

Redevelopment Planning





Redevelopment Planning

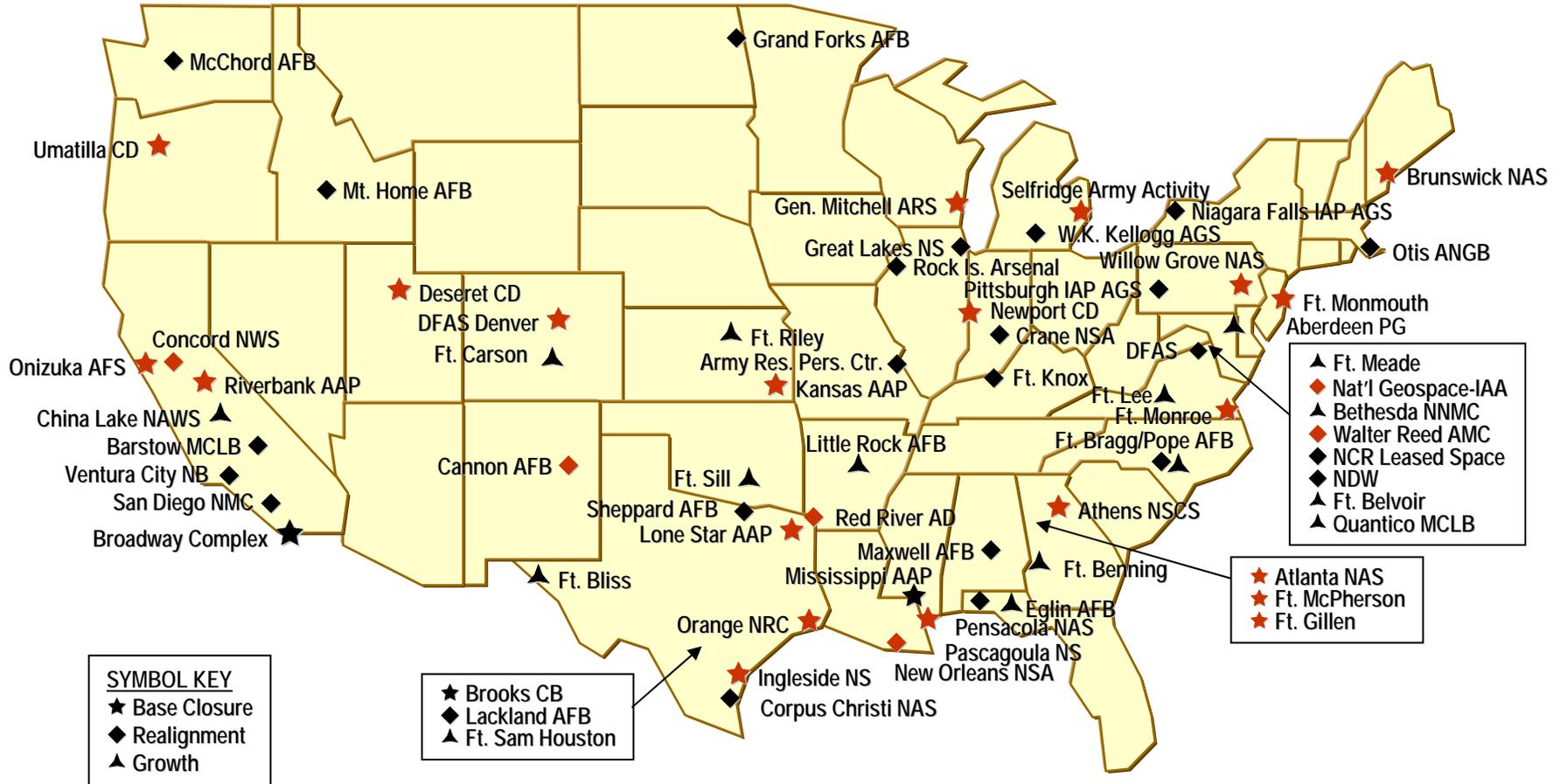
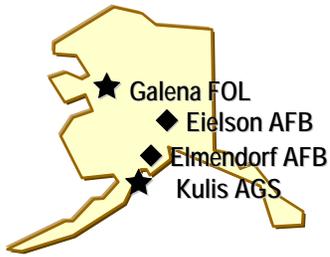
- David Larson—Deputy Director, OEA
 - *Moderator*
- David MacKinnon—Associate Director, OEA
- Cyrena Eitler—Project Manager, OEA
- Bill Tuohy—Former National Pilot Project Director
- Jon Grafton—Executive Director, England Airpark



Workshop Outline

- Planning Context—David MacKinnon
- Elements of the Plan—Cyrena Eitler
- Using Consultants—Bill Tuohy
- Experience from an LRA—Jon Grafton

Major BRAC 2005 Actions





Key Statute Dates

- November 9, 2005—Date of Approval
- November 2005—DoD/Federal property screening begins; LRA formulation & recognition
- May 9, 2006—surplus property notifications
- June-August/November 2006—LRA outreach
- May/August 2007—complete redevelopment plan; submit to DoD/HUD
- May/August 2008—property disposal decisions

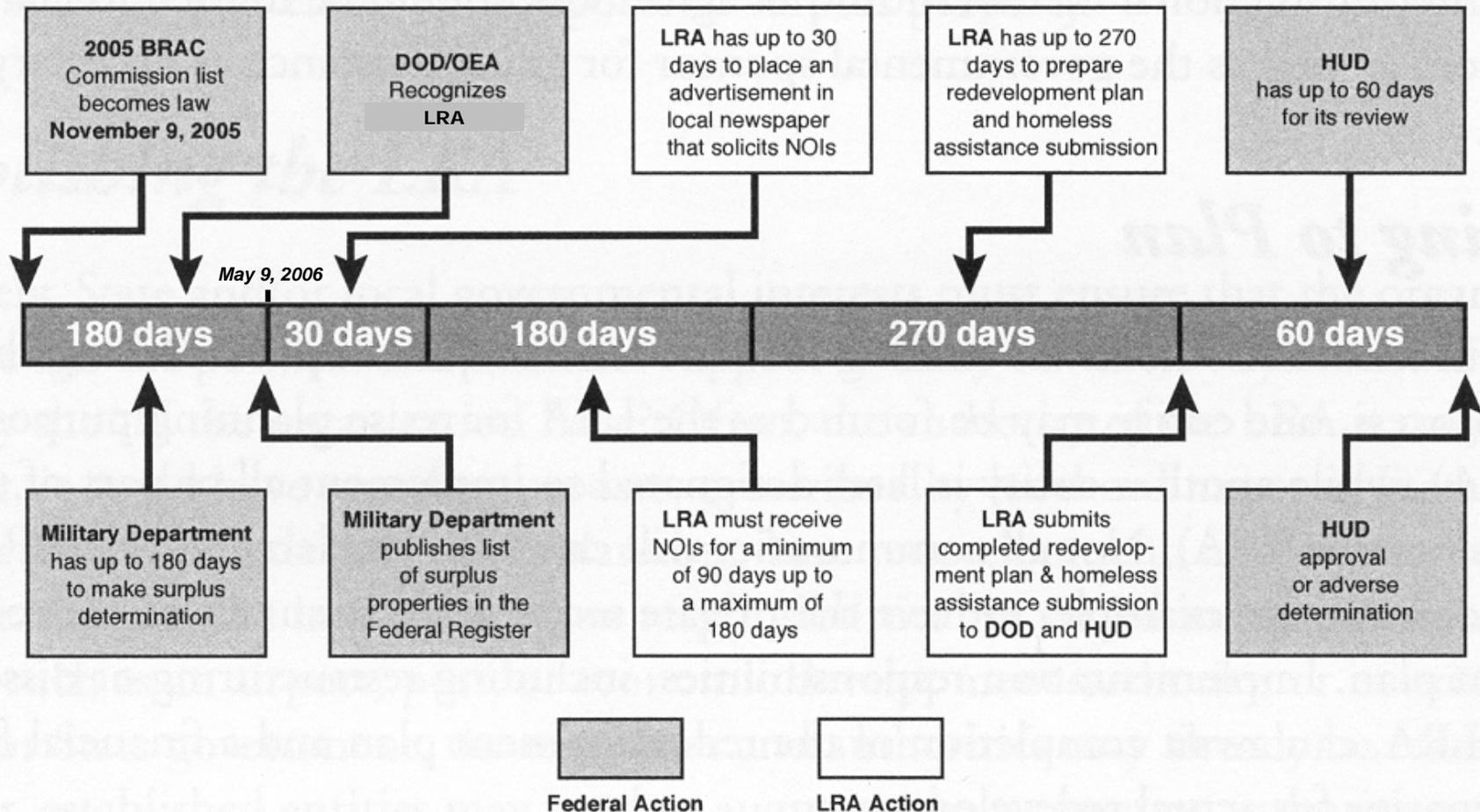


Statutory Planning Process—Closures

- Establish a local redevelopment authority (LRA) with broad-based membership including jurisdictions with development control authority over the property
- Conduct outreach to homeless providers & public & non-profit organizations eligible for surplus Federal property
- Prepare a base redevelopment plan that balances homeless needs with economic & community development needs



Statutory Planning Timeline





Military Department Actions

- Determine which Federal agency transfers are in the best interest of Federal Government
 - *Consistent with highest & best use of property*
 - *Valid & appropriate agency requirement*
 - *No adverse impact on disposal of other property*
 - *FMV offered; environmental responsibility accepted*
 - *Competing Federal interests resolved*
 - *Consistent with the LRA redevelopment plan*

- Determine what real property is surplus
 - *Publish a notice of surplus property in Federal Register & a local newspaper, including information about the LRA created for outreach & redevelopment planning purposes*
 - *Notify HUD, the LRA, & Federal sponsoring agencies*



Local/State/Homeless Outreach

6-12 months after date of approval

- LRA responsibility
- Begin within 30 days after surplus notification
- Publish timeframe & procedures in a local paper
- Hold at least one public hearing
- Provide outreach to representatives of the homeless
- Coordinate with the appropriate HUD Field Office
- Solicit interest of other interested parties
 - *Public entities & non-profit organizations eligible for public benefit conveyances*
 - *Airport, seaport, prison, park, education or health facility, water & sewer systems, conservation, historic monument, etc.*
- Consider notices of interest received in preparing base redevelopment plan & accommodate homeless assistance needs



Redevelopment Plan

9-18/21 months after date of approval

- Preparation is an LRA responsibility
- Balances homeless needs with local economic & community development requirements
- Includes legally binding agreements with homeless providers
- Is submitted with a homeless assistance application
 - *Military Department*
 - *HUD headquarters & appropriate HUD field office*
- Used to prepare property disposal environmental assessment required by NEPA
 - *Part of the proposed Federal action for disposal*



Redevelopment Planning Drivers

- Physical & environmental conditions
- Market potential for redevelopment
- Public facilities & services needs
- Homeless accommodation
- Institutional needs
- Federal property disposal laws



Supplementary Slides



Definitions

➤ **Date of Approval**

- *“The date on which the authority of Congress to disapprove a recommendation of closure or realignment...expires”*
- *November 9, 2005 for BRAC 2005*

➤ **Excess Property**

- *Real property not needed by DoD or the Coast Guard*
- *Available to other Federal agencies; depository institutions*

➤ **Surplus Property**

- *Real property not needed by the Federal Government*
- *Personal property not needed by DoD (not uniquely military)*

➤ **Local Redevelopment Authority (LRA)**

- *“Any entity ((including an entity established by a State or local government) recognized by the Secretary of Defense as the entity responsible for developing the redevelopment plan...and for directing the implementation of such plan”*

➤ **Highest & best use**

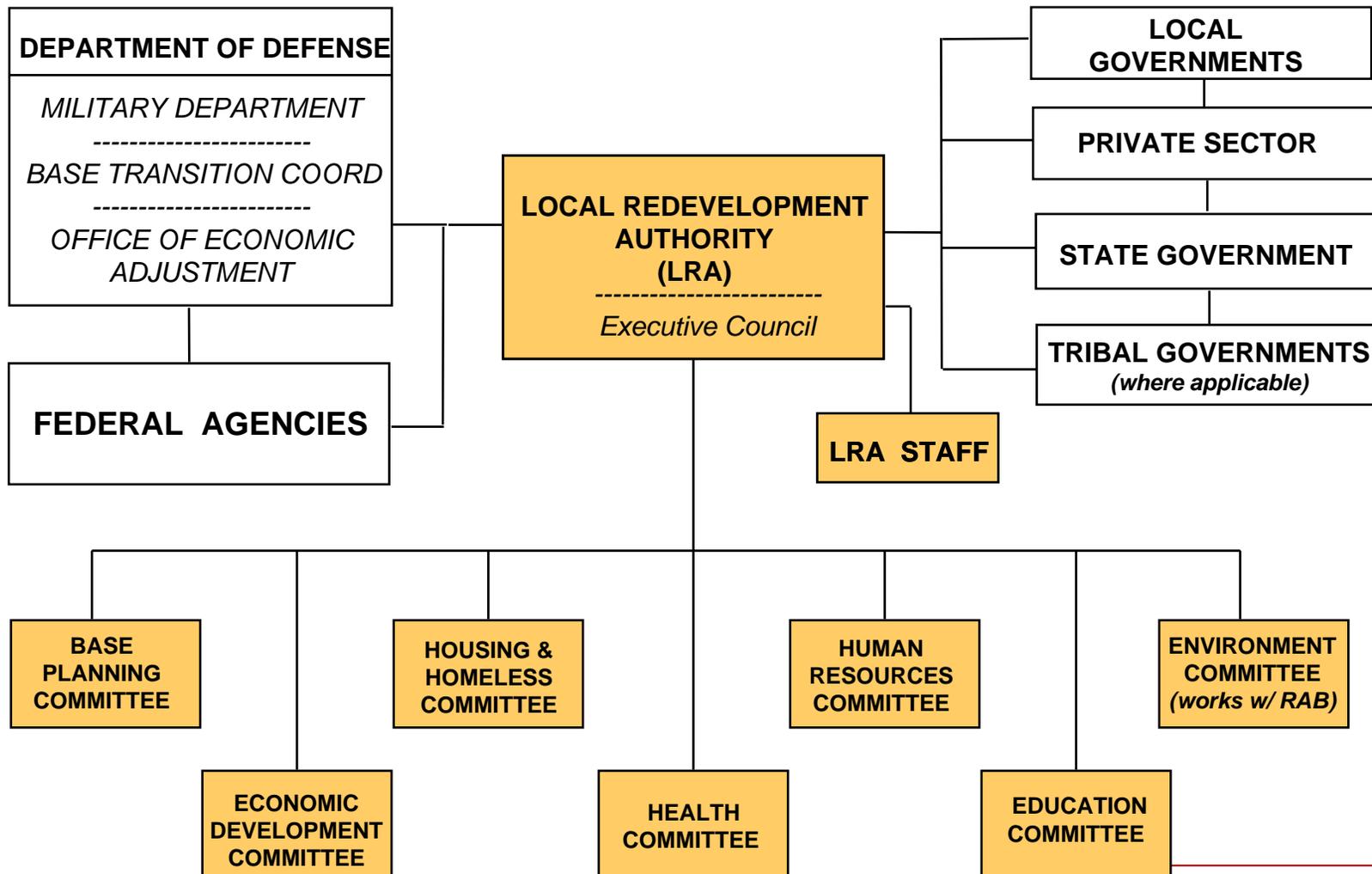
- *Most likely use which produces highest monetary return, promotes maximum value, or serves a public or institutional purpose*



Illustrative LRA Organization Structure

Sources of Assistance

Potential Members



Property Disposal Process

6 Months

Identify Other Defense & Federal Needs

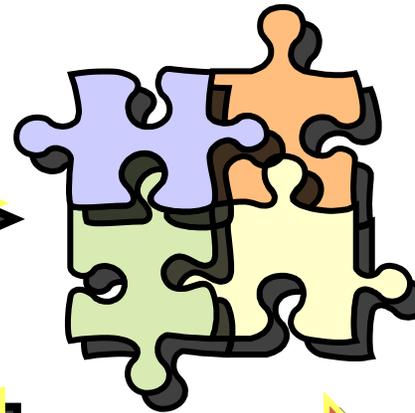
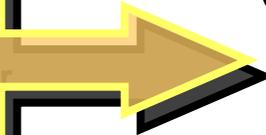


Other DoD
or
Federal Agency

Remaining Property Declared Surplus

3-6 Months

LRA Identifies Homeless, Local Government & Other Eligible Interests



Incorporate in
Base Reuse Plan

Property Identified for Public Benefit Conveyances (Aviation, Education, Health, Homeless, Recreation, Port, Economic Development) & Negotiated Sale
Property Disposal Decisions by Military Departments



Non-Profits
&
Public Entities

Property Offered to General Public
Public Bid Sale or Auction



Private Sector



Elements of the Plan



**Office of Economic Adjustment
Department of Defense**

**Cyrena Chiles Eitler, AICP
Project Manager**



LRA's Tasks in Response to a Base Realignment or Closure

- Prepare overall economic adjustment plan
- Conduct outreach to State and local government, Non-profits, and Homeless Assistance Providers to solicit interests in surplus Federal property
- Prepare base redevelopment plan for surplus Federal property



What is a Base Redevelopment Plan?

- Community's vision, goals, and objectives for long-term base redevelopment and overall economic adjustment
- Primary instrument to ensure land use compatibility between surrounding community and former base
 - ✓ Proposed land uses and zoning
 - ✓ Supporting infrastructure
 - ✓ Phasing schedule for redevelopment
 - ✓ Capital improvement program



Why is a Community Asked to Prepare a Redevelopment Plan?

- Supports the Military Department's disposal of surplus Federal property
- Guides the Military Department's environmental analysis of base redevelopment as required by the National Environmental Policy Act of 1969, as amended (NEPA analysis)
- Military Department uses the plan in considering property disposal conveyance options for surplus Federal property



Planning Process a Partnership Between Community and Military Department

- Key elements of planning process
 - ✓ Environmental Condition of Property (ECP) Report
 - ✓ LRA's base redevelopment plan
 - ✓ Military Department's NEPA analysis

- Establishes framework for
 - ✓ Property remediation
 - ✓ Property disposal
 - ✓ Base redevelopment in accordance with community goals and objectives

- *Planning process represents LRA's effort to identify redevelopment alternatives*
 - ✓ financially feasible
 - ✓ environmentally viable



Military Department's Notice of Surplus Property

- Surplus notice formally advises LRA of availability of property for preparation of base redevelopment plan
- LRA moves forward with plan preparation
 - ✓ *Generally occurs over an 18- to 21-month period after date of approval for BRAC action*
- *LRA initiates outreach to solicit interest in surplus property from homeless providers, State and local governments, and other nonprofit organizations eligible for public benefit conveyance programs*



Redevelopment Planning Process

- Formulate community goals, objectives and performance targets for base redevelopment
- Prepare conceptual base redevelopment plan
- Collect and analyze existing conditions
- Map existing baseline conditions
- Conduct specialized planning studies to define market opportunities, physical constraints and infrastructure requirements
- Prepare and evaluate alternative plans
- Select and adopt final base redevelopment plan



Conceptual Base Redevelopment Plan

- Represents community's vision, goals, and objectives for redevelopment
- Focuses on how the former base can fit into the community and support additional economic growth
- Can be presented as both text and graphics



Data Collection and Analysis of Existing Conditions

- Data collection and analysis begins concurrent to specialized planning studies

- Military Department source of most of technical data for on-base conditions
 - ✓ Base engineering, planning and environmental offices
 - ✓ Installation Summary Report
 - ✓ Environmental Condition of Property (ECP) Report
 - Completed remedial and corrective actions
 - Current property use
 - Nature and extent of known contamination
 - Munitions and explosives known or expected
 - Current phase of remedial or corrective action underway
 - Presence of protected species or cultural assets



Map Existing Baseline Conditions

- Prepare Base Map
 - ✓ Illustrates existing conditions on base and in surrounding community

- Existing Conditions may include
 - ✓ Developed and undeveloped land areas
 - ✓ Facilities inventory
 - ✓ Utilities – water, sewer, gas, electrical, etc.
 - ✓ Transportation infrastructure
 - ✓ Existing Airfield Characteristics
 - ✓ Environmental contamination
 - ✓ Environmental features
 - ✓ Cultural and historical resources



Examples of Planning Studies

- **Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis**
 - ✓ *Evaluate economic, social and physical strengths and weaknesses of region, community, and site*

- **Target Industry Analysis**
 - ✓ *Assess strengths and competitiveness of local industries to target key industry sectors*
 - ✓ *Identify high-priority target industries to guide economic development*

- **Economic Base Analysis**
 - ✓ *Which sectors or industries are most important to local economy?*
 - ✓ *Is structure of local economy changing?*
 - ✓ *How diversified is local economy?*
 - ✓ *Which economic sectors or industries are growing and which are stagnating or declining?*
 - ✓ *Translate forecasted changes in employment and population trends to projected demand for housing, office, retail and industrial space.*



Examples of Planning Studies (cont.)

➤ **Market Study**

- ✓ Key element in formulating a realistic and economically feasible base redevelopment plan
- ✓ A macro-market analysis of current economic, social, political, and demographic trends in both a national and regional context
- ✓ Identifies the nature of the local real estate market and projects supply and demand, i.e. vacancy and absorption rates
- ✓ Shapes the plan by identifying a probable mix of land uses by projecting absorption rates, pricing, and defining the character of the redevelopment

➤ **Marketability Analysis**

- ✓ Micro-market study focused on specific location
- ✓ Marketability analysis should include
 - a site analysis
 - survey of the competition
 - development of a preliminary marketing strategy
 - Projected absorption rates for specific land uses
 - Revenue and expense forecasts



Examples of Planning Studies (cont.)

- **Adaptive Use Feasibility Analysis**
 - ✓ Assess reuse of existing structures over new construction
- **Financial Feasibility Analysis**
 - ✓ Compare total development and operating costs to expected revenues from leasing and sales activities to determine net profit
 - ✓ Represents first cursory analysis of whether redevelopment alternatives will meet performance expectations
- **Fiscal Impact Analysis**
 - ✓ Evaluate overall financial implications for local government of alternative land use patterns and densities
 - ✓ Helps public officials determine if a particular project will generate enough revenue to defray necessary public service costs
 - ✓ Compare estimated property tax or sales tax revenues against projected costs of delivering public services, e.g. police, fire, water, sewer, schools, parks



Prepare and Evaluate Alternative Development Plans

- Alternative redevelopment plans prepared on the basis of existing conditions, together with real estate market conditions and trends
- Presented as a series of alternatives to allow analysis and discussion among stakeholders
- Single plan will emerge that incorporates the most desired components of the alternatives and supports overall community goals and objectives



Selection of Final Base Redevelopment Plan

- Alternative redevelopment plans evaluated on the basis of site conditions, real estate trends, public needs, and required infrastructure
- Evaluation guided by a set of review criteria
 - ✓ Community goals and objectives
 - ✓ Public consensus
 - ✓ Balance between community homeless needs with local community and economic development needs
 - ✓ Marketability
 - ✓ Financial feasibility
 - ✓ Realistic phasing of redevelopment
- Final plan is financially feasible and environmentally viable



Adoption of Base Redevelopment Plan

- LRA forwards final base redevelopment plan and homeless submission package to HUD for review
- Upon HUD review local government jurisdiction(s) with planning and zoning authority formally adopt plan
- Further refine plan for implementation



Using Consultants—Bill Tuohy

- Need Help?
- Recruit Consultants
- Managing Consultants
- Presentation of Results
- When to Stop (studying/planning)
- Other Assistance



Experience from an LRA—Jon Grafton

- How the LRA managed the plan preparation
- Involvement of stake holders
- Outreach experience
- Achieving consensus
- Use of consultants
- Working with the Military Department
- Show stoppers and pitfalls



Redevelopment Planning

- Planning Context—David MacKinnon
- Elements of the Plan—Cyrena Eitler
- Using Consultants—Bill Tuohy
- Experience from an LRA—Jon Grafton