for Pt. Judith
  - c. Finalize Permits with DEM
  - d. Finalize Funding & Bond with Commerce RI.
- b. 90-180 days
  - a. Begin demolition of Lighthouse Inn
  - b. Finalize Contracts for major equipment and construction at Pt Judith
- c. 180-360 days
  - a. Break ground on Galilee Water Treatment site
  - b. Initiate additional pre-treatment for some of the existing water in Pt Judith to allow SeaFreeze and others to immediately expand production based on their current infrastructure.
  - c. Move ahead with Aquaculture Projects at other sites



# Team Experience

## *Reiteration & Expansion to our original RFP response*

[www.iCellAqua.com](http://www.iCellAqua.com) has expanded bios of all executives involved in the company

- (i) Mark Rottmann, B.S.M.E.  
Currently CEO of iCell and previous executive at GE Water  
(30+ years water/protein mfg & project implementation experience)
- (v) Seth Terry MBA & PhD, Environmental Sciences  
(25+ years water industry experience, inventor & patent holder of the iCell process),
- (ii) Nico Falke [MA/MS] Aquaculture from University of Wageningen, Holland;  
(30+ years industry & commercial aquaculture experience);
- (iv) Dagoberto Raul Sanchez-Corrales, Ph.D. Aquaculture and Animal Nutrition, Texas A&M  
(30+ years industry experience) [add additional members if necessary].
- (vi) Scott Hattersley, BS Econ/Finance.  
(20+ years, retail and value-added seafood processing experience).
- (vii) Terry Bradley, PhD – Professor at URI – Dept of Fisheries, Animal Sciences,  
(30+ year career with multiple aquaculture projects, education and R&D)
- (vii) Howard Tang – Masters Economics,  
(20+ years finance, investment banking experience)
- (iii) Kit Munday - MBA from Columbia University  
(20+ years professional experience – finance, trading and aquaculture development)



# Track Record of Similar Projects

The facilities developed by or providing historical employment to the executive team are private entities with different private shareholder groups, thus we cannot release detailed financials. The facilities currently operate and produce products today.

- High Level Overview
  - Thousands of tons/year of products and ten's of millions in revenues each year in facilities previously developed by the Board members and Managers in the iCell Aqua group.
  - Industry Demand is strong in all segments and more capacity is needed.
  - Global protein demand is strong – averaging above \$1,000/mt for the protein products which will be produced – and several thousands of dollars per ton for the fish & fish processing activities. Margins in the 25-50% range.
- Protein Projects.
  - Historical Fish Protein Processing Sites in Peru, Mexico, Ecuador, Spain, Morocco have been built.
  - New sites are planned in Mexico & Chile next 2 years to increase protein production for the global market.
- iCell Single Cell Protein – recovered from water:
  - 3 sites in China – operating today, Expansion sites planned for year 2022-23 in China, Chile & Mexico.
  - Similar to Galilee – the projects solve water issues while creating new protein.
- Fish Processing
  - Fish Smoking facility in West Chester USA is a profitable on-going concern.
  - Partners in Protein plants also operate adjacent fish processing – HGT
  - We expect to add new processing partners in Galilee with regional experience as well.
- Aquaculture
  - Australia, China, Peru, Ecuador, Northern Europe, Rhode Island and Maine are locations where team members have designed or built or ran aquaculture systems on multiple species over the last 30 years, including species of Salmon, Trout, Eel, Shrimp, Mahi & Yellowfin.
  - The regional aquaculture sites which will be spawned from the Galilee water treatment capacity are land-based systems comparative to the other systems previously developed by key executives on the team.





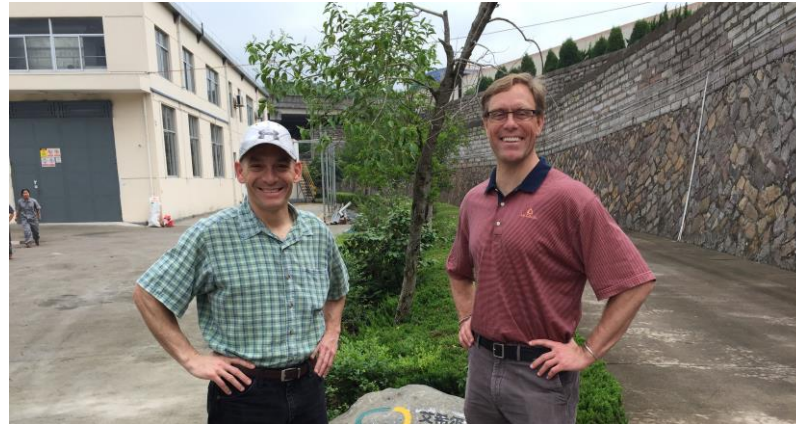
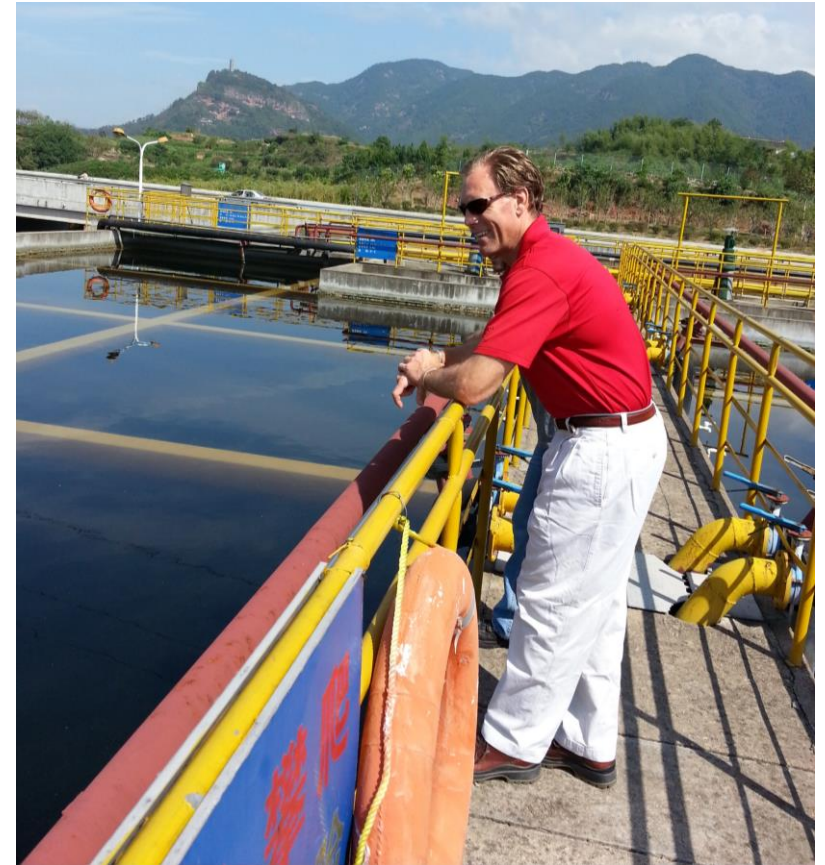
# Key Executives – Career Images

The saying “*a picture is worth a thousand words*” is so true – and yet we often fail to capture enough pictures of our work in day to day business.

Luckily, we do have a few photos showing key iCell Aqua executives at site work from previous years

Our team is experienced in all aspects of water, protein & aquaculture

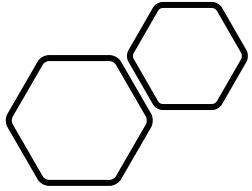




Dr. Seth Terry & Dr. Andrew Logan  
iCell China Site

commercially operating SCP water purification facility






- Hosn Song of iCell (left photo) with customers at China production facility who utilize iCell Single Cell Proteins (SCPs) as feed ingredients.
- USA Clients visit iCell China for technical meeting

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This website link directs you to iCell business site with company & product information. →




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improve the protein structure, feed intake and growth rate when applied to piglets.

Lactating sows: Improve the protein structure and palatability of feed, and enhance intestinal health and feed intake of sows.



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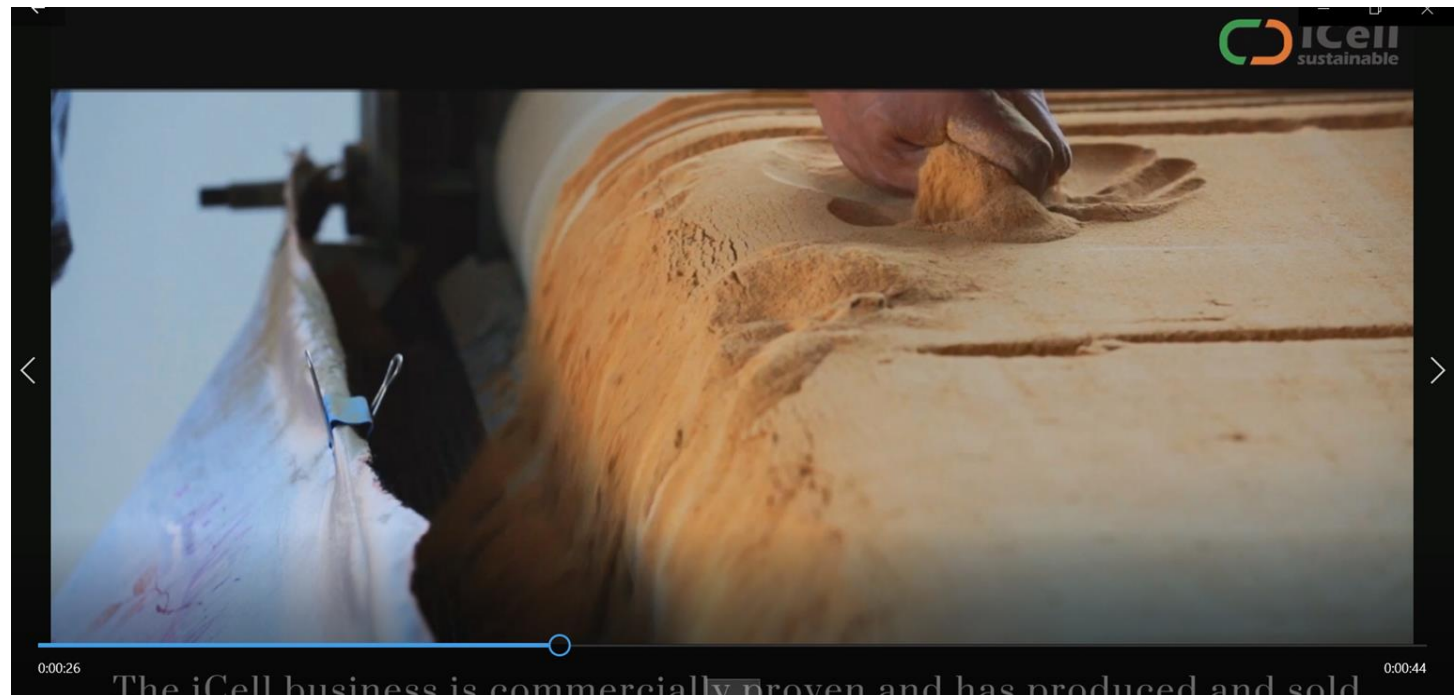
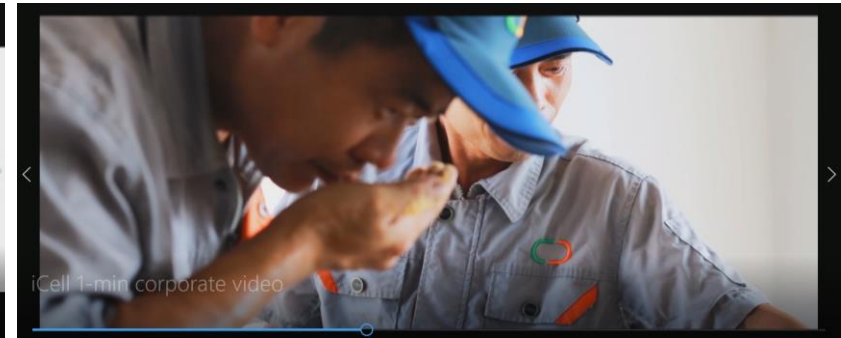
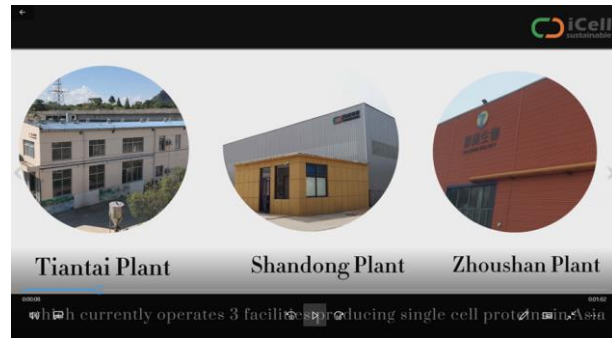
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SCP finished  
product coming off  
conveyor belt for  
packaging

3 China Facilities





OOD  
21

# FISHING FOR IN

FIRESIDE CHAT -



MARK ROTTMANN  
iCell SUSTAINABLE



CLAIRE PRIBUL  
THE YIELD LAB



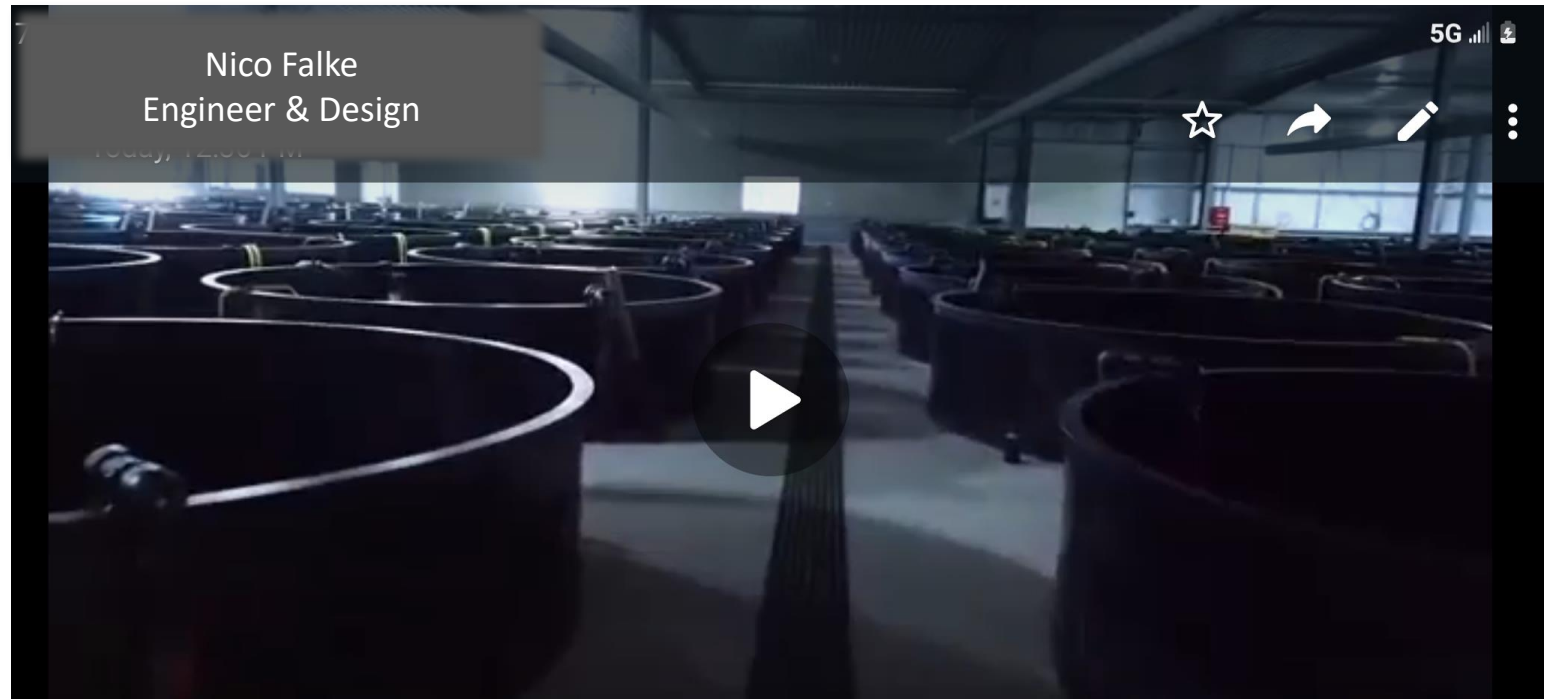
## iCell Board Members

- Top: URI Aquaculture site visit with Evoqua Water & iCell.
- Left: International Sustainability Webinar Featured Host
- Bottom: Norway/Sweden Aquaculture Project meeting with banks and local government entities.
- 



Kit Munday, holding eels  
at Maine USA R&D site in  
2016-17

Large Scale, Asia Eel  
Project design by iCell  
Aqua staff member Nico  
Falke







Peru Protein Site Inauguration with  
President Alan Garcia of Peru 2012





# Spain & Peru Protein Plants Construction

Mr. Mark Rottmann – COO  
Bluewave Marine Ingredients



# Scott Hattersley

## 28 years of value-added fish processing and retail commercial experience



### Welcome to Sugartown Smoked Specialties, Inc.

**Columnist Rick Nichols of the Philadelphia Inquirer says of Sugartown Smoked Specialties, "It's an addictive crowd-pleaser!"**

Thank you for visiting the Sugartown Smoked Specialties Web site. The smokehouse staff at Sugartown is proud to provide you with the finest artisanal hot and cold smoked, fish, fowl and game available.

Located in Historic Chester County Pennsylvania, Sugartown Smoked Specialties, Inc. began providing local restaurants, clubs and specialty stores with exceptional smoked foods in 1992.

Our gourmet line of succulent artisanal products is processed under strict quality control guidelines, using recipes developed by our own smokehouse staff. Small production lots, and meticulous attention to quality and detail have brought Sugartown Smoked Specialties to the forefront of the smoked foods







Mr. Rottmann – COO Bluewave  
Shrimp Aquaculture in Ecuador and Large Protein Project Ecuador.





Commercial Protein Products marketed for Petfood Industry (center)

International Client Visits From Fish Protein and iCell SCP's (right)





iCell SCP Plant  
in Shandong



# Closing



iCell Aqua  
QAAD

We hope that our original RFP document and subsequent responses herein fully address the questions of the RFP.

Please advise if any additional information is needed.

Regards, Mark Rottmann

CEO iCell Aqua / QAAD

# PROCACCIANTI

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C O M P A N I E S

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*Michael A. Voccola, Esq.  
Corporate Vice President  
Associate General Counsel  
401 946 4600 Extension 136  
[mvoccola@procaccianti.com](mailto:mvoccola@procaccianti.com)  
Licensed in State of Connecticut - 417040  
Rhode Island In-House Counsel - 9380*

December 27, 2021

Jason McNamee  
Deputy Director, Bureau of Natural Resources  
RI Department of Environmental Management  
325 Promenade Street – Room 425  
Providence, Rhode Island 02908  
*Via E-Mail Only*

Re: ***Response to Request for Proposals - PRI X, LP***  
***Additional Information Per Letter of December 17, 2021***

Dear Mr. McNamee:

Pursuant to your letter of December 17, 2021:

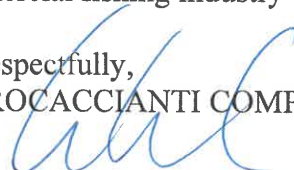
1. PRI X, LP is comprised of Elizabeth A. Procaccianti and Joseph R. Paolino, Jr. Both Ms. Procaccianti and Mr. Paolino are financially stable and helm multi-million-dollar portfolios of real estate and operating companies. PRI X intended to compile a complete budget to achieve its RFP goals and fund the vision with a combination of debt and equity. Ideally, we are considering a 20% equity and 80% debt, although this ratio may change based on the interest rate environment at the time. The individuals comprising PRI X are fully capable of funding the RFP vision. The economic impact would be great. Parking would be preserved temporarily to benefit the Block Island Ferry operations, the retail component would provide small businesses with a new outlet to capitalize on the growing pedestrian activity as well as the ferry passengers, as well as the employment base existing and growing in the immediate Galilee area. While the impact is challenging to detail, we envision \$800,000 to \$1.1 million in gross sales generated by the retail component, which results in growth sales tax revenue, plus the economic benefits of the development of the site. The Town would benefit from increased real estate improvement values, thus increased real estate tax benefits. Moreover, the creation of the public park between the retail component and the main road would add greenery to the otherwise stark area and provide a resting place for pedestrian traffic. Further, the park can operate as a “town center” and host events of all kinds, including musical, art shows, lectures, demonstrations, etc.

**PROCACCIANTI COMPANIES**  
1140 Reservoir Avenue  
Cranston, Rhode Island 02920  
401.946.4600  
**PROCACCIANTI.COM**

2. Team experience has been demonstrated by years of ownership and management of this site. Moreover, if the term can be extended, the development of a small hotel component can be realized. PRI X principals have vast experience in hotel ownership and management. Historically Ms. Procaccianti's resume includes over 200 hotels developed, owned or managed nationally, and Mr. Paolino owns several hotels including two new hotels in Providence. Both principals have demonstrated financial success consistently over decades. Michael Voccola, who oversees a portfolio of properties including this site, has been with Procaccianti Companies for 21 years, and has been involved in virtually every aspect of real estate stewardship – from construction to management to daily operations. Procaccianti Companies, Inc. is America's second-largest privately owned hotel owner-operator, and has vast holdings in non-hospitality assets national wide.
3. The only contingency expressed in our Response to RPF is an extension of the term to create a better foundation for lenders for the hotel component. Otherwise, we will demolish the majority of the existing hotel, redevelop the front portion for retail, create the public park in front and utilize the balance of the site for parking subject to any engagement for a DEM-approved user which would be attracted to the site as a "shovel-ready" location.
4. We plan to commence immediately upon receipt of approval. We envision about 8 months to commence and complete demolition, about 4 months for redevelopment. Assuming approval is granted in February, 2022, we could be complete and operational by Spring, 2023.
5. As set forth in our Response to RFP, a portion of the Phase I includes a public park amenity with benches and grass and walkways to create an attractive area and a pleasant sense of arrival. Benches and historical panels evidencing the history and background of Galilee and its fishing legacy will be placed around the park. Operationally, the local Chamber of Commerce can provide guidance on event planning to eventually create a calendar of events annually.

Clearly the principals of PRI X, LP are well experienced, well-funded and prepared to expedite its plan in accordance with the Response to RPF dated November 15, 2021. The proposed plan is well thought-out, rational and reasonable, allows for subsequent major interest by not consuming the entire site and preserving the vast majority for the true aim of RIDEM – to embrace and enhance the commercial fishing industry of Galilee.

Respectfully,  
PROCACCIANTI COMPANIES, INC.



Michael A. Voccola, Esq.

MAV/wp

cc: Mary Kay, Esq.



## TOWN OF NARRAGANSETT

25 Fifth Avenue  
Narragansett, RI 02882  
Tel: (401) 782-0654 • Fax (401) 789-8765

**JAMES R. TIERNEY**  
Town Manager  
Commissioner of Public Safety

January 5, 2022

Ms. Lisa Roccabello  
RI Dept. of Environmental Management  
235 Promenade Street  
Providence, RI 02908

### **RE: Lighthouse Inn Galilee RFP**

Dear Ms. Roccabello:

This letter and attachment (which addresses timeliness and appropriateness of our proposal), is submitted in response to directives issued by Mr. Jason McNamee, RIDEM Deputy Director, Bureau of Natural Resources, in correspondence dated December 17, 2021, regarding the subject parcel. In his letter, Mr. McNamee acknowledges receipt of the Town of Narragansett's proposal for development of the 5.03-acre Lighthouse Inn site in Galilee. He also presented five (5) areas of interest for which the RIDEM has requested we submit additional information.

In order to properly address those topics, I have sought assistance from the following Town staff and Town consultants:

- Michael DeLuca, Community Development Director
- Christine Spagnoli, Finance Director
- David Ferrara, Town's Bond Counsel

The Town will also engage Stephen Maceroni and PFM Financial Advisors, who serve as the Town's municipal financial advisor for bonds.

Below, we have provided responses to those five (5) areas of inquiry.

1. **Financial Plan:** Project funding will come from multiple sources. Site preparation and infrastructure will come from either the proceeds of the Tax Increment Finance District (TIF), town sewer bonds, water bonds, green bonds, or other financing, including that available through the Rhode Island Infrastructure Bank. The Town will initially need to finance some of the work up front through its contingency fund and short term notes. These are anticipated to be re-paid by the TIF funding once that program is established and functional. Construction financing for the hotel, parking garage, mixed use buildings and/or fishing related developments will be provided by the selected development entity and be surety bonded by the developer to completion. In the event that a private developer would not fund the parking garage on acceptable terms, the Town would consider town bond financing for a public parking garage, available to the public,



including local fishermen, deck hands and employees of other Galilee businesses, and hotel guests.

### **Hotel and Garage Structure – Cost Estimate**

**Hotel Projected Cost: \$34,871,200**

**All-in project Cost: \$400/SF**

**Building Type: Podium Base, concrete with parking and entrance at Ground Level. Upper stories to be wood-frame construction. Upper galleries and decks to overlook southern exposure of port and beach. Building to be stepped back at the second and third level to give the building the scale and character of a two-story building.**

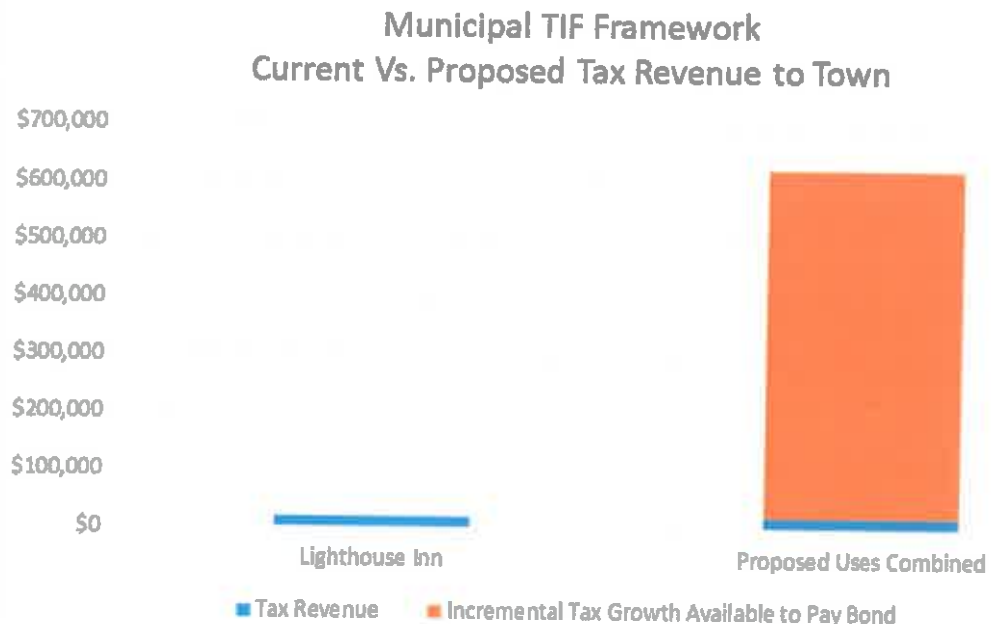
**Parking Structure: 400 spaces.**

**Cost per parking space: \$24,000. This is in line with industry-leading reports which describe the cost per space of structured parking. Such parking can be jointly used for the hotel and long-term ferry parking.**

2. **Team Experience:** The key executive involved will be Michael J. DeLuca, the Town's Community Development Director. I have attached his resume for your perusal. We anticipate hiring a project manager to see the entire development through from start to finish. This individual or firm will be required to be well-versed in commercial development permitting, programming and management of multi-phased private development. At the moment, the Town expects to employ the following on the management team; a legal/TIF consultant, an architectural/engineering firm, a site preparation contractor, and a town-led project oversight committee. Other individual contractors will be employed as necessary, such as a parking vendor, a security team, traffic consultant and others.
3. **Contingencies:** The Town suggests the following contingencies to be negotiated:
  - a. **The Lease Term:** Town suggests 50 years for the opening term with renewable 10 year terms. Town is strongly supportive of including a detailed set of standards to be met by the sub-lessees and 5-year status reports in order to ensure all responsibilities to meet Town and State standards are being carried out.
  - b. **Compliance with Town Zoning:** The Town is committed to carrying out the vision of Galilee Village described in the Town's 2017 Comprehensive Plan and its supporting Galilee Special District Plan. With that stated, the Town also acknowledges that the Plan is a living document and is open to amendment as conditions, particularly as related to the fishing industry, dictate in the future.
  - c. **The following strategies will be key components to implementation of the redevelopment plan:**

1. **Predictable permitting:** Implementing a detailed redevelopment site plan showing the platting of new streets and blocks to prescribed build-to lines will create a prescriptive village-centric character rather than allowing strip- and suburban-land patterns. This can be attached to the Zoning Code as an overlay district or the State could set specific design requirements.
  - a. It should be noted that current zoning restricts certain industrial uses and implements specific site design requirements. Case law, *Exeter v. Rhode Island*, established legal precedent for the State to comply with local zoning and planning ordinances. Non-compliance with local zoning by a private developer located on State land could be challenged and might create uncertainty for a future development. Therefore, it is essential for the Town and State to come to an agreement on a redevelopment vision, allowable uses, and strategy for implementation.
2. **Controlling Interest:** Even PRI X acknowledges and confirms a longer lease period would be required than what is currently allowed by state regulation in order to achieve certain development goals. Additionally, public ownership of the land exempts certain land tax revenue which are needed to support public services. Currently, taxpayers absorb the cost of nearly all public services because the land is tax-exempt. For this reason, the Town would propose several strategies:
  - a. **Scheme 1:** Creation of a Municipal Tax Increment Finance (TIF) District. Note the original proposal also references a State Tax Increment Finance district which is currently allowed by State legislation. It is more likely that a Municipal TIF would be better than a State TIF as a municipal TIF does not currently have a sunset clause. Additionally, it would likely generate more available revenues available to pay TIF bonds based on the value of the proposed development scheme. The Town's proposal excluded the value of land in its financial framework due to the State's current tax exempt status on the land.
  - i. **Option 1:** Some individual parcels are created and sold to developers at a discounted or market rate (depending on proposal) putting the total value of the development (property and structure) on the Town's tax rolls.
  - ii. **Contingency Option 2:** Some individual parcels are created and leased to developers. Obtain General Assembly support to extend the lease period to a longer time horizon of at least 50 years and potentially up to 99 years subject to certain terms outlined in the Town's proposed form-based Zoning Code and redevelopment master plan.

- b. **Scheme 2:** In lieu of a Tax Increment Finance District, the Town might consider a tax abatement strategy subject to the developer meeting specified conditions in the zoning code and redevelopment plan. This could be phased-in over a period of 5 to 10 years culminating in the developer paying taxes on the full value of the development at the end of the abatement period. This strategy would NOT yield new revenues to pay for public infrastructure, and the Town would likely have to issue sewer and/or water revenue bonds through the Rhode Island Infrastructure Bank, which can be issued without a referendum. The Town also has the ability to issue approximately \$800,000 of general obligation notes per fiscal year to pay for additional infrastructure. This could be implemented regardless of the structure of the controlling interest being fee simple ownership or through a ground-lease.
3. **Public Investment:** The Municipal TIF or other forms of localized assessments will provide the means to pay for the new roads, sidewalks, plaza, storm-water management, resiliency best management practices, and potentially some of the parking while shielding risk to taxpayers, in general. The TIF will take the incremental growth in new taxes resulting from the net tax assessed values of the new buildings (and potentially the land value depending on the scheme selected) to pay the TIF bond.



Total Projected Tax Assessed Value of Hotel, Parking Structure, and mixed-use building on the 5-acre parcel subject to this RFP response: \$52,284,100.

Narragansett Commercial Tax Rate: \$11.96/\$1,000

Projected Annual Tax Assessed Value (excluding value of land): \$52,284,100

Projected Tax Revenue (excluding value of land): \$625,318

Incremental Revenue Growth Available to Pay TIF Bond for public investment: \$604,618

- **Note:** It is likely the TIF bond payment will be less than the incremental revenue annual yield. Therefore, there could likely be a windfall increase to the Town in new tax revenue that could be assigned to the General Fund or for programming in the Public Plaza.

#### **Additional Contingencies**

The Town's proposal provides a financial framework to invest in infrastructure. It generates jobs, tax revenue growth, and economic growth while creating a village "Main Street" and neighborhood. The Town is flexible on future uses subject to certain site plan configurations. In fact, there is a great opportunity for the Town to select PRI X, Atlantic Crab Company, and others to be the developer of certain parcels and strategies in the plan. For this reason, the Town would welcome a collaborative work session with the State and current and future developers to see if all parties can reach a mutually agreeable redevelopment framework. Such collaboration may require support from the General Assembly, particularly if the State were to consider extended lease periods or other incentives that may need approval by the legislature.

Ultimately, the Town wants a say in future development. The Town wants to create a high-quality public realm, and better expand commercial uses that can both enhance tourism and recreation and directly support the fishing industry among other Blue Economy sectors.

Future collaboration and discussion must integrate:

- Public finance tools for high-quality infrastructure and resiliency initiatives;
- Form-based design principles and master site-plan configuration that prioritizes frontages along Great Island Road;
- Balance of allowable land uses that will strengthen Rhode Island's Blue Economy;
- Permitting process that removes uncertainty and conflict; and
- The Town's desire to have a stake in shaping future land uses and development.

4. **Timeline:** The Town of Narragansett anticipates a total of between 5 and 6 years for completion of the entire site.



- 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

5. **Public Amenities:** As noted in the Town's proposal, we anticipate the development of a Ferry Landing Plaza to complement the Interstate Navigation site directly across the street. Additionally, the Town proposes installation of an internal roadway network with attendant pedestrian walks as well as the opportunity for an active recreational component to be installed in the northeastern corner of the site adjacent to the housing/commercial mixed-use building. Additionally, within the new hotel there will be several amenities for guests and the public, to include a restaurant and a fishing museum/gallery.

As you can see, the Town of Narragansett has a broad spectrum vision for this site to catalyze the rejuvenation of the "village" of Galilee and to enhance the commercial fishing industry by bringing into the area several supportive elements. This plan does not work in opposition to the needs of the fishing industry as it is located on the east side of Great Island Road and is meant to complement all that is happening on the west side of the road and along the bulkheads. Further development of the property to the south of the 5.03-acre site addressed here could very well incorporate a significant fishing-related component.

As Town Manager, on behalf of the Narragansett Town Council, I am committed to carrying out the will of the people set forth in our Town Comprehensive Plan and its related plans and ordinances. This proposal re-activates Galilee in a way none of the other applications can do and it will result in a dramatic increase in property tax collections with which the Town will be capable of financing future improvements in this unique and valuable destination.

It is my hope that we have provided all the answers that RIDEM requires to make a positive finding that the Town of Narragansett is best suited and best positioned to carry out its vision and that the Director sees fit to award the Town with the next development lease for this site.

Respectfully,

  
James R. Tierney  
Narragansett Town Manager

cc: Jason McNamee  
Deputy Director, Bureau of Natural Resources  
RI Department of Environmental Management

**ATTACHMENT A**

**TIMELINESS AND APPROPRIATENESS OF TOWN OF NARRAGANSETT  
PROPOSAL TO ACQUIRE AND REDEVELOP THE LIGHTHOUSE INN  
PROPERTY**

## OVERVIEW

A recent report titled “The value of Rhode Island’s Blue Economy” published in March 2020 by the University of Rhode Island Graduate School of Oceanography, best describes the Blue Economy.

The report defines the Blue Economy as the economic sector with a direct or indirect link to Rhode Island’s coasts and ocean – including the following primary sectors:

- defense,
- marine trades,
- tourism and recreation,
- fisheries,
- aquaculture,
- ports and shipping, and
- offshore renewable energy.

Among the many findings in this report, its most strategic value is summarized with the following overview:

*One of the more important findings of this report is that most who were interviewed indicated that there is a clear recognition that moving forward, efforts to enhance the blue economy must honor the state’s unique maritime character and mix of marine-based assets, and cultivate strategic, cross-sector innovations that multiply benefits across industries. In addition, the foundation of Rhode Island’s blue economy requires the protection and wise management of coastal and ocean resources both within and alongside Narragansett Bay, the Salt Ponds, Block Island, Rhode Island Sounds, and the Atlantic Ocean.*

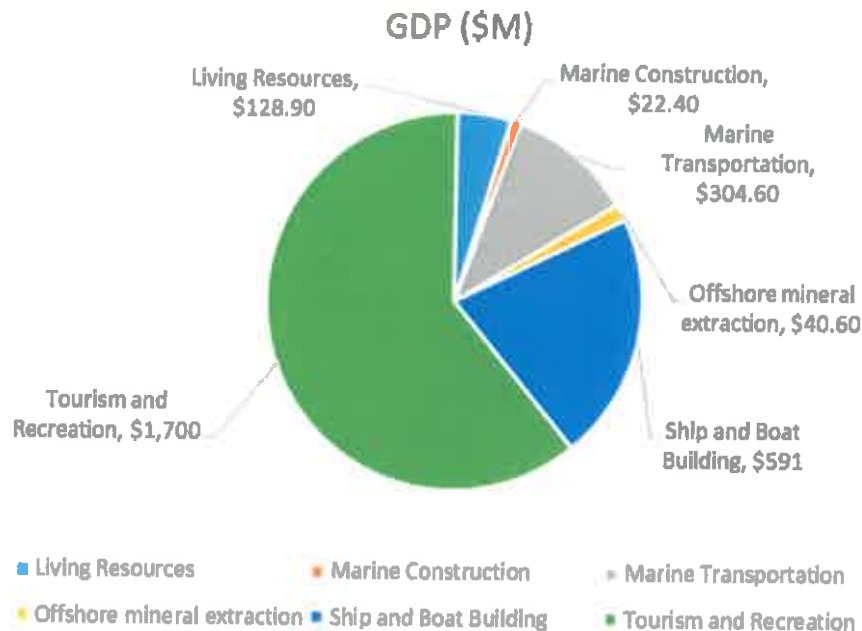
Among the sectors described in the report, the Port of Galilee has historically been defined by the following three industries:

1. Living Resources: Includes commercial fishing, aquaculture, seafood processing, and seafood markets.
2. Marine Transportation: Includes marine passenger transportation (Block Island Ferry), marine transportation services, search and navigation equipment.
3. Tourism and Recreation: Includes eating and drinking establishments, hotels, marinas, charters, water tours, amusement and recreation services (including Salty Brine State Beach).

There is indisputable evidence through public discourse, tax assessment records, and existing blight that the 10+ acres of land-side parcels in the Port of Galilee are vastly underutilized. Following decades of numerous studies conducted by the State, The Town, University of Rhode Island, and others, the future vision of the land-side use opportunities are characterized as largely commercial. This culminated in the Town’s adoption of the Comprehensive Master Plan, the present commercial zoning, and vision for a hotel, among a mix of other land uses.

Fishing ports and villages across New England carefully balance port activities, tourism and recreation, commercial trade, and industrial uses. In Galilee, the Northern end of the Port is bustling with industrial and port-related businesses that make Galilee one of the busiest fishing ports along the East Coast.

### The Value of Rhode Island's Blue Economy According to NOAA



### THE WORKING WATERFRONT

The waterfront is a well-established working waterfront consisting of State Pier #9, State Pier #4, and State Pier #5. These properties comprise 41 piers and 24 lease holdings with an approximate combined value of over \$100M. The Port of Galilee is one of the largest commercial fishing ports on the East Coast and is home port to over 250 commercial fishing vessels. Support for fishing operations includes gear and supply shops, open space to work on gear, fueling facilities, ice plants, cold storage facilities, fish buyers/dealers, fish processors, facilities to maintain and repair vessels, transportation for fish and fish products, and US Coast Guard/port security. Ferry service transport people, fuel, and supplies year-round and requires extensive parking facilities in Point Judith.

The Town would welcome commercial uses that can directly support the fishing port. In its proposal, the Town identified a future Ships Chandlery might be an appropriate addition to the Port.



## **LANDSIDE**

The landside on the southern end of Galilee from the Ferry landing to Salty Brine State Beach is vastly underutilized. While it currently serves as surface parking for the Block Island Ferry, there is a tremendous opportunity to better utilize the land for a mix of uses. By implementing vertical structured parking, the land can be better utilized to support the Blue Economy with expanded land uses, jobs, and structures that will benefit the Town, the State, and more importantly, the Rhode Island economy.

While the Town's comprehensive Master Plan is explicit with allowable uses focused on commercial trades, which could easily include many of the support operations listed above, there may be an opportunity to assess additional marine-related uses that are complementary to the uses listed in the present table of uses which are allowed outright or by special use permit. The Town would be open to exploring additional uses, especially on the most northern frontage of the Connector Road adjacent to fishing port uses.

## **TOURISM AND RECREATION**

The vacant land which spans from the Block Island Ferry Landing to the State Beach is a prime opportunity to capitalize on the Tourism and Recreation Sector. By developing a hotel and commercial uses along the Great Island Road frontage, such development will create jobs, economic growth, and repair the fabric of the village center architecturally.

## **HOUSING**

Particularly on the Southern End and frontage along the connector road, this area could support housing. Future housing would more likely be appropriate on the upper levels of mixed-use buildings. Such housing would not likely be luxury condos like those that dot the coastline catering to the wealthy. Rather, new housing models which would be most appropriate on the parcels would likely feature live/work floor plates and be targeted for workforce housing – possibly even deed restricted units that increase the supply of affordable housing in Narragansett or target skilled trade workers in target sectors to be identified.

## **MIXED USE**

There are many opportunities to construct mixed use buildings along the frontage of new and proposed thoroughfares in the 10-acre district. These buildings could house a

mix of uses, notably such as those listed in The Atlantic Red Crab Co.'s memorandum which was submitted as a response to the RFP. The Town of Narragansett agrees that education, research, government, and related industry offices would be appropriate and desired in the district plan.

### **PUBLIC PLAZA – PUBLIC AMENITIES**

One organizing feature of the Town's proposal includes a high-quality public plaza and open-air market. The plaza would be directly opposite the Block Island Ferry Terminal and will benefit from thousands of pedestrians who will walk through it as it will connect the Ferry to Long Term Parking. The plaza could be a central hub for festivals, farmers' markets, and seafood vendors. Current festivals such as the Blessing of the Fleet could expand into the plaza while anchoring the Tourism and Recreation uses to the Ferry and Beach. Active programming in this public facility could help attract visitors in the shoulder seasons in the Port.

### **PUBLIC INFRASTRUCTURE – PUBLIC AMENITIES**

One of the mistakes of the redevelopment of the Narragansett Pier resulted from the demolition of uses along the frontage of the existing streets and blocks. By focusing retail inward and removing the street and block organization, the development failed to relate to the surrounding neighborhoods and choked off vehicular traffic from interfacing with storefront retail. In fact, even the large format retail failed at this location due to the unfortunate site plan configuration despite massive quantities of visitors attracted by the local beaches.

The opportunity in Galilee creates a once-in-a-lifetime opportunity to convert a blank slate into a cluster of smaller village blocks with human-scale, pedestrian-oriented development along the frontages which will feature landscaped sidewalks, short-term on-street parking, bicycle amenities, storm water management infrastructure (which will curb runoff into the marshes and salt pond) and opportunities for additional tree canopy coverage. The character would be bolstered by Coastal New England Architecture and a scale limited to two- and three-story buildings, with the exception of the hotel which will be allowed to reach 60' in height. The hotel, however, will have a stepped-back frontage façade so that the building appears more consistent in height to the surrounding buildings. To that end, the Town would propose to beef up its zoning code with a prescriptive form-based zoning language that will more specifically require build-to-lines and a prescribed aesthetic appropriate for a small village.

**ATTACHMENT B**

**RESUME OF MICHAEL J. DELUCA**

# Michael J. DeLuca

Town of Narragansett, RI  
Contact Information: 401-782-0602, [mdeluca@narragansettri.gov](mailto:mdeluca@narragansettri.gov)

## ◆ QUALIFICATIONS

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Administrative Experience in City & Town Planning  
Comprehensive Land Use Planning and Implementation  
Development Project Review  
Project / Program Coordination

## ◆ WORK HISTORY

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**2005 – Present**

### ***Planning Director, Town of Narragansett, RI***

Directs a staff of 2 planners and a department clerk. Provides administrative supervision of all staff activities including direction of projects in furtherance of the Town Comprehensive Plan. Manages a budget in excess of \$400,000 and the budgets for 4 Town boards. Drafted, reviewed, and updated selected provisions of the town Comprehensive Plan in 2008 and directed an entire re-write in 2017; primary author of numerous zoning ordinance text changes including Bulk Zoning, regulations, Breakwater Village Special District regulations, and Boarding School regulations; Reviews and reports to Planning Board on subdivisions and land development projects including developments in the Pier Village Urban Renewal District and the Galilee Special District. Assists the Historic District Commission to review and comment on historic building repairs. Attends all meetings of Town Council, Planning Board, Zoning Board and Historic District Commission.

**1989-2005**  
**1986-89**

### ***Principal Planner, City of Cranston, RI***

### ***Senior Planner, City of Cranston, RI***

Senior staff position responsible for comprehensive research of new policies, regulations and ordinances to be implemented by the City. Work products include impact fee ordinances, recreation plans, cluster housing regulations and mixed-use districting. Primary author of zoning and subdivision ordinances to comply with 1990's state enabling legislation. Major role in development of Comprehensive City Plan. Supervised consultant work on recreation, natural resource, transportation and housing elements of plan. Prepare annual capital budget for consideration by Planning Commission and City Council. Additional duties include major and minor subdivision review, supervision of student interns, public meeting coordination and organization of volunteer events. Staff to Site Plan Review Committee. Alternate member of T.F. Green Airport Master Plan Study Resource Committee.

## ◆ EDUCATION

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Master of Community Planning, University of Rhode Island, 1988  
Bachelor of Science in Resource Development, University of Rhode Island, 1980

## ◆ PROFESSIONAL ACTIVITIES

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- RI State Technical Committee – 2008 - 2021, Chair – 2019-2021
- RI Scenic Roadways Board – 2010 – present, Chair – 2017-2022
- Narragansett Planning Board 1993 – 2005, Chair 2004-2005
- Host Committee, American Planning Association National Conference, 1998, 2011
- Speaker at American Planning Association National Conference, 1997
- Chairman, American Planning Association / RI, Annual Conference, 1994, 1996, 1997

## ◆ AFFILIATIONS

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- American Institute of Certified Planners, 1989
- Rhode Island Chapter / American Planning Association, Past President
- University of Rhode Island Alumni Association / Graduate Curriculum in Community Planning and Area Development, Chapter President



