



**2017**  
**STATE OF**  
**BASE**  
**REDEVELOPMENT**  
**REPORT**

# 2017 State of Base Redevelopment Report

## EXECUTIVE SUMMARY

The past two years have been marked by significant progress at a number of redevelopment projects at military bases closed through the 2005 round of BRAC. The 10 BRAC 2005 local redevelopment authorities (LRAs) that participated in the survey achieved close to a five-fold increase in jobs created over this period, jumping from 925 to 4,473 in 2017. Four LRAs – Urban Redevelopment Agency of the City of Forest Park (Fort Gillem), McPherson Implementing Local Redevelopment Authority (Fort McPherson), Midcoast Regional Redevelopment Authority (Naval Air Station Brunswick) and Fort Monroe Authority (Fort Monroe) – were responsible for all of the job gains.

Another positive indicator for this group is the progress they've achieved gaining ownership of base closure properties from the military. Four BRAC 2005 LRAs have obtained 100 percent of properties designated for redevelopment, with two conveyances taking place since 2015 – the Fort McPherson LRA received 475 acres from the Army and the Walter Reed LRA received 66 acres from the Army. Three others have taken ownership of two-thirds or more of their closure sites. In aggregate, BRAC 2005 LRAs have received 70 percent of closure properties slated for redevelopment, up from 63 percent two years ago.

Still, success has been uneven for reuse projects from the 2005 round. Two LRAs still have not received any property from the federal government – Horsham (Naval Air Station Joint Reserve Base Willow Grove) and the city of Concord (Concord Naval Weapons Station). Both LRAs are in negotiations with the Navy over their conveyances. The Horsham LRA has been forced to contend with a combination of a late start in the reuse process after the state of Pennsylvania initially attempted to create a homeland security hub there and delays due to environmental contamination. Concord has followed a deliberate and lengthy planning process with a heavy emphasis

on community input and also has faced some environmental issues.

A third BRAC 2005 LRA, Walter Reed, also has failed to create any jobs to date, but after gaining ownership of the property in November 2016, the District of Columbia has started to implement its reuse plan, so job gains are anticipated soon.

As a group, legacy LRAs – those from closures and realignments resulting from the first four BRAC rounds – are much further along in the reuse process than the BRAC 2005 LRAs. The nine LRAs that participated in the 2015 and 2017 surveys collectively added 1,592 jobs over that period, representing a 5.7 percent increase in jobs. Total jobs created for all 14 legacy LRAs included in the current survey is 36,440. Two LRAs recorded job gains of 20 percent or more over the past two years – Fort Ord Reuse Authority and the Fort Chaffee Redevelopment Authority.

About one-third of legacy projects made moderate progress selling, leasing or developing former military base property over the past two years, as four legacy LRAs collectively recorded a 16 percent reduction in the number of acres available for redevelopment.

But despite experiencing steady progress in increasing economic activity, seven out of 13 legacy LRAs still have not obtained all of the acreage at their installations designated for reuse. Two of those seven are close, though, and have taken title to 86 percent or more of their closure properties. In aggregate, legacy LRAs have received 83 percent of their property, up from 77 percent in 2015. The protracted process of returning these sites to the community in most cases is due to significant soil and groundwater contamination that is taking decades and hundreds of millions of dollars to address.

Of the seven that have not received all of the property slated for reuse, one has yet to receive any land whatsoever. At Pueblo Chemical Depot, home to the PuebloPlex redevelopment, the Army did not

declare property surplus until 2013. Progress also has been hampered by significant contamination. Signs point toward positive movement, as the LRA completed its reuse plan last year and has begun implementing it.

## Critical Challenges

- **Property Transfer** – More than one-half of LRAs responding to the survey, almost evenly split between legacy and BRAC 2005 authorities, still are working with the military services to gain control of surplus property. In the case of the BRAC 2005 LRAs, many still are negotiating the terms of the transfers with the military. Those transfers are slated to occur via economic development conveyances.
- **Upgrading Infrastructure** – The underlying challenge of modernizing the aging infrastructure left behind by the military persists for both groups of LRAs. Almost half of legacy LRAs said the need to upgrade streets, utilities and other infrastructure remains a high priority. Three BRAC 2005 LRAs highlighted infrastructure needs and emphasized they were looking for a mechanism to fund improvements.
- **Environmental Issues** – Ensuring federal funding is available to complete cleanups at BRAC sites and support post-cleanup monitoring is vital. The cleanup process has been lengthy (some are expected to extend to 2040) and expensive (estimates range as high as \$600 million at some bases).
- **Emerging Contaminants** – The discovery of emerging contaminants has left cleanup efforts in limbo at several bases until federal standards have been established. As a result, property transfer and redevelopment efforts are on hold indefinitely.
- **Preparing to Sunset** – Two LRAs, one legacy and one from the 2005 round, cited the prospect of concluding operations. The Lowry Redevelopment Authority is planning to sunset, but the Fort Ord Reuse Authority is simultaneously preparing for its state-mandated June 30, 2020, sunset and advancing legislative efforts to extend its life through 2035.

## Key Findings

- The share of legacy LRAs that are self-sufficient – they do not receive any funding from federal, state or local agencies – fell slightly from 58 percent to 50 percent. Two legacy LRAs, though, are close to becoming self-sufficient – the city of Tustin and the March Joint Powers Authority. None of the BRAC 2005 LRAs has achieved self-sufficiency.
- In aggregate, legacy LRAs funded 73 percent of their operations themselves; 13 percent of their funding came from federal sources. BRAC 2005 LRAs generated only 31 percent of their revenue themselves, and relied on federal sources for 45 percent of their funding.
- Legacy and BRAC 2005 LRAs recorded moderate gains over the past two years in taking possession of base closure properties from the military. To date, legacy LRAs have received 83 percent of their property; one-half of those LRAs have taken possession of all acreage designated for reuse. BRAC 2005 LRAs have obtained 70 percent of their original base property from the military; at four out of 10 of those sites, the military has transferred all property slated for reuse. Among BRAC 2005 LRAs, two notable conveyances occurred in the past two years – the McPherson LRA received 475 acres from the Army and the Walter Reed LRA received 66 acres from the Army.
- About one-third of legacy projects made moderate progress selling, leasing or developing former military base property. Over the past two years, four legacy LRAs – Fort Chaffee Redevelopment Authority, Jo-Carroll Depot LRA, Letterkenny Industrial Development Authority and McClellan Development Authority (Fort McClellan) – collectively recorded a 16 percent reduction in the number of acres available for redevelopment.
- BRAC 2005 LRAs experienced very little change in the amount of acreage available for redevelopment. Of those projects that have gained control of large parts of their properties, only a small number have made significant progress in selling, leasing or developing their sites.

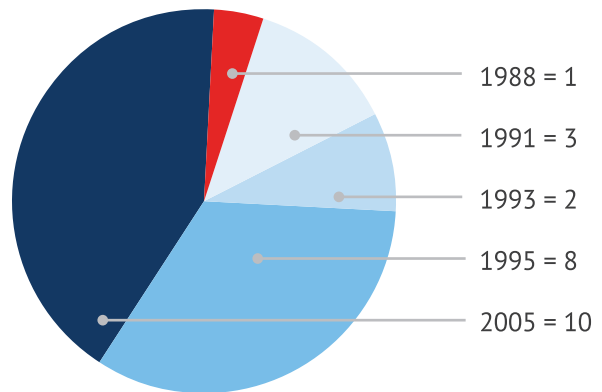
- BRAC 2005 LRAs made tremendous strides in bringing jobs to their projects over the past two years, with two closures – Fort Gillem LRA and Fort McPherson LRA – adding more than 1,000 jobs each, and two others – Midcoast Regional Redevelopment Authority and Fort Monroe Authority – each creating at least 380 jobs. As a group, BRAC 2005 LRAs achieved close to a five-fold increase in jobs created, jumping from 925 to 4,473 in 2017.
- Legacy LRAs enjoyed a modest 5.7 percent increase in job gains, adding 1,592 jobs since 2015, for a total of 29,292. Two legacy LRAs experienced job growth of 20 percent or more over this period – the Fort Ord Reuse Authority, which created 888 jobs, and the Fort Chaffee Redevelopment Authority, which added 250 jobs.
- The portion of land use plans for both LRA groups allocated to industrial use dropped significantly from 52 percent in 2015 to 33 percent in 2017. Increases in space in land use plans devoted to housing for both LRA categories partially offset that drop.
- Environmental contamination remains the biggest hurdle to the redevelopment of former military base property. In some instances, LRAs have coordinated with the military services and environmental regulators to put institutional controls in place that will safeguard public health and permit future development. Several LRAs have effectively used environmental services cooperative agreements to remediate property. Under this mechanism, an LRA receives funding from the relevant military service that allows it to direct the cleanup process through its own remediation contractors.

## OVERVIEW

### Survey Details

The 2017 State of Base Redevelopment Report is based on a survey of local redevelopment authorities (LRAs) conducted in the spring of 2017, along with earlier versions of the report. The 2017 report includes responses from 24 LRAs – 10 from the 2005 round of BRAC and 14 from the first four rounds (referred to as “legacy LRAs” throughout the report). The legacy LRAs that participated have active redevelopment efforts, with ongoing environmental cleanup and property disposal activities in most cases. The majority of legacy LRAs that participated in the survey, eight out of 14, are from the 1995 round. TexAmericas Center – the authority responsible for redeveloping Red River Army Depot, which was realigned in the 1995 and 2005 rounds, and Lone Star Army Ammunition Plant, which was closed following the 2005 round – was grouped with the legacy LRAs.

### RESPONDENTS BY BRAC ROUND



It's important to note that comparisons between the results from the current surveys and earlier ones conducted in 2013 and 2015 are not exact, given the changing set of LRAs that participated in each survey, and the total number of responses. The 2015 survey, for example, included three fewer responses – only eight LRAs from the 2005 round and 13 from the first four rounds. As a result, the report will attempt to highlight progress at individual redevelopment projects along with overall trends. While ADC has

tried to verify the information for consistency, the overall accuracy of the data is the responsibility of the participating LRAs.

### LRA Snapshot

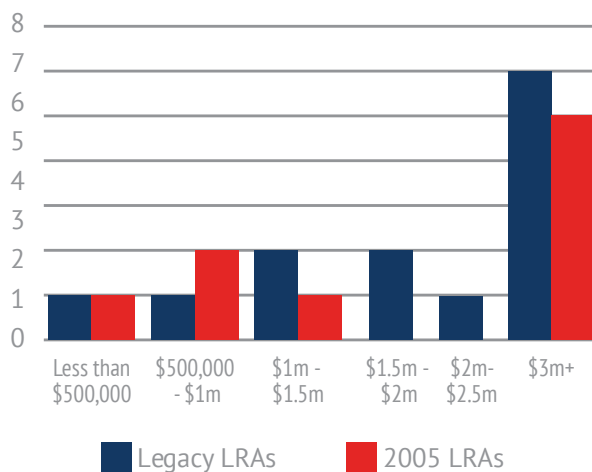
Staffing levels are fairly similar for legacy and BRAC 2005 LRAs. Legacy LRAs have an average of nine staff, after excluding Port San Antonio – the former Kelly Air Force Base – to avoid skewing the result. Port San Antonio has 90 employees. Authorities from the 2005 round have an average of seven staff members. Both LRA groups had an average of 11 employees in 2015.

The two LRA groups are almost evenly split between those with annual budgets above \$3 million and those with smaller budgets. Budgets for half of the legacy LRAs exceed \$3 million, while budgets for 60 percent of 2005 LRAs exceed that level.

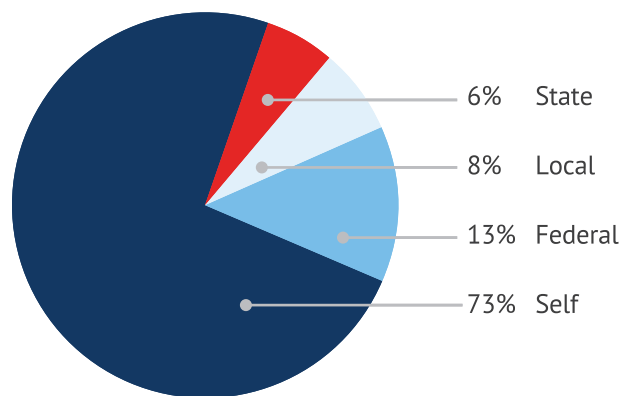
Authority is close, with only 4 percent of its funding from outside agencies. (Survey responses from the Lowry Redevelopment Authority reflect only its effort to redevelop Buckley Annex, which was closed in the 2005 round of BRAC, and do not cover the LRA's previous effort to redevelop Lowry Air Force Base.) It is difficult to identify clear trends for specific LRAs from either group, partially due to fluctuations in the awarding of federal grants.

In aggregate, legacy LRAs funded 73 percent of their operations themselves via land sales, lease revenue, and other fees; 13 percent of their funding came from federal sources, including grants from DOD's Office of Economic Adjustment and the Federal Aviation Administration. BRAC 2005 LRAs generated only 31 percent of their revenue themselves, and relied on federal sources for 45 percent of their funding.

### ANNUAL BUDGET

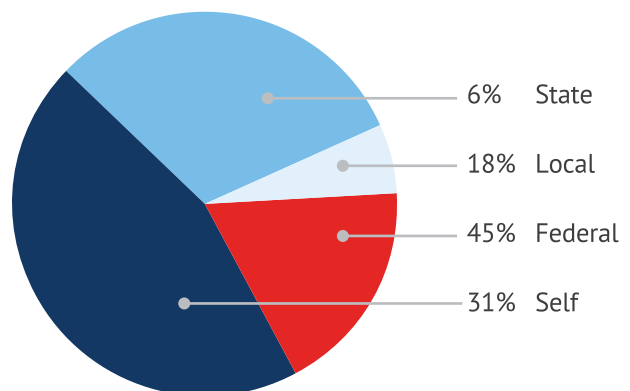


### LEGACY LRA FUNDING SOURCES



Half of the legacy LRAs participating in the survey are self-sufficient; i.e., they do not receive any funding from federal, state or local agencies. That share changed little since 2015, when 58 percent of legacy LRAs said they were self-sufficient. Two legacy LRAs are close to becoming self-sufficient – the city of Tustin, which received only 5 percent of its funding from other agencies, and March Joint Powers Authority, which collected 85 percent of its revenue from leasing and master developer licenses, permits and fees.

### 2005 LRA FUNDING SOURCES



None of the BRAC 2005 LRAs has achieved self-sufficiency, although the Lowry Redevelopment

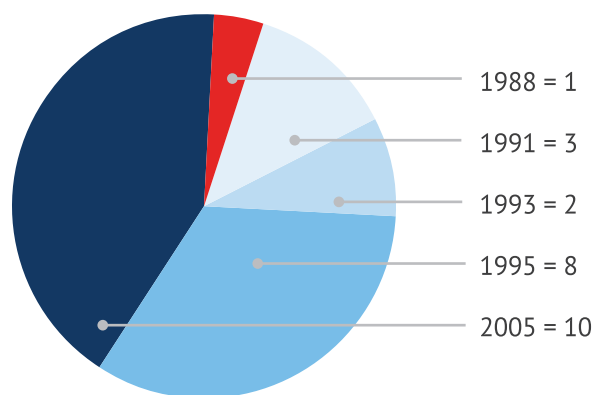
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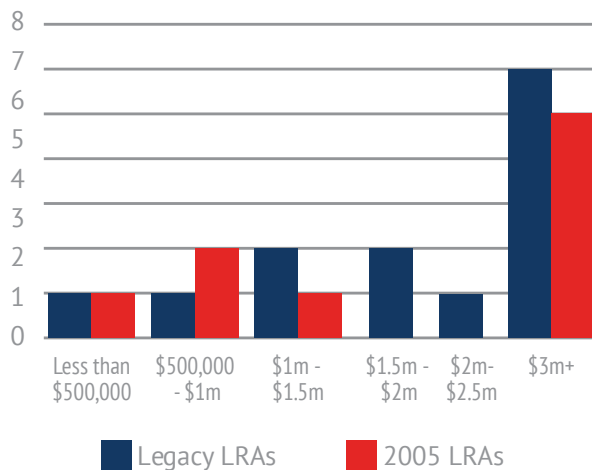
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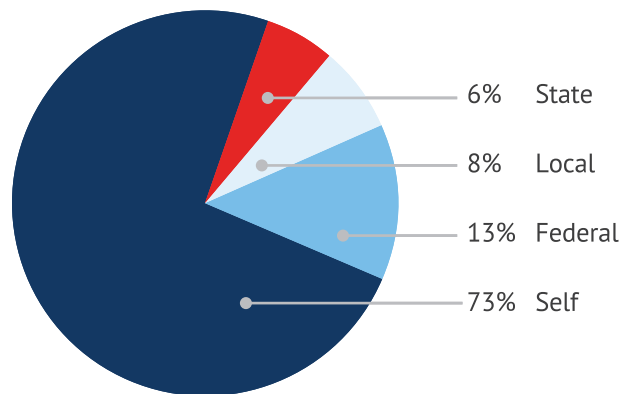
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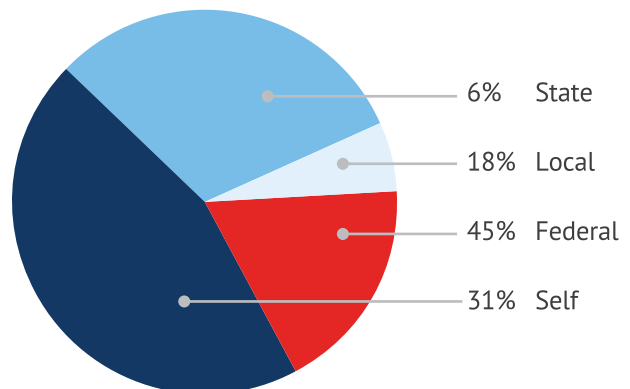


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### 2005 LRA FUNDING SOURCES



None of the BRAC 2005 LRAs has achieved self-sufficiency, although the Lowry Redevelopment

# City of Concord Local Reuse Authority

**Former Base: Concord Naval  
Weapons Station**

## LRA CONTACT INFORMATION

Guy Bjerke  
1950 Parkside Dr.  
Concord, CA 94519  
925-671-3076  
Guy.Bjerke@cityofconcord.org  
www.concordreuseproject.org

### LRA BACKGROUND

**Redevelopment Authority Name:** City of Concord Local Reuse Authority

**Alternative Name:** Concord Community Reuse Project

**Associated Government Entities within the LRA:**

**Location:** City of Concord, CA

**Number of LRA Staff Members:** 2

**BRAC Round:** 2005

**Closure or Realignment?:** Closure

**Date of Closure/Realignment:** Sequestered starting in 1997/ on closure list 2005

**LRA Budget:** Between \$1 million and \$1.5 million

**LRA Funding Sources:**

**State:** 0

**Local:** 96%

**Federal:** 4%

**Other (please describe):** 0

**Of the LRA Funding Sources listed above, please note the amount and source of any grant funds:** OEA

**Of the LRA Funding Sources listed above, please note the amount of any recaptured sales or property taxes generated by former base property and whether this revenue comes from a city, county or state government:** 0

### REDEVELOPMENT OVERVIEW

**Overview of Project:** Community objective to build a world class project that is balanced, improves the quality of life and is financially feasible and fiscally sustainable

**Redevelopment Plan Approval Date:** 02/01/2010

**Former Installation Size:** 5,170 acres

**Planned Redevelopment Land Use:**

**Residential:** 1,022 acres

**Commercial:** 285 acres

**Industrial:** N/A

**Educational:** 253 acres

**Open Space/Recreational:** 3,286 acres

**Reserved for Federal Use:** N/A

**Other (please describe):** 110 acres – Regional Community Facilities



**Acres Redeveloped to Date:** None.

**Residential:** N/A

**Commercial:** N/A

**Industrial:** N/A

**Educational:** N/A

**Open Space/Recreational:** N/A

**Reserved for Federal Use:** N/A

**Other (please describe):** N/A

**Acres Currently Available for Redevelopment:** 2,380 acres

**Percentage of Land Transferred:** None - 0%

**Conveyance Mechanisms:**

**Economic Development Conveyance:** 2,380 acres

**Public Benefit Conveyance:** 2,790 acres

**Negotiated Sale:** acres

**Other (please describe):** acres

**Jobs Created to Date:** 0

**Expected Jobs Created:** 26,000 permanent and 10,000 temporary construction jobs

## ENVIRONMENTAL ISSUES

**Description of Environmental Contamination:** Mostly arsenic and solvent/hydrocarbons

**Cleanup Accomplished:** Approximately 3,200 acres are nearly FOST ready.

**Estimated Cost of Cleanup:** Unknown

**Estimated Completion Date:** Unknown

## MAJOR SUCCESSES TO DATE

- Completion of a 7-year community planning process
- Adoption of an area plan and amendment of the city's general plan to reflect base reuse and certification of environmental impact studies under California laws.
- Selection of a Master Developer for Phase 1 and initiation of a Specific Planning Process for the base.

## MAJOR CHALLENGES TO DATE

- Site clean-up to unrestricted land use
- Timely land transfers
- Completion of Section 7, Section 106 consultations and Transfer EIS

## NEXT STEPS FOR THE PROJECT

- Completion of Final FOST 1 by Navy
- Completion of Transfer EIS by Navy
- Negotiation of EDC application and value agreement between LRA and Navy

# ▶ England Economic and Industrial Development District

**Former Base: England Air Force Base**

## LRA CONTACT INFORMATION

Jon Grafton  
1611 Arnold Drive  
Alexandria, LA 71303  
318-427-6414  
jgrafton@englandairpark.org  
www.englandairpark.org

### LRA BACKGROUND

**Redevelopment Authority:** England Economic and Industrial Development District (England Authority)

**Alternative Name:** England Airpark

**Location:** Alexandria, LA

**Number of LRA Staff Members:** 25

**BRAC Round:** 1991

**Date of Closure:** 12/01/1992

**LRA Budget:** More than \$3 million

**LRA Funding Sources:**

**State:** 0%

**Local:** 0%

**Federal:** 0%

**Other:** 100%

**Funding Comments:** All funds are self-generated. No state or local tax dollars in operating budget of \$9 million.

### REDEVELOPMENT OVERVIEW

**Overview of Project:** Creation of a multi-modal transportation facility with mixed manufacturing, distribution, offices supported by housing, recreation and leisure facilities

**Redevelopment Plan Approval Date:** 1994

**Planned Redevelopment Land Use:**

**Residential:** N/A

**Commercial:** N/A

**Industrial:** N/A

**Educational:** N/A

**Open Space/Recreational:** N/A

**Reserved for Federal Use:** N/A

**Former Installation Size:** 2,400 acres

**Acres Currently Available for Redevelopment:** 3,000 acres

**Percentage of Land Transferred:** 100%

**Primary Conveyance Mechanism:** PBT

**Jobs Created to Date:** 2,000

**Expected Jobs Created:** 5,000 to 10,000

### **ENVIRONMENTAL ISSUES**

**Description of Environmental Contamination:** Clean facility with minor contamination of TCE

**Cleanup Accomplished:** Last remedies in place

**Estimated Cost of Cleanup:** \$60 million

**Estimated Completion Date:** N/A

### **MAJOR SUCCESSES TO DATE**

- Development of Alexandria International Airport
- Development of the Union Tank Car Company
- Development of a thriving multi-user campus

### **MAJOR CHALLENGES TO DATE**

- Money

### **NEXT STEPS FOR THE PROJECT**

We will continue to execute our 2009 master plan as posted on the web site: [www.Englandairpark.org](http://www.Englandairpark.org)

# Urban Redevelopment Agency of the City of Forest Park

**Former Base: Fort Gillem**

## LRA CONTACT INFORMATION

Fred E. Bryant  
745 Forest Parkway  
Forest Park, GA 30297  
770-883-9692  
fbryant@forestparkga.org  
www.forestparkga.org

### URA BACKGROUND

**Redevelopment Authority:** Urban Redevelopment Agency of the City of Forest Park

**Alternative Name:** Gillem Logistics Center

**Location:** Forest Park, GA

**Number of URA Staff Members:** 1

**BRAC Round:** 2005

**Date of Closure:** 09/15/2011

**URA Budget:** Between \$500,000 and \$1 million annually

**URA Funding Sources:**

**State:** 0%

**Local:** 10%

**Federal:** 90%

**Other:** 0%

### REDEVELOPMENT OVERVIEW

**Overview of Project:** The Gillem Logistics Center is 1,168 acres and will support 8 million square feet of manufacturing, distribution, warehousing and business park activities. The Center is located within 4 miles of Atlanta Hartsfield Jackson International Airport and served by three major interstates. The redevelopment plan calls for the creation of skilled jobs and the more than doubling of the City's tax base.

**Redevelopment Plan Approval Date:** 09/01/2008

**Planned Redevelopment Land Use:**

**Residential:** 0%

**Commercial:** 0%

**Industrial:** 90%

**Educational:** 0%

**Open Space/Recreational:** 10%

**Reserved for Federal Use:** 0%

**Former Installation Size:** 1,427 acres

**Acres Currently Available for Redevelopment:** 1,168 acres

**Percentage of Land Transferred:** 66%

**Primary Conveyance Mechanism:** Economic development conveyance application approved in June 2014

**Jobs Created to Date:** 1,500

**Expected Jobs Created:** 2,500-3,500

### ENVIRONMENTAL ISSUES

**Description of Environmental Contamination:** The site has two burial areas that have produced groundwater contamination both on and off site. These areas comprise approximately 10-15% of the available acreage.

**Cleanup Accomplished:** Army continues to work to clean the burial sites and awarded a 5-year \$20 tiand off site groundwater remediation. The Army COE has sampled and remediated four priority parcels in addition to the comprehensive contract. This will enable the transfer of 150-250 additional acres during the June 2017 -June 2018 timeframe.

**Estimated Cost of Cleanup:** \$18.3 million to \$74.2 million depending on the scope of the cleanup

**Estimated Completion Date:** Within 3-5 years

### MAJOR SUCCESSES TO DATE

- HUD-approved homeless accommodation on an alternative site, not Fort Gillem. The emergency shelter is 100% complete and ready for use.
- Transferred 770 acres to the URA in mid-June 2014.
- Kroger purchased 253 acres for a 1.2 million sq. ft. distribution center campus in mid-June 2014.
- Development Partners purchased a 50-acre site to build an 800,000 sq. ft. distribution center.
- Development Partners purchased an additional site to build 2-3 smaller distribution center opportunities.
- A private company purchased 16 plus acres and is building a center support opportunity.
- The site has been leased by film studios for multiple movie and television shoots.

### MAJOR CHALLENGES TO DATE

- Keeping the site or a portion thereof off the National Priority List (Superfund).
- Major infrastructure improvements within the first two years of initial transfer.
- Transfer of four priority parcels in 3-6 months

### NEXT STEPS FOR THE PROJECT

- Transfer of four additional priority parcels by June 2017.

# Fort Chaffee Redevelopment Authority

**Former Base: Fort Chaffee**

## LRA CONTACT INFORMATION

Ivy Owen  
7020 Taylor Avenue  
Ft. Smith, AR 72916  
O: 479-452-4554  
C: 479-651-5016  
iowen@chaffeecrossing.com  
www.chaffeecrossing.com

### LRA BACKGROUND

**Redevelopment Authority:** Fort Chaffee Redevelopment Authority (FCRA)

**Alternative Name:** Chaffee Crossing

**Location:** Fort Smith, AR

**Number of LRA Staff Members:** 12

**BRAC Round:** 1995

**Date of Closure:** 1998

**LRA Budget:** More than \$3 million Annually

**LRA Funding Sources:**

**State:** 0%

**Local:** 0%

**Federal:** 0%

**Other:** 100%

**Funding Comments:** Land sales, leases, rail storage and mining income

### REDEVELOPMENT OVERVIEW

**Overview of Project:** 7,000 acres of smart growth redevelopment utilizing all land use classifications. Redevelopment will result in the premiere growth community in the region.

**Redevelopment Plan Approval Date:** 2000

**Planned Redevelopment Land Use:**

**Single Family Residential:** 640 Acres; 1500 units

**Mixed Use Residential Commercial/Office:** 517 Acres

**Commercial/Office:** 609 Acres

**Mixed Use Neighborhood/Office:**

**Mixed Use/Neighborhood/Commercial/Office:** 41 Acres

**Mixed Use/Business Park:** 105 Acres

**Mixed Use/Historic Area:** 208 Acres

**Mixed Use Industrial/Office:** 765 Acres

**Institutional/Technical/Education:** 558 Acres

**Park/Open Space:** 2101 Acres(non-marketable)

**Reserved for Federal Use:** Wetlands mitigation area, river frontage, interstate 49 ROW

**Former Installation Size:** 71,359 acres (Army retained 65,000 acres for National Guard and reserve; 6,359 acres realigned)

**Acres Currently Available for Redevelopment:** 2,200 acres

**Percentage of Land Transferred:** 100%

**Primary Conveyance Mechanism:** Warranty deed

**Jobs Created to Date:** 1,500

**Expected Jobs Created:** 3,500

### ENVIRONMENTAL ISSUES

**Description of Environmental Contamination:** Asbestos and lead-based paint in 130 buildings. Catastrophic fires destroyed 396 buildings.

**Cleanup Accomplished:** Minimal contamination left

**Estimated Cost of Cleanup:** \$4 million

**Estimated Completion Date:** 2008 fire cleanup completed; 2011 fire cleanup in progress

### MAJOR SUCCESSES TO DATE

- Completion of 6.5 miles of the future interstate 49 on July 14th, 2015
- Securing seven corporate/regional headquarters
- New ArcBest Corporation headquarters opening in 2017
- Record-setting land sales
- Attraction of the Arkansas Colleges of Osteopathic Medicine, Arkansas's first college of osteopathic medicine with additional medical degree programs planned
- Adopting and implementing smart growth land use plan
- Twenty two residential developments
- Historic district on National Register of Historical Places (60 buildings and structures)
- Received historic preservation grant in 2015

### MAJOR CHALLENGES TO DATE

- Bringing existing buildings up to city code
- Convincing local electrical utilities to build new services underground
- Capital funding for Chaffee Crossing Historic District

### NEW STEPS FOR THE PROJECT

- Getting a new Arkansas River bridge built to connect I-49 at Alma to Chaffee Crossing
- Attracting commercial/retail and restaurants
- Continue record-setting land sales
- Announcing new industrial projects - sell Mitsubishi building  
New streets/infrastructure

# The McClellan Development Authority

**Former Base: Fort McClellan**

## LRA CONTACT INFORMATION

Robin Scott  
4975 Bains Gap Road  
Anniston, AL 36205  
256-236-2011  
rscott@exploremcclellan.com  
exploremcclellan.com

### LRA BACKGROUND

**Redevelopment Authority:** The McClellan Development Authority

**Alternative Name:** former Joint Powers Authority

**Location:** Anniston, AL

**Number of LRA Staff Members:** 4

**BRAC Round:** 1995

**Date of Closure:** 2000

**LRA Budget:** Between \$1 million and \$1.5 million

**LRA Funding Sources:**

**State:** 0%

**Local:** 0%

**Federal:** 0%

**Other:** 100%

**Funding Comments:** Revenues comprised of property sales, leases and timber operations.

### REDEVELOPMENT OVERVIEW

**Overview of Project:** Redevelop as a mixed-use community. Plan assumed that current market trends (in 1997) would continue, all public sector requests would be accommodated and that public investment in infrastructure would be minimized.

**Redevelopment Plan Approval Date:** 1997

**Planned Redevelopment Land Use:**

**Residential:** 41%

**Commercial:** 3%

**Industrial:** 17%

**Commercial:** 5%

**Open Space/Recreational:** 26%

**Reserved for Government Use:** 6%

**Research/Technology:** 2%

**Former Installation Size:** 9,435 acres conveyed via EDC

**Acres Currently Available for Redevelopment:** 5430 acres

**Percentage of Land Transferred:** 100%

**Primary Conveyance Mechanism:** no-cost economic development conveyances

**Jobs Created to Date:** more than 3,000

**Expected Jobs Created:** N/A



## ENVIRONMENTAL ISSUES

**Description of Environmental Contamination:** Sites requiring lead cleanup and groundwater remediation

**Cleanup Accomplished:** Cleanup program is 74% complete

**Estimated Cost of Cleanup:** \$223 million

**Estimated Completion Date:** UXO cleanup completed 2014. Hazardous waste cleanup and long term monitoring funded through 2037

## MAJOR SUCCESSES TO DATE

- 3,892 acres placed back in use through sales and transfers
- Remaining \$70 million of funds for environmental cleanup efforts secured
- Over \$3.7M of infrastructure improvements made in McClellan Industrial Park
- 170 buildings (over 1,000,000 sq. ft.) demolished to make way for new development
- 16 buildings and 94 acres sold to FEMA as part of training campus expansion
- 150,000sf facility expansion of Tier I parts manufacturer brought 360 new jobs to community
- New Assisted Senior Living facility constructed in 2014
- New Senior Independent Living Facilities to be housed in Historic Headquarters buildings

## MAJOR CHALLENGES TO DATE

- Pursuing steady revenue stream from state and local governments to support sustained economic development
- Next Steps for the Project
- Continuing infrastructure improvements for new industrial and commercial properties
- Developing marketing campaign for large-scale retirement community

# ▶ McPherson Implementing Local Redevelopment Authority

**Former Base: Fort McPherson**

## LRA CONTACT INFORMATION

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### LRA BACKGROUND

**Redevelopment Authority Name:** McPherson Implementing Local Redevelopment Authority

**Alternative Name:** Fort Mac LRA

**Associated Government Entities within the LRA:** City of Atlanta, City of East Point, Fulton County, State of Georgia

**Location:** Atlanta, GA

**Number of LRA Staff Members:** 7 FT, 4 PT; 19 contractors (mostly caretaker)

**BRAC Round:** 2005

**Closure or Realignment:** Closure

**Date of Closure/Realignment:** 09/14/2011

**LRA Budget:** Between \$1 million (pre-conveyance) and \$3.5 million (post conveyance)

**FY17 LRA Funding Sources:**

**State:** \$0

**Local:** \$500,000 (City of Atlanta), \$377,183 (Invest Atlanta/TIF)

**Federal:** \$1,148,745 (OEA)

**Other (please describe):** \$1,742,297 (net sales proceeds)

**Of the LRA Funding Sources listed above, please note the amount and source of any grant funds:** Noted.

**Of the LRA Funding Sources listed above, please note the amount of any recaptured sales or property taxes generated by former base property and whether this revenue comes from a city, county or state government:** property is in the Campbellton Road Tax Allocation District (Georgia's version of Tax Increment Financing); however, the funds expended from the TAD are in anticipation of future TAD revenues.

### REDEVELOPMENT OVERVIEW

#### Overview of Project:

The first reuse plan for a Life Sciences Research Park was completed in September 2007, though after the Great Recession began later that year, it was no longer economically viable. The plan was adjusted in 2010 as the recovery moved slowly, but in 2013, the Army revised its credit policies regarding BRAC land sales, and would no longer allow sales to be secured with a mortgage. This shift forced Fort Mac LRA to abandon plans to pay in installments over seven years. After an exhaustive search for alternatives, Fort Mac LRA concluded it would need a private sector user or developer partner who could fund the majority or all of the conveyance costs, and Atlanta Mayor Kasim Reed brought Tyler Perry Studios to Fort Mac LRA as a prospect. The State of Georgia, through Fort Mac LRA, achieved an Economic Development Conveyance (EDC) of the entire 475 acres by agreeing to sell a 330-acre parcel to Tyler Perry Studios in 2015. This purchase enabled Fort Mac LRA to conduct a Livable Centers Initiative Study (LCI Study), which led to a new land use plan for the remaining 145 acres as well as surrounding nodes of activity. The pending development of a new world class film studio generated tremendous excitement for the area as well.

## McPherson Implementing Local Redevelopment Authority

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Around the same time, Georgia Power provided a grant to fund a Technical Assistance Panel from the Urban Land Institute. The panel was composed of local experts in the areas of planning, design and development. The group determined that redevelopment should focus on seven “districts” within the 145 acres. These highlighted areas for residences, office, retail and greenspace, in addition to a historic village of Fort McPherson buildings dating back to the 1800s.

The LCI Study focused not only on Fort McPherson, but the areas around it that are also poised to drive economic development in the area. It persisted over many months, and in addition to significant community involvement through countless meetings and hundreds of survey responses, it included a market research report generated by Noell Consulting.

With Tyler Perry Studios occupying much of the south and west portions of the post, the most diverse elements of the land use plan on Fort McPherson are in the northeast corner. Here, the LCI plan draws inspiration from the ULI TAP suggestions of districts: historic village, mixed-use, residential, community green space, retail, office/medical office. The LCI identified several major infrastructure projects that will be required to connect this portion of the former post with key nodes of development at nearby Oakland City and at the Atlanta BeltLine.

Other key highlights of the plan include a linear park that will take the place of the large wall currently removing Fort McPherson from the surrounding community. Planners also suggested a charter school to make an area with underperforming schools more attractive to live. A Workforce Development Center to be spearheaded by Fort Mac LRA will help address unemployment and underemployment in surrounding communities.

**Redevelopment Plan Approval Date:** EDC 6/1/2015; LCI 6/20/16

**Former Installation Size:** 486 acres

**Planned Redevelopment Land Use:**

**Residential:** 40 acres

**Commercial:** 70 acres

**Industrial:** 330 acres

**Educational:** 20 acres

**Open Space/Recreational:** 15 acres

**Reserved for Federal Use:** 11 acres (credit unions and US Dept of Veterans Affairs)

**Other (please describe):** acres

**Acres Redeveloped to Date:**

**Residential:** 0 acres

**Commercial:** 0 acres

**Industrial:** 130 acres

**Educational:** 13 acres

**Open Space/Recreational:** 0 acres

**Reserved for Federal Use:** 11 acres

**Other (please describe):** acres

**Acres Currently Available for Redevelopment:** 125 acres

**Percentage of Land Transferred (as of June 2017):** 97.7% (475/486)

### Conveyance Mechanisms:

**Economic Development Conveyance:** 475 acres

**Public Benefit Conveyance:** 0 acres

**Negotiated Sale:** 0 acres

**Other (please describe):** 0 acres

**Jobs Created to Date:** 1,049

**Expected Jobs Created:** 4,215

**Note 1:** Prior to closure, Fort McPherson was the seventh largest employer in Atlanta.

**Note 2:** The majority of TPS jobs are actually better described as “job slots” due to the transient nature of the film and television production industry.

### IMPLEMENTATION AND PARTNERING STRATEGIES

The key challenges facing Fort Mac LRA were/are:

- Community acceptance of the LCI master plan
- Coordinating incentives and State support
- Spearheading infrastructure projects
- Identifying development partners for major development projects
- Creating activity on the vacant property and acquaint the public with the space
- Securing zoning for the facility to match the reuse plan

#### Community Acceptance of the Master Plan:

A few decades ago, the City of Atlanta created neighborhood advocacy groups called Neighborhood Planning Units (NPU) that meet once a month and address local issues. Although these NPUs are advisory in nature, they have strong political clout and can slow local developments and initiatives. MPLRA repeatedly attended neighboring NPU meetings and gave frequent briefings to the elected officials. The MPLRA shared information to keep them informed. Community acceptance was gained with a combination of NPU attendance and informing officials at over more than a dozen well-attended public meetings.

When the first reuse plan was abandoned, an element of mistrust arose among Atlanta urban development activists and the local community. Locals also suffer from some degree of planning exhaustion. LCI Study leaders worked extensively through the process to ensure the community contributed to, provided feedback on and accepted the new land use plan. Planners utilized many methods to ensure a variety of community members provided input and feedback. LCI managers also attempted to ensure City and Community desires were also tempered by market conditions and real estate industry factors. Concerted efforts were made to ensure that community feedback was integrated at every phase of plan development and revision to reinforce understanding that community values were incorporated. Planners worked hard to ensure all needs were met while keeping economic and market demand realities in mind.

#### Coordinating Incentives and State Support

Incentives from the City of Atlanta, Fulton County, and the State of Georgia are plentiful for this site. However, Fort Mac LRA will need to help development partners and business owners understand and utilize these incentives. Support from these entities also comes in the form of infrastructure investment. Fort Mac LRA will handle procurement and execution for road and other infrastructure projects to further incentivize development.

#### Spearheading infrastructure projects

Several road and information technology projects are necessary to enable development partners to underwrite successful development projects on Fort McPherson. This includes a road that will run north/south and connect Fort McPherson with its two neighboring transit stations and a major city-wide infrastructure project just north of Fort McPherson, known as the Atlanta BeltLine.

### **Identifying development partners for major development projects**

The key to creating successful redevelopment on the property is to attract expert developers to execute developments included in the LCI master plan. To do so, developers must understand the infrastructure improvements Fort Mac LRA is managing, navigate the incentives available from the city and the state, and feel confident they can secure financing for this emerging submarket.

### **Creating activity on the vacant property and reacquaint the public with the space**

Fort McPherson has always existed behind a wall, apart from the community that surrounds it. Until the wall can be removed, events allow the public to engage with the property. A comprehensive event calendar for various stakeholders will enable this interaction.

### **Securing Zoning for the Facility to Match the Reuse Plan**

The LCI master plan included zoning recommendations, but we have not done that yet – we will do that proactively – we are in the process by addressing LCI recommendations we have taken next step toward having the city of Atlanta adapt the zoning.

## **ENVIRONMENTAL ISSUES**

### **Description of Environmental Contamination:**

The Army conducted a due diligence sampling event in May 2009. The analytical results revealed that the old crematory site had a few sampling points that exceeded the EPA's regional residential screening criteria for metals and lead. Thus, FTMP-14 (burial Site/crematory) was added to the AEDB-R database in the spring 2010 in order to get adequate funding to do a more thorough site investigation (SI). The Total Environmental Restoration Contract (TERC) sites: Work Plans for FTMP-04-R-01 trap and skeet range and FTMP-13 dry cleaning facility, document review has been completed by GAEPD and approved.

### **Phase I Sites:**

Underground storage tanks (USTs) and above ground storage tanks (ASTs) were located throughout the installation. There were 54 tanks which the Army sought closure on all. A contract was awarded for \$3.5 million to remediate USTs and ASTs at both Installations – McPherson and Gillem. AEROSTAR was the lead contractor to remediate the USTs/ASTs. Tanks were located using ground penetration radar. Soil and groundwater were taken and analyzed. Tanks were closed in place; if it was a leaker, tank was removed and remediated. These projects were completed prior to June 2015 conveyance.

FTMP-10 (Bldg 105, old gas station/vet office) and FTMP-09 (Bldg 143 former gas station) both noted free product in the groundwater and soil. A pilot test conducted during late summer of 2009 was successful and instrumental in designing a system to implement remediation. A multi-phase extraction and treatment system was installed mid-summer 2010 to begin an aggressive product and vapor recovery of these two sites. This multi-phase extraction system works by extracting the water and free product from the ground. The system then separates the free product from the water and disposes of the water within the sanitary sewer. Vapor is also extracted from the soil and is burned off. Response complete is in 2-5 years once online and operating successfully. Land use controls (LUCs) are utilized at these two sites until the system is operating successful and contaminants remain below approved contaminant levels. These projects were completed prior to June 2015 conveyance.

FTMP-12 small arms range: 1.96 acres, and was used as a semi-enclosed firing range for the military police. The assumption is that there is significant lead contamination in the natural embankment. A more thorough SI was scheduled for June 2011. Upon completion of the SI and remedial investigation and feasibility study (RI/FS) the Army excavated and disposed of approximately 167 cubic yards of contaminated soil as hazardous waste. This project was completed prior to June 2015 conveyance.

## Phase II Sites:

FTMP-06 The Army received no further action (NFA) at this site. Per the FOST the Army decommissioned all wells in FTMP 06 in January 2017. Army to provide summary of wells removed. This work is complete. FTMP 06 Barracks transferred 1st QTR 2017.

FTMP-004-R-01 trap and skeet range: The supplemental site inspection, remedial investigation was conducted under TERC contract. The area of the former range is currently part of the Fort McPherson golf course, specifically between holes number eight and eleven. As part of the 2007 site investigation, samples were collected for lead and PAH in the underdeveloped portions of the former range.

FTMP-04-R-01 trap and skeet Army bundled the Crematory and the Trap and Skeet into one FOST document. In addition, ELD had determined that several points in the previously-transferred property that contain PAH are part of the Trap and Skeet and therefore must be removed. Clean up has been ongoing with continuing nagging PAH hits. ELD performed a site-specific risk assessment and determined that under CERCLA requirements no risk existed, therefore the Army concluded this removal action. In addition, the ELD and Army have decided to go ahead and move forward with transfer and issued the FOST document for the Trap and Skeet, Crematory and FTMP 1/11 on 6 March 2017 for public comment. This public comment period expires on 8 April 2017. The Army is preparing the legal deed and should have that to the MILRA by 28 April 2017 to ensure a transfer happens BEFORE June 2017.

Army plans to transfer FTMP 1/11 (2 acre parcel) as well, survey was required by Army to be submitted 9 Sept 2016, which LRA did for the 2 acre parking lot. ACOE bundled the Crematory, T&S and FTMP 1/11 in one Deed transfer. Transfer will occur before June 2017.

FTMP-13 Dry Cleaners site: RIP Soil and ground water then transfer Dec 2020. Soil Source should be implemented Fall 2017 and cleaned up by mid-2018. Army has awarded to CBI. Technology for source remediation will be insitu electrical resistivity heating for soil; however, contractor schedule for soil and GW RIP is mid-2020. It will take this time to validate that GW remediation is effective.

**Cleanup Accomplished:** See above

**Estimated Cost of Cleanup:** N/A

**Estimated Completion Date:** Varies

## MAJOR SUCCESSES TO DATE

- EDC Conveyance achieved
- Tyler Perry Studios open and operating; sound stages well under construction
- Updated LRA enabling legislation to allow for public private partnerships
- Completed area-wide conceptual master plan

## MAJOR CHALLENGES TO DATE

- Attracting investment for non-TPS commercial development
- Condition of buildings – environmental difficulties for immediate commercial occupancy
- Post-OEA funding for operations and caretaker

## NEXT STEPS FOR THE PROJECT

- Master Development Agreement
- First non-TPS development – public sector-driven
- 501c3 Partner attracts philanthropic funds

### LESSONS LEARNED

**Participate and Respond:** It is important to pay attention to the needs and desires of the community and stakeholders. Respond honestly to their questions and return their phone calls. Accept as many requests to speak publicly as possible.

**Create Stewardship:** Select capable people, with no personal agendas, to serve on redevelopment authorities to ensure every decision is based on what is best for the community and the property, not a political agenda. Include all stakeholders, even if they are not legally entitled to be included.

**Hire a Capable and Professional Staff:** Hire a staff with a strong background in real estate and government. Even if the LRA is considering an overall contract with a master developer, knowledge of real estate is essential for the protection of the community interests.

**Retain a good law firm:** Good legal support is needed from the beginning of the planning process through the completion of redevelopment.

**Be Bold** in moving forward with a solution that may be a major departure from a given plan if it still accomplishes the mission of redevelopment.

Establish consistent mechanisms for a **two-way exchange of information** with the community and be as transparent as possible. Listen and respond to their requests and concerns.

Create an **effective media relations strategy** to make sure a balanced view of activities is shared with the broader community.

Conduct **extensive community involvement** in the planning process: an all-day strategic planning workshop involving the Board of Directors and community; ULI TAP including significant surveys and interviews; LCI featuring hundreds of community members engaged in a large number of meetings, etc.

Build and maintain **advocates within the political and civic decision making community** to receive consistent advocacy from community leadership and government.

# Fort Monroe Authority

Former Base: Fort Monroe

## LRA CONTACT INFORMATION

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### LRA BACKGROUND

**Redevelopment Authority Name:** Fort Monroe Authority

**Alternative Name:** N/A

**Associated Government Entities within the LRA:**

**Location:** Hampton, VA

**Number of LRA Staff Members:** 25

**BRAC Round:** 2005

**Closure or Realignment?:** Closure

**Date of Closure/Realignment:** 09/15/2011

**LRA Budget:** Total budgeted expenses for FY16: \$12.2 million

**LRA Funding Sources:**

**State:** \$ General fund appropriation of \$5.1 million for FY17

**Local:** N/A

**Federal:** \$ OEA, National Park Service

**Other (please describe):** \$3.7 million in rental revenue (annualized)

**Of the LRA Funding Sources listed above, please note the amount and source of any grant funds:** OEA \$1.0M, NPS \$347.6K, VDOT \$365K

**Of the LRA Funding Sources listed above, please note the amount of any recaptured sales or property taxes generated by former base property and whether this revenue comes from a city, county or state government:** N/A

### REDEVELOPMENT OVERVIEW

**Overview of Project:**

**Redevelopment Plan Approval Date:** 08/01/2008; Land Use Master Plan approved by the Governor in December 2013

**Former Installation Size:** 561.345 acres

**Planned Redevelopment Land Use:**

**Residential:** N/A

**Commercial:** N/A

**Industrial:** N/A

**Educational:** N/A

**Open Space/Recreational:** N/A

**Reserved for Federal Use:** N/A

**Other (please describe):** National monument designation of 325.21 acres



**Acres Redeveloped to Date:** N/A

**Residential:** N/A

**Commercial:** N/A

**Industrial:** N/A

**Educational:** N/A

**Open Space/Recreational:** N/A

**Reserved for Federal Use:** N/A

**Other (please describe):** N/A

**Acres Currently Available for Redevelopment:** 0 acres

**Percentage of Land Transferred:** 55% (312.750 acres)

**Conveyance Mechanisms:**

**Economic Development Conveyance:** 88.188 acres

**Public Benefit Conveyance:** 0 acres

**Negotiated Sale:** 0 acres

**Other (please describe):** Property transfer of 122.29 acres of non-reversionary lands managed by the Secretary of the Army directly to the NPS by interagency memorandum of agreement

**Jobs Created to Date:** 560 private sector jobs created

**Expected Jobs Created:** Reuse and development will generate an estimated 1,465 permanent civilian jobs

## ENVIRONMENTAL ISSUES

**Description of Environmental Contamination:** N/A

**Cleanup Accomplished:** N/A

**Estimated Cost of Cleanup:** N/A

**Estimated Completion Date:** N/A

## MAJOR SUCCESSES TO DATE

- Leasing all residential units from Army before decommissioning
- National monument designation of 325.21 acres
- Achieved 100% occupancy of available residential units
- Achieved 85% occupancy of lease-ready commercial buildings
- Successfully renovated two commercial buildings and beginning work on a third

## MAJOR CHALLENGES TO DATE

- Property transfer
- Building maintenance and repair
- Utility condition and operation
- Property zoning

## NEXT STEPS FOR THE PROJECT

- Property transfer of 122.29 acres of non-reversionary lands managed by the Secretary of the Army directly to the NPS by interagency memorandum of agreement
- EDC application on balance (88.188 acres)
- Design and implementation of the Waterfront Park with 7-mile waterfront pedestrian trail



# FORT ORD REUSE AUTHORITY

Former Base: Fort Ord

## LRA CONTACT INFORMATION

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### BACKGROUND

**Redevelopment Authority:** Fort Ord Reuse Authority (FORA)

**Alternative Name:** FORA

**Location:** Coastal Monterey County, CA including lands within jurisdiction of the county of Monterey, city of Del Rey Oaks, city of Marina, city of Monterey, city of Seaside

**Number of LRA Staff Members:** 16

**BRAC Round:** 1991

**Date of Closure:** 09/30/1994

**LRA Budget:** \$9.2 million (FY 16/17)

**LRA Funding Sources (FY 16/17):**

**State:** 0%

**Local:** 90%

**Federal:** 10%

**Other:** 0%

### REDEVELOPMENT OVERVIEW

**Overview of Project:** The American Planning Association (“APA”) Award Winning 1997 Fort Ord Base Reuse Plan (“BRP”) was prepared by FORA pursuant to the provisions of California Senate Bill 899 to guide the development of the former military reservation. Reuse plan goals include:

**Land Use:** Promote orderly, well-planned, and balanced economic redevelopment that ensures educational opportunities as well as environmental protection.

**Circulation:** Create and maintain a balanced transportation system, including pedestrian ways, and streets, to provide for the safe/efficient movement of people and goods to and within the former Fort Ord.

**Recreation and Open Space:** Establish a unified open space system which preserves and enhances the natural environment while contributing to the revitalization of the former Fort Ord by providing accessible recreational experiences for residents and visitors alike.

**Conservation Goal:** Promote the protection, maintenance and use of natural resources, with special scarce resources and those that require special control and management.

**Noise:** To protect people who live, work, and recreate in and around the former Fort Ord from effects or exposure to excessive noise; to provide noise environments that enhance and are compatible and planned uses; and to protect the economic base of the former Fort Ord by preventing encroachment of incompatible land uses within areas affected by existing or planned noise-producing uses.

**Seismic and Geologic Hazards:** Prevent/minimize loss of human life and personal injury, property and economic and social disruption potentially resulting from seismic occurrences and geologic hazards.

**Fire, Flood and Emergency Management:** To prevent or minimize loss of human life and personal to property, and economic and social disruption potentially resulting from fire, flooding, or other natural or manmade disasters.

**Hazardous and Toxic Material Safety:** To prevent or minimize loss of human life and personal property, and economic and social disruption potentially resulting from hazardous and toxic materials.

**Economic Recovery:** Generate effective economic recovery and job replacement from Fort Ord closure/downsizing

**Redevelopment Plan Approval Date:** 06/13/1997

**Planned Redevelopment Land Use:**

**Residential:** 8%

**Commercial:** 4%

**Maritime Industrial:** 10%

**Educational:** 6%

**Open Space/Recreational:** 69%

**Reserved for Federal Use:** 3%

**Former Installation Size:** 27,827 acres

**Acres Currently Available for Redevelopment:** 5,319 acres

**Percentage of Land Transferred:** 72%

**Primary Conveyance Mechanism:** Economic Development Conveyance (“EDC”), Public Benefit Conveyance (“PBC”), Direct Sale, Federal to Federal transfer.

**Jobs Created to Date:** 4,989

**Expected Jobs Created:** 18,000

### ENVIRONMENTAL ISSUES

**Description of Environmental Contamination:** Approximately 10,000 acres have been contaminated with munitions and explosives of concern. Groundwater contamination has occurred primarily in the northern one-third of the former base. A consolidated landfill on approximately 200 acres restricts development on the landfill caps and development of sensitive uses (residential and schools) within 1,000 feet of the landfill.

**Cleanup Accomplished:** Approximately \$400,000,000 or more clean up dollars have been spent to date.

**Estimated Cost of Cleanup:** \$600,000,000

**Estimated Completion Date:** 2020

### MAJOR SUCCESSES TO DATE

- More than **\$200 million invested in former Fort Ord infrastructure improvements** including: power; sewer; water pipelines; transportation/roadways; storm drainage improvements; fire-fighting enhancements; water augmentation; and building removal.
- **\$98 million Environmental Services Cooperative Agreement (“ESCA”) Grant contract negotiated** with the Army in 2007 to complete privatized clean up on 3,300 acres of former Fort Ord. The physical removal of Munitions and Explosives of Concern (“MEC”) contamination is nearing completion and final property transfers are expected as a result.
- **Approximately 96% of the 6,720-acres designated for transfer from the Army to FORA** under the FORA-Army EDC agreement have been received.
- **California State University Monterey Bay (“CSUMB”) celebrated its 20 year anniversary in 2014. Current enrollment is 7100 Full Time Equivalent (“FTE”) students**, and CSUMB remains the largest non-military employer on the former Fort Ord with 869 FTE positions.

- **14,658-acre Fort Ord National Monument (“FONM”) designated by President Obama April 20, 2012** celebrating the rich military history of the region as well as providing recreation amenities and conserving valuable coastal habitat.
- **973-acre Fort Ord Dunes State Park created in 2009** includes 4-miles of publically accessible California Coast line, 4-miles of paved trail and 1500-ft of natural hiking trail. Coming out of the 2008 economic recession, there is now increasing completion of new and reused housing (**1000 new units completed to date (Q1 2017) and 4100 units reused**).
- **California Central Coast Veterans Cemetery (“CCCVC”) opened October 11, 2016.** The CCCVC is the second California Veterans Cemetery developed and constructed in cooperation with the U.S. Department of Veterans Affairs, Veterans Cemetery Grants Program. The facility is located in Monterey County in the City of Seaside.
- **Major General William H. Gourley VA-DoD Outpatient Clinic completed in October 2016.** The Clinic is expected to serve more than 80,000 people per year once fully operational in summer 2017. It will deliver health care using the Patient Aligned Care Team model which provides each patient with a team of care providers focusing on wellness, prevention and health promotion.
- Of 4,307 buildings left by the Army, **1956 have been removed, 1601 have been reused**, and 750 remain to be removed.
- **Regional Urban Design Guidelines (“RUDG”) were created during a 2-year public engagement design process, and unanimously adopted by the FORA Board in June 2016.** These new urban design guidelines inform the visual character of new development in key areas of the former base.
- **A Regional Trails Blueprint characterizing a cross-jurisdictional trails plan** to link the National Marine Sanctuary, Fort Ord Dunes State Park, and Fort Ord National Monument through the emerging new housing and CSUMB campus was approved by the FORA Board in July 2016.
- More than **700 low-moderate income housing units** have been rehabilitated or built new on former Fort Ord land.

### MAJOR CHALLENGES TO DATE

- FORA is nearing completion of a base-wide Habitat Conservation Plan (“HCP”) that will allow FORA and the local community to fully implement the 1997 Army Habitat Management Plan (“HMP”). HCP completion delay results from bureaucratic slowdown at State and Federal levels.
- FORA still must complete \$190 million in capital improvements, which is highly dependent on development fees and private purchase of former Army lands now in local ownership for reuse. Proposed development activities must be sustained or completed to finance infrastructure/mitigations.
- 2008 Economic recession substantially slowed down both housing starts and commercial projects. Results of slowdown was reduction cash flow coming to FORA and investment capital to the private sector.
- Job generation targets have been difficult to realize given litigious local land use context, conflicting political priorities, administrative and budget realities at planned job generators such as University of California Monterey Bay Education Science and Technology (“UCMBEST”) Center, Monterey Salinas Transit (“MST”), Monterey Peninsula College (“MPC”), and the Monterey Horse Park.

### NEXT STEPS

- In 2018, FORA must present a transition plan to LAFCO and the CA State Legislature in preparation for the organization’s State-mandated June 30, 2020 sunset.
- Board direction for Transition Planning includes advancing legislative efforts to extend FORA through 2035 while planning for the currently prescribed 2020 sunset.
- Re-evaluate strategies to achieve faster building removal – particularly in the Marina Dunes specific plan area.

# ▶ Great Plains Development Authority

**Former Base: Kansas Army  
Ammunition Plant**

## **LRA CONTACT INFORMATION**

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### **LRA BACKGROUND**

**Redevelopment Authority Name:** Great Plains Development Authority

**Alternative Name:** Great Plains Industrial Park

**Associated Government Entities within the LRA:** Labette County, KS

**Location:** Parsons, KS

**Number of LRA Staff Members:** 4

**BRAC Round:** 2005

**Closure or Realignment?:** Closure

**Date of Closure/Realignment:** 03/01/2009

**LRA Budget:** Between \$400,000 to \$500,000

**LRA Funding Sources:**

**State:** 0%

**Local:** 25%

**Federal:** 75%

**Other (please describe):** This covers the LRA's administration only. The operational budget is \$750,000.

The LRA receive \$400,000 to \$500,000 in Federal funds. To date there are no sales tax or property taxes that are generated within the industrial park that goes towards the redevelopment efforts.

**Of the LRA Funding Sources listed above, please note the amount and source of any grant funds:**

**Of the LRA Funding Sources listed above, please note the amount of any recaptured sales or property taxes generated by former base property and whether this revenue comes from a city, county or state government:**

### **REDEVELOPMENT OVERVIEW**

**Overview of Project:** Redevelopment of the former KSAAP is focused on industrial use, targeted towards manufacturing, warehousing, and transportation services. With nearly 7,000 acres served by 30 miles of rail, a direct connection to a Class I rail line, 80 miles from an inland port, its own source of water, and central to a population of 280,000, Great Plains is in an ideal position to attract large industrial tenants. The primary goal is to create an economic engine that will contribute to improving the health and wealth to the regional community and future residents.

**Redevelopment Plan Approval Date:** 02/10/2010

**Former Installation Size:** 13,951 acres

**Planned Redevelopment Land Use:**

- Residential:** 0%
- Commercial:** 0%
- Industrial:** 80%
- Educational:** 2%
- Open Space/Recreational:** 18%
- Reserved for Federal Use:** 0%
- Other (please describe):**

**Acres Redeveloped to Date:**

- Residential:** 0%
- Commercial:** 0%
- Industrial:** 80%
- Educational:** 2%
- Open Space/Recreational:** 18%
- Reserved for Federal Use:** 0%
- Other (please describe):** acres

**Acres Currently Available for Redevelopment:** 6,829 acres

**Percentage of Land Transferred:** 100%

**Conveyance Mechanisms:**

- Economic Development Conveyance:** acres
- Public Benefit Conveyance:** acres
- Negotiated Sale:** 6,829 acres
- Other (please describe):** acres

**Jobs Created to Date:** 25

**Expected Jobs Created:** As many as possible

## ENVIRONMENTAL ISSUES

**Description of Environmental Contamination:** Remaining contamination is PCE, TCE, and hexavalent chromium exposure in the groundwater in three areas.

**Cleanup Accomplished:** All explosive remediation is now complete.

**Estimated Cost of Cleanup:** \$80,000,000

**Estimated Completion Date:** 2020

## MAJOR SUCCESSES TO DATE

- Completion of all explosion remediation
- Removal of 3,789 acres from the Federal RCRA permit
- Multi-million dollar, 10-year lease agreement on our rail line

## MAJOR CHALLENGES TO DATE

- Negative value of property
- Infrastructure Improvements
- Socio-economic challenged region

## NEXT STEPS FOR THE PROJECT

- Create a long term sustainable funding structure to make capital improvements
- Replace and upgrade on our water treatment and distribution system
- Identify revenue streams to fund operations through leases and other means

# ▶ Horsham Land Redevelopment Authority

**Former Base: NAS-JRB Willow Grove**

## **LRA CONTACT INFORMATION**

Michael McGee  
1025 Horsham Road  
Horsham, PA 19044  
215-643-3131  
mmcgee@horsham.org  
www.hlra.org

### **LRA BACKGROUND**

**Redevelopment Authority:** Horsham Land Redevelopment Authority

**Alternative Name:** HLRA

**Location:** Horsham, PA

**Number of LRA Staff Members:** 2 FTE

**BRAC Round:** 2005

**Date of Closure:** 09/15/2011

**LRA Budget:** Less than \$500,000

**LRA Funding Sources:**

**State:** 0%

**Local:** 10%

**Federal:** 90% (Federal grant through DOD's Office of Economic Adjustment (OEA))

**Other:** 0%

**Funding Comments:**

### **REDEVELOPMENT OVERVIEW**

**Overview of Project:** The Redevelopment Plan is focused on the creation of job generating uses through a variety of uses including office parks, a hotel/conference center, low- and moderate-density residential areas and a town center. Possible amenities in the town center could include a movie theater, bowling alley, ice skating rink and other retail and restaurant options to serve the Horsham community. The redevelopment plan also provides for a school and recreation area, a historical aviation museum, family entertainment facilities, and parks and open space.

**Redevelopment Plan Approval Date:** 04/01/2012

**Planned Redevelopment Land Use:**

**Residential:** 17%

**Commercial:** 54%

**Industrial:** 0%

**Educational:** 5%

**Open Space/Recreational:** 24%

**Reserved for Federal Use:** 0%

**Former Installation Size:** 910 acres

**Acres Currently Available for Redevelopment:** 862 acres

**Acres Redeveloped to Date:** 0

**Residential:** 0 acres

**Commercial:** 0 acres

**Industrial:** 0 acres

**Educational:** 0 acres

**Open Space/Recreational:** 0 acres

**Reserved for Federal Use:** 0 acres

**Other (please describe):** 0 acres

**Acres Currently Available for Redevelopment:** 0 acres

**Percentage of Land Transferred:** 0 %

**Conveyance Mechanisms:**

**Economic Development Conveyance:** 862 acres

**Public Benefit Conveyance:** N/A

**Negotiated Sale:** N/A

**Other (please describe):** N/A

**Jobs Created to Date:** 0

**Expected Jobs Created:** 7,578

### ENVIRONMENTAL ISSUES

**Description of Environmental Contamination:** NAS-JRB Willow Grove is listed on EPA's Superfund List. There are 12 sites which have been identified under the Navy's Installation Restoration Program (IRP) as posing potential threats to human health and/or the environment due to past hazardous materials handling at the base. Discovery of groundwater contamination by perfluorinated compounds (PFCs) on the base and in the surrounding communities in 2014 has delayed the Navy's ability to complete FOST documentation. PFCs have been identified by the EPA as 'emerging contaminants.' The Navy is working with the EPA to define the nature and extent of contamination and to identify necessary corrective actions. Lack of a federal standard for perfluorinated compounds in soil, surface water and sediment is preventing Navy from developing a proposed final remedial plan for the base. Navy has worked with local community to fund corrective measures to provide filtration on drinking water supply wells and to connect impacted private residential properties to the public system. The adjoining U.S. Air Force Willow Grove Air Reserve Station (now known as the Horsham Air Guard Station (HAGS)), also is highly contaminated with the perfluorinated compounds that have not only impacted the base but also private wells and regional water authorities. The National Guard Bureau is conducting a separate environmental investigation on the HAGS facility. The two cleanups must be coordinated and concurrent so that the HLRA's Redevelopment Plan can be successfully implemented.

**Cleanup Accomplished:** Of the 12 IRP sites, the regulators have agreed with the Navy that "no further action" (NFA) is required on 8 sites. Two sites have records of decision signed and two are still under investigation.

**Estimated Cost of Cleanup:** Unknown

**Estimated Completion Date:** Unknown



### MAJOR SUCCESSES TO DATE

- The NAS-JRB redevelopment plan and homeless assistance submission was approved by the HLRA Board with broad community support.
- An implementation LRA (Horsham Land Redevelopment Authority) was established to implement the redevelopment plan.
- The Record of Decision for the Final Environmental Impact Study (EIS) was signed on May 26, 2015.
- Major Challenges to Date
- Negotiating an acceptable EDC transfer of the surplus property.
- There are no leasing opportunities for any of the existing structures due to the lack of heat, water or sewage treatment available. The steam plant that was a source of heat for most buildings was transferred to the Air Force along with the water wells and sewage treatment plant.
- Little if any existing infrastructure is anticipated to be used in the redevelopment.
- The property was not declared surplus until September 2010 due to special legislation.
- Navy/EPA response to groundwater contamination discovered in 2014 will delay property transfers.
- We are four years behind in the redevelopment process due to the state's attempt to create a joint interagency Installation.

### NEXT STEPS FOR THE PROJECT

- We are waiting for the Navy and the environmental regulators to complete the investigation of the nature and extent of the groundwater, soil, sediment and surface water contamination and to agree on a final remedial action which will allow the property to be transferred. The final remedial plan will likely include land use controls and other environmental covenants and restrictions that are not yet defined and may impact the approved redevelopment plan.
- Negotiate terms and conditions with the Navy relating to EDC property transfer. The environmental restrictions associated with the property transfer will be a major factor in the EDC negotiations.

# ▶ Jo-Carroll Depot Local Redevelopment Authority

**Former Base: Savanna Army Depot Activity**

## LRA CONTACT INFORMATION

Mara Roche  
18901 B Street  
Savanna, IL 61074  
815-599-1818  
propmgr@lrasavannail.us  
www.lrasavannail.us

### LRA BACKGROUND

**Redevelopment Authority Name:** Jo-Carroll Depot Local Redevelopment Authority

**Alternative Name:** Savanna Depot Park

**Associated Government Entities within the LRA:** Carroll County, Jo-Daviess County

**Location:** Savanna, IL

**Number of LRA Staff Members:** 2

**BRAC Round:** 1995

**Closure or Realignment?:** Closure

**Date of Closure/Realignment:** 03/17/2000

**LRA Budget:** \$200k per year

**LRA Funding Sources:**

**State:** N/A

**Local:** N/A

**Federal:** N/A

**Other (please describe):** 100% of income is from sale and lease of property

**Of the LRA Funding Sources listed above, please note the amount and source of any grant funds:** In 2016 the LRA secured a grant with OEA for \$556,000 for an update Reuse and Business Plan and Feasibility of Barge Access due to the delay in transfer of property from the Army.

**Of the LRA Funding Sources listed above, please note the amount of any recaptured sales or property taxes generated by former base property and whether this revenue comes from a city, county or state government:** N/A

### REDEVELOPMENT OVERVIEW

**Overview of Project:** After successfully competing in a state-wide competition for the siting of a correctional facility, environmental concerns forced the Illinois governor to relocate the prison. Not only did the LRA lose the potential utility revenues and jobs when the prison went elsewhere, but all infrastructure needed by the prison was to be sized, upgraded and located to accommodate much of the future industrial, commercial and residential needs. The utility upgrades would have provided a major cost saving to a financially strapped rural LRA. The LRA regrouped and negotiated leases with several smaller businesses to generate income. Together we must successfully market the nearly 3,000 acres being transferred as part of the no-cost EDC, which consists of industrial, commercial and planned unit development property, with the largest selling point being the shortline railroad and connection with the BNSF.

**Redevelopment Plan Approval Date:** The 1996 reuse plan and implementation strategy was completed and in 1998 the plan was submitted with an EDC application. The application and plan were deemed aggressive due to the rural nature and market conditions of the site. In 1999, an amendment to the application was submitted and approved which focused on industrial and commercial development. An updated Reuse and Business Plan that will also study feasibility of barge access is currently being completed.

# Jo-Carroll Depot Local Redevelopment Authority

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**Former Installation Size:** 12,832 acres (approximately 2,930 acres to be transferred under no-cost EDC)

**Planned Redevelopment Land Use:**

**Residential:** 54 acres (Planned Unit Development)

**Commercial:** 90 acres

**Industrial:** 2,786 acres

**Educational:** 0 acres

**Open Space/Recreational:** 0 acres

**Reserved for Federal Use:** 0 acres%

**Other (please describe):** Illinois Department of Natural Resources: 270 acres

US Army Corp of Engineers: 176 acres

US Fish & Wildlife Services: 9,465

**TOTAL ACRES TRANSFERRED: DECEMBER 2016**

**ARMY TO LRA**

**ACRES MOL**

|                                             |       |
|---------------------------------------------|-------|
| Total to be Transferred                     | 2,947 |
| Transferred to date                         | 1,080 |
| Transferred to LRA this month               | 0     |
| Total % transferred                         | 37%   |
| Total Remaining to be transferred from Army | 1,867 |

**LRA TO PRIVATE SECTOR**

|                                            |                                          |
|--------------------------------------------|------------------------------------------|
| Total transferred to date                  | 783 of 1,080 acres (see breakdown below) |
| Transferred this month (since last mtg)    | 20.37 to RVPR                            |
| Total % transferred                        | 73% of 1,080 acres                       |
| LRA Acreage under option to Port Authority | 35                                       |
| Total % transferred and/or under option    | 76% of 1,080 acres                       |
| Remainder available from the LRA ( 28% )   | 303 of 1,080 acres 28.06%                |

**Acres Redeveloped to Date:**

**Residential:** 10 acres

**Commercial:** 10 acres

**Industrial:** 500 acres

**Educational:** acres

**Open Space/Recreational:** acres

**Reserved for Federal Use:** acres%

**Other (please describe):** Illinois Department of Natural Resources: 183 acres

US Army Corp of Engineers: 176 acres

US Fish and Wildlife Service: 3,735 acres

**Acres Currently Available for Redevelopment:** 2,410 LRA acres (still waiting for 1,867 acres to be transferred from Army)

**Percentage of Land Transferred:** 60% (LRA 37%; IDNR 65%; USACOE 100%; USFWS 40%)

**Conveyance Mechanisms:**

**Economic Development Conveyance:** approximately 2,930 acres

**Public Benefit Conveyance:** 176 acres (Illinois Department of Natural Resources)

**Negotiated Sale:** acres

**Other (please describe):** acres

**Jobs Created to Date:** LRA - 105

**Expected Jobs Created:** 420

**ENVIRONMENTAL ISSUES**

**Description of Environmental Contamination:** Chemical weapon munitions/chemical agent (US Fish and Wildlife Service only), explosives, herbicides, metals, pesticides, polycyclic aromatic hydrocarbons (PAH), SVOCs and VOCs. NPL site

**Cleanup Accomplished:** 153 sites have reached close out

**Estimated Cost of Cleanup:** 178.5 million (116 million to date, \$62.5 million to complete)

**Estimated Completion Date:** 2021 (LRA); 2023 (US Fish and Wildlife Service)

### MAJOR SUCCESSES TO DATE

- Worked with the Army to get a parcel carved out so a private business, now the park's largest employer, was able to build a new facility
- Provided the infrastructure needed to connect a 900 mil fiber optic network across the NW Illinois region for access to efficient multimodal transportation options to support high-demand data needs
- Although the prison did not end up locating on depot property, it was through the effort of the LRA that landed the prison within our county

### MAJOR CHALLENGES TO DATE

- Receiving property from the Army in a timely manner
- No natural gas on site - \$15-\$25 million to extend
- Ability to utilize the Mississippi River for barge access over a 100 foot strip of US Fish and Wildlife Service property that is part of a national wildlife refuge

### NEXT STEPS FOR THE PROJECT

- Continue to push the MEC "debris" issues which will hold up transfer of a large portion of property and will set precedent for many other parcels within our footprint.
- Study barge access from an economic development standpoint to try to gain access across US Fish and Wildlife Service national wildlife refuge property.
- Search for master developer



# Letterkenny Industrial Development Authority

**Former Base: Letterkenny Army Depot**

## LRA CONTACT INFORMATION

John M. Van Horn, P.G., Executive Director  
5540 Coffey Avenue  
Chambersburg PA, 17201  
(717) 267-9351  
vanhorn@cvbp.com  
www.cvbp.com

### LRA BACKGROUND

**Redevelopment Authority Name:** Letterkenny Industrial Development Authority (real estate & electricity)

**Alternative Name:** Franklin County General Authority (water, sewer & rail)

**Associated Government Entities within the LRA:** n/a

**Location:** Chambersburg, PA

**Number of LRA Staff Members:** 3

**BRAC Round:** 1995

**Closure or Realignment?:** Realignment

**Date of Closure/Realignment:** On-going phased transfer due to environmental remediation

**LRA Budget:** \$7 Million

**LRA Funding Sources:**

**State:** N/A

**Local:** N/A

**Federal:** N/A

**Other (please describe):** \$ 100% real estate sales, leasing and operation of electrical utility

**Of the LRA Funding Sources listed above, please note the amount and source of any grant funds:** n/a

**Of the LRA Funding Sources listed above, please note the amount of any recaptured sales or property taxes generated by former base property and whether this revenue comes from a city, county or state government:** n/a

### REDEVELOPMENT OVERVIEW

**Overview of Project:** Attraction of private investment to create quality employment while supporting the ongoing DoD missions. Also, the LRA is charged with making every effort to minimize the fiscal risk of BRAC on the community while maintaining a good quality of life.

**Redevelopment Plan Approval Date:** 1997

**Former Installation Size:** 19,243 acres

**Planned Redevelopment Land Use:** 1,054 acres

**Residential:** 0 acres

**Commercial:** (acres included with Industrial)

**Industrial:** 1,054 acres

**Educational:** 0 acres

**Open Space/Recreational:** 0 acres

**Reserved for Federal Use:** 0 acres

**Other (please describe):** Offsite water reservoir 102 acres

**Acres Redeveloped to Date:**

- Residential:** 0 acres
- Commercial:** (acres included with Industrial)
- Industrial:** 905 acres
- Educational:** 0 acres
- Open Space/Recreational:** 0 acres
- Reserved for Federal Use:** 0 acres
- Other (please describe):** acres

**Acres Currently Available for Redevelopment:** 905 acres

**Percentage of Land Transferred:** 86%

**Conveyance Mechanisms:**

- Economic Development Conveyance:** (No Cost) 1,156 acres
- Public Benefit Conveyance:** acres
- Negotiated Sale:** acres
- Other (please describe):** acres

**Jobs Created to Date:** 900 approx.

**Expected Jobs Created:** 1,500-2,000

**ENVIRONMENTAL ISSUES**

**Description of Environmental Contamination:** DNAPL groundwater and soil contamination

**Cleanup Accomplished:** \$25 Million

**Estimated Cost of Cleanup:** \$26.5 Million

**Estimated Completion Date:** No Date - Long Term Monitoring of groundwater.

**MAJOR SUCCESSES TO DATE**

- Utility Privatization; Electrical, Water, Sanitary Sewer and Railroad
- Partial National Priorities de-listing from Superfund
- Limited Depth Transfer on Phase 2 parcels

**MAJOR CHALLENGES TO DATE**

- Weak industrial market
- Ever-changing DoD and EPA attorneys and regulators
- DoD mission changes – “shrink & swell”

**NEXT STEPS FOR THE PROJECT**

- Utility Infrastructure Improvements and Maintenance
- Receipt of remaining 149 acres from DoD

# Loring Development Authority of Maine

**Former Base: Loring Air Force Base**

## LRA CONTACT INFORMATION

Carl W. Flora  
154 Development Drive, Suite F  
Limestone, ME 04750  
(207) 328-7005  
cflora@loring.org  
www.loring.org

### LRA BACKGROUND

**Redevelopment Authority Name:** Loring Development Authority of Maine

**Alternative Name:**

**Associated Government Entities within the LRA:**

**Location:** Limestone, Aroostook County, ME

**Number of LRA Staff Members:** 11

**BRAC Round:** 1991

**Closure or Realignment?:** closure

**Date of Closure/Realignment:** September 30, 1994

**LRA Budget:** Approx \$2.5 M (includes funding for utilities and municipal functions)

**LRA Funding Sources:**

**State:** \$1.5 M

**Local:** \$ 0

**Federal:** \$ 0

**Other (please describe):** \$ 1 M in lease and misc revenues

**Of the LRA Funding Sources listed above, please note the amount and source of any grant funds:**

Past 3 years: EDA = \$1.1 M; State Drinking Water Revolving loan fund (principal forgiveness = \$200 K; CDBG = \$1 M.

**Of the LRA Funding Sources listed above, please note the amount of any recaptured sales or property taxes generated by former base property and whether this revenue comes from a city, county or state government:**

None

### REDEVELOPMENT OVERVIEW

**Overview of Project:** Redevelop the former Loring Air Force Base to create economic activity and employment.

**Redevelopment Plan Approval Date:** June 14, 1995

**Former Installation Size:** Approximately 8,700 acres

**Planned Redevelopment Land Use:**

**Residential:** 120 acres

**Commercial:** 600 acres

**Industrial:** 2,490 acres

**Educational:** 144 acres

**Open Space/Recreational:** 4,700 acres

**Reserved for Federal Use:** 45 acres%

**Other (please describe):** acres

**Acres Redeveloped to Date:**

- Residential:** 120 acres
- Commercial:** 200 acres
- Industrial:** 880 acres
- Educational:** 144 acres
- Open Space/Recreational:** 2,000 acres
- Reserved for Federal Use:** 45 acres%
- Other (please describe):** acres

**Acres Currently Available for Redevelopment:** 600 acres

**Percentage of Land Transferred:** 100%

**Conveyance Mechanisms:**

- Economic Development Conveyance:** 3,800 acres
- Public Benefit Conveyance:** 0 acres
- Negotiated Sale:** 0 acres
- Other (please describe):** all remaining acres = 4 Federal agencies/reuses: Wildlife Refuge, Bureau of Indian Affairs (Native American economic development); Defense Finance and Accounting center; Job Corps Center.

**Jobs Created to Date:** Maximum of 1600 in 2008; Now 800

**Expected Jobs Created:** 2,100

## ENVIRONMENTAL ISSUES

**Description of Environmental Contamination:** contamination of bedrock ground water; stream sediments, site specific soils contamination, EOD, petroleum spills.

**Cleanup Accomplished:** 98% complete by 2005. Ground water contamination to be managed through groundwater use restrictions within groundwater management zones.

**Estimated Cost of Cleanup:** \$170 M

**Estimated Completion Date:** most groundwater to meet goals within 5 to 20 years.

## MAJOR SUCCESSES TO DATE

- Successfully argued against 2005 BRAC proposal to close DFAS center; It was significantly expanded instead.
- Conversion of wastewater treatment plant to a regional facility.
- Significant infrastructure upgrades for water treatment, wastewater treatment and specific building upgrades facilitating reuse;

## MAJOR CHALLENGES TO DATE

- Roadway infrastructure
- Lack of financial wherewithal to realize potential growth

## NEXT STEPS FOR THE PROJECT

- Expansion of manufacturing and aviation reuses



# ▶ Lowry Redevelopment Authority

**Former Base: Buckley Annex**

## LRA CONTACT INFORMATION

Montgomery C. Force  
7290 E. 1st Avenue  
Denver, CO 80230  
303-343-0276  
monty.force@  
lowryredevelopment.org  
www.lowryredevelopment.org

## LRA BACKGROUND

**Redevelopment Authority Name:** Lowry Redevelopment Authority

**Alternative Name:** Associated Government Entities within the LRA: City and County of Denver, City of Aurora

**Location:** Denver, CO

**Number of LRA Staff Members:** 8 (6 FTE)

**BRAC Round:** 2005

**Closure or Realignment?:** Closure

**Date of Closure/Realignment:** 09/15/2011

**LRA Budget:** \$10M annually

**LRA Funding Sources:**

**State:** N/A

**Local:** N/A

**Federal:** OEA Grants for Planning \$1.07M, EDC Application \$1.5M

**Other (please describe):** \$ TIF \$6.5M, Property Sales \$44M, Development Loans \$7.5M

**Of the LRA Funding Sources listed above, please note the amount and source of any grant funds:**

**Of the LRA Funding Sources listed above, please note the amount of any recaptured sales or property taxes generated by former base property and whether this revenue comes from a city, county or state government:**

## REDEVELOPMENT OVERVIEW

**Overview of Project:**

**Redevelopment Plan Approval Date:** 05/14/2010

**Former Installation Size:** 70 acres

**Planned Redevelopment Land Use:**

**Residential:** 46.2 acres

**Commercial:** 10.5 acres

**Industrial:** -0- acres

**Educational:** -0- acres

**Open Space/Recreational:** 13.3 acres

**Reserved for Federal Use:** acres% N/A

**Other (please describe):**

**Acres Redeveloped to Date:**

**Residential:** 26 acres

**Commercial:** 0 acres

**Industrial:** N/A

**Educational:** N/A

**Open Space/Recreational:** 5.5 acres

**Reserved for Federal Use:** N/A

**Other (please describe):**

**Acres Currently Available for Redevelopment:** 38.5 acres

**Percentage of Land Transferred:** 100 %

**Conveyance Mechanisms:**

**Economic Development Conveyance:** 70 acres

**Public Benefit Conveyance:** N/A

**Negotiated Sale:** N/A

**Other (please describe):** 1.5 acres to be transferred for homeless assistance

**Jobs Created to Date:** Site is still in various stages of redevelopment so no permanent jobs have been created to date at the Buckley Annex. There are approximately 150-200 workers on site daily covering LRA administrative, infrastructure and vertical construction trades.

**Expected Jobs Created:** Regional impact at buildout in 2018 – 331 Construction, 125 Retail, 291 Office

## ENVIRONMENTAL ISSUES

**Description of Environmental Contamination:** Asbestos, Petroleum

**Cleanup Accomplished:** 90%

**Estimated Cost of Cleanup:** \$3M

**Estimated Completion Date:** 12/1/2018

## MAJOR SUCCESSES TO DATE

- City entitlements of General Development Plan and Zoning are in place
- Master association established with community covenants
- Infrastructure and Community parks construction is ongoing
- Experiencing a sustained market demand
- All Buckley Annex property is either sold to vertical builders or in contract negotiations
- Approximately 80 single family homes are occupied with new closings at a rate of 5-6 per month

## MAJOR CHALLENGES TO DATE

## NEXT STEPS FOR THE PROJECT

- Finalize outstanding contract negotiations and schedule sales on the last two parcels – 1 for residential, 1 for commercial/retail
- Continue and complete the infrastructure work on drainage, utilities, roads, parks
- Work toward closing out the obligations of the LRA with the City and County of Denver, Colorado Department of Public Health and Environment and the Air Force to sunset the organization

# ▶ March Joint Powers Authority

**Former Base: March Air Force Base**

## LRA CONTACT INFORMATION

Dr. Danielle Wheeler  
14205 Meridian Parkway, Suite 140  
Riverside, CA 92518  
(951) 656-7000  
wheeler@marchjpa.com  
www.marchjpa.com

### LRA BACKGROUND

**Redevelopment Authority Name:** March Joint Powers Authority

**Alternative Name:** Associated government entities include: March Inland Port Airport Authority & March Joint Powers Utility Authority. Associated project names include: Meridian Business Park, March LifeCare Campus & March Inland Port Airport

**Associated Government Entities within the LRA:** March Inland Port Airport Authority & March Joint Powers Utility Authority

**Location:** Riverside, CA

**Number of LRA Staff Members:** 17

**BRAC Round:** 1993

**Closure or Realignment:** Realignment

**Date of Closure/Realignment:** Realigned to March Air Reserve Base, April 1, 1996

**LRA Budget:** More than \$3 million

**LRA Funding Sources:**

**State:** 0%

**Local:** 0%

**Federal (Grants):** 15% (This percentage is only good for FY 2015/16.)

**Other (please describe):** 85% Master developers licenses, permits, & fees, lease revenues, etc.

**Of the LRA Funding Sources listed above, please note the amount and source of any grant funds:** \$2.4 million FAA grant paid during FY 2015-16.

**Of the LRA Funding Sources listed above, please note the amount of any recaptured sales or property taxes generated by former base property and whether this revenue comes from a city, county or state government:**

### REDEVELOPMENT OVERVIEW

**Overview of Project:** Approximately 4,400 acres of redevelopment in three key development areas: a business park, a medical campus, and an airport.

**Redevelopment Plan Approval Date:** 1996

**Former Installation Size:** 6,500 acres

**Planned Redevelopment Land Use:** Residential: 6% Commercial: 9%

**Industrial:** 35%

**Educational:** 9%

**Open Space/Recreational:** 30%

**Reserved for Federal Use:** 7%

**Other (please describe):** 4% Cemetery Expansion

**Acres Redeveloped to Date:**

**Residential:** 108 acres Commercial: 0 acres Industrial: 525 acres Educational: 240 acres

**Open Space/Recreational:** 1,378 acres

**Reserved for Federal Use:** 85 acres

**Other (please describe):** 0 acres Cemetery Expansion

**Acres Currently Available for Redevelopment:** 2,030 acres

**Percentage of Land Transferred:** 100 %

**Conveyance Mechanisms:**

**Economic Development Conveyance:** acres Public Benefit Conveyance: acres Negotiated Sale: acres

**Other (please describe):** acres

**Jobs Created to Date:** 3,548

**Expected Jobs Created:** 32,000 jobs at build-out.

### ENVIRONMENTAL ISSUES

**Description of Environmental Contamination:** The U.S. Air Force completed the transfer of property ownership from the Department of Defense (DoD) to the March Joint Powers Authority (March JPA) in Fall 2006. The final transfer was accomplished under a Finding of Suitability for Early Transfer (FOSET) on 18 September 2006, which contained covenants indicating that all remedial action necessary to protect human health and the environment, with respect to any hazardous substances remaining on the Property, has been taken prior to transfer of such property by deed (ref CERCLA § 120 (h)(3)(A)(ii)(I)). The Air Force proposed final transfer (292-acres) was an “early transfer (FOEST)” pursuant to CERCLA §120 (h)(3)(C), which allows the federal government to transfer real property before all environmental remediation is complete as required by the covenant, provided certain conditions are met. The deferral of the CERCLA §120 (h)(3)(A)(ii)(I) covenant is allowed after the Administrator of the U.S. Environmental Protection Agency (EPA), with concurrence from the Governor of California, finds that:

- 1) the Property is suitable for transfer based on its intended use,
- 2) the deed and/or contract for a sale of the Property contains certain provisions relating to future remediation,
- 3) the public has had an opportunity to comment on the proposed transfer, and
- 4) the deferral and transfer will not substantially delay any necessary response action at the Property.

All the other transfers prior to the FOSET were completed under a Finding of Suitability to Transfer (FOST). During the FOST preparation, environmental documents are evaluated to identify environmental factors that may warrant constraints on certain activities in order to substantially minimize or eliminate any threat to human health or the environment. Such constraints are generally embodied as restrictions in the Deed or as specific notifications in other documents supporting the transaction.

**Cleanup Accomplished:** All the environmental sites requiring remediation have either been completed or initiated to protect human health and the environment. Installation Restoration Program (IRP) Site FT007 will require some additional investigation in the near future as the performance of the remedial action is under evaluation/optimization. No other IRP site is scheduled for additional characterization at this time.

**Estimated Cost of Cleanup:** \$9.5 million estimated for BRAC Sites

**Estimated Completion Date:** The long-term maintenance and groundwater monitoring of two former landfills (LF004 and LF006) will be for perpetuity. However, the duration of remediation of the other environmental sites will not directly affect the reuse of that parcel.

### **MAJOR SUCCESSES TO DATE**

- The joint land use study (JLUS) curtailing encroachment around the airport. An updated version of the JLUS was adopted as the Airport Compatibility Plan for March JPA in 2014.
- The development of 5.5 million square feet of buildings.
- Over 3,548 jobs created.

### **MAJOR CHALLENGES TO DATE**

- Infrastructure/utilities
- The BRAC property screening process.

### **NEXT STEPS FOR THE PROJECT**

- Continued development of the medical campus, March Inland Port Airport, and adoption of the
- General Plan update.

# ▶ Midcoast Regional Redevelopment Authority

**Former Base: Naval Air Station  
Brunswick Maine**

## **LRA CONTACT INFORMATION**

Steven H. Levesque  
15 Terminal Road  
Brunswick, ME 04011  
(207) 798-6512  
stevel@mrma.us

### **LRA BACKGROUND**

**Redevelopment Authority:** Midcoast Regional Redevelopment Authority

**Alternative Name:** Brunswick Landing and the Topsham Commerce Park

**Location:** Brunswick and Topsham, ME

**Number of LRA Staff Members:** 10

**BRAC Round:** 2005

**Date of Closure:** 05/30/2011

**LRA Budget:** \$10,387,000

**LRA Funding Sources:**

**State:** 1.94%

**Local:** 1.80%

**Federal:** 28.86

**Other:** 67.41%

**Funding Comments:** Other sources include rental and utility income from electrical, water and sanitary sewer fees.

### **REDEVELOPMENT OVERVIEW**

**Overview of Project:** Redevelopment activity on the properties at the former Naval Air Station Brunswick has continued at an exciting pace. There are now over 101 entities (public and private) doing business at Brunswick Landing and the Topsham Commerce Park. We have resident businesses in each of our six target sectors: aerospace, composites, information technology, biotech, renewable energy and education, in addition to other complementary business sectors. Collectively, these entities employ 1,224 people.

The redevelopment effort has welcomed nearly \$300 million in private and public sector investments made to the properties over the past 3.5 years. Besides attracting individual business entities, we have been fortunate to attract five major real estate developers who are acquiring and redeveloping properties at both Brunswick Landing and the Topsham Commerce Park.

Equally important to the economic growth of Brunswick Landing is the success and growth of the Southern Maine Community College (SMCC) campus and Brunswick Executive Airport (BXM). The combined SMCC and University of Maine campus now contains nearly 900 students and staff. BXM is on pace for over 15,000 flight operations this year.

In addition, over \$86.8 million has been added to the local tax rolls in Brunswick and Topsham. Just this fiscal year, over \$2.6 million is being paid in real estate taxes from redevelopment of former base properties.

In January of 2015, MRRA opened TechPlace, a 95,000-square foot small business incubator and manufacturing technology accelerator. TechPlace will support the business development needs of early stage companies in a shared workspace. It will give entrepreneurs a place to network, research and develop ideas, build prototypes,

test products, assemble, grow, and become successful manufacturing and technology companies. Twenty-nine new businesses call TechPlace home.

**Redevelopment Plan Approval Date:** 12/01/2007

**Planned Redevelopment Land Use:**

**Residential:** 7%

**Commercial:** 9%

**Industrial:** 29%

**Educational:** 6%

**Open Space/Recreational:** 49%

**Reserved for Federal Use:** 0%

**Former Installation Size:** 3,200 acres

**Acres Currently Available for Redevelopment:** 1,768 acres

**Percentage of Land Transferred:** 83.9%

**Primary Conveyance Mechanism:** Economic development conveyance and PBC for airport

**Jobs Created to Date:** 1,224

**Expected Jobs Created:** 5,000

### ENVIRONMENTAL ISSUES

**Description of Environmental Contamination:** The largest environmental issues on base now are volatile organic compounds (VOCs) that have entered an aquifer. A second issue is lead from three former skeet ranges. There are also the regular issues associated with older industrial facilities like PAH contamination from underground storage tanks, lead paint and asbestos.

**Cleanup Accomplished:** The property is currently listed on the Environmental Protection Agency's (EPA) Superfund list of contaminated sites. A comprehensive environmental investigation continues on the property by the Navy. Hazardous contamination is below the ground surface (bgs) level in soils or groundwater and is not accessible except through excavation of the soils or through groundwater extraction, upon which the Navy currently has limitations. The Navy identified 20 Installation Restoration Program (IRP) sites at NAS Brunswick. On October 19, 1990, the Navy entered a Federal Facilities Agreement with the EPA and the Maine Department of Environmental Protection that established goals and responsibilities among the Navy and the regulatory agencies and set enforceable cleanup schedules for the IRP sites at NAS Brunswick. Currently, there are 12 active sites of which 10 have a remedy in place and eight inactive sites at NAS Brunswick. There are no IRP sites associated with Topsham Annex or McKeen Street housing area. The Navy cleaned up several sites and consolidated wastes at a new capped landfill facility.

**Estimated Cost of Cleanup:** The Navy since the early 1980s spent over \$80 million on environmental cleanup. It is estimated that the remaining cost of cleanup is between \$20 and \$30 million.

**Estimated Completion Date:** Unknown.

### MAJOR SUCCESSES TO DATE

- The cooperative relationship we have with the Navy. We were able to receive licenses and leases on property including runways and a hangar prior to base closure in May 2011. This allowed us to bring new tenants in prior to closure and help us support rapid and successful reuse.
- We partnered with Mölnlycke Healthcare, a Swedish medical device manufacturer, to construct a \$18 million manufacturing facility utilizing New Market Tax Credits and a bank loan. The plant will create 100 jobs.
- Opening of our technology accelerator business incubator, TechPlace, with 29 small businesses as of March 20, 2017.
- Sale of 44 buildings and 404.4 acres of land to a variety of companies and private developers; over 560,910 square feet of commercial, industrial and professional office space.

- Brunswick Executive Airport was selected to participate in the FAA's Military Airport Program (MAP). This program provides special funding to assist airport authorities to convert former military airfields into civilian airports. In 2016, MRRRA was approved by FAA for another five years of eligibility in the MAP program. To date, the airport has received over \$14.7 million in FAA and State grant funding for these improvements.
- MRRRA negotiated a Power Purchase Agreement and ground lease with Village Green Ventures to allow the construction an anaerobic digester and associated "green energy" generation facility at Brunswick Landing. When completed in December it will have the capacity to generate up to 1 megawatt of electricity; about two-thirds of the current electrical demand at Brunswick Landing.

### **MAJOR CHALLENGES TO DATE**

- Property maintenance has been an issue for us as the Navy spent very little money on maintaining buildings and infrastructure since the base closure announcement and transfer of property.
- The condition of infrastructure, particularly the electrical distribution and sanitary sewer collection system.
- The last challenge is having sufficient financial resources to invest in infrastructure to allow the transfer of those utilities to the respective utility districts. We have also been required by the town of Brunswick to fund the maintenance, repair and operational cost of roads, sidewalks, street lights and public areas on base that would normally have been funded by the town and local property taxes.

### **NEXT STEPS FOR THE PROJECT**

- Continue to plan for and seek funding to support reinvestment in buildings and infrastructure to support redevelopment and job creation activities.
- Increase international marketing of Brunswick Landing to support more foreign investment and job creation in Maine.



# Newport Chemical Depot Reuse Authority

**Former Base: Newport Chemical Depot**

## LRA CONTACT INFORMATION

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Hillsale, IN 47854  
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www.vermillionrise.com

### LRA BACKGROUND

**Redevelopment Authority:** Newport Chemical Depot Reuse Authority

**Alternative Name:** Vermillion Rise Mega Park

**Location:** Newport, IN

**Number of LRA Staff Members:** 9

**BRAC Round:** 2005

**Date of Closure:** 07/01/2010

**LRA Budget:** More than \$3 million

**LRA Funding Sources:**

**State:** 5%

**Local:** 3%

**Federal:** 63%

**Other:** 29%

**Funding Comments:** Our other source of funding is generated via lease revenue.

### REDEVELOPMENT OVERVIEW

**Overview of Project:** The Mega Park's allocated land uses achieve a near 50/50 split between natural and built areas. Based on input from local citizens, the following goals and objectives were established for the transfer of the property and the reuse plan:

1. Acquire the property at little or no cost
2. Develop a reuse plan for business and job creation
3. Ensure a preservation of natural resources
4. Maximize local jobs and investment for the region
5. Maximize tax base for public bodies

**Redevelopment Plan Approval Date:** September 2010

**Planned Redevelopment Land Use:**

**Residential:** 0%

**Commercial:** 17%

**Industrial:** 46%

**Educational:** 1%

**Open Space/Recreational:** 36%

**Reserved for Federal Use:** 0%

**Former Installation Size:** 7,098 acres (with easement)

**Acres Currently Available for Redevelopment:** 3,425 acres

**Percentage of Land Transferred:** As of today, 100% has been transferred.

**Primary Conveyance Mechanism:** Economic development conveyance

# Newport Chemical Depot Reuse Authority

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**Jobs Created to Date:** 115

**Expected Jobs Created:** 2,000

## ENVIRONMENTAL ISSUES

**Description of Environmental Contamination:** Environmental contamination was generated solely through manufacturing processes.

**Cleanup Accomplished:** 100% of all cleanup has been accomplished to date.

**Estimated Cost of Cleanup:** Unknown

**Estimated Completion Date:** Unknown

## MAJOR SUCCESSES TO DATE

- Timely transfer of the property.
- The redevelopment of the property has occurred more quickly than expected.
- Successful transfer of the electrical system to Duke Energy
- Partnering with Duke Energy and CSX which has resulted in securing land options from multi-national companies
- 2013 ADC Base Redevelopment Project of the Year
- Successful public-private partnership to construct a 50,000 SF shell building

## MAJOR CHALLENGES TO DATE

- Infrastructure upgrades
- Workforce development
- Managing community expectations

## NEXT STEPS FOR THE PROJECT

- Leasing the balance of the manufacturing buildings
- Playing an active role in coordinating \$2 billion investment at Vermillion Rise Mega Park
- Achieving the CSX Select Site designation

# ▶ Port Authority of San Antonio

**Former Base: Kelly Air Force Base**

## LRA CONTACT INFORMATION

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www.portsanantonio.us

### LRA BACKGROUND

**Redevelopment Authority:** Port Authority of San Antonio

**Alternative Name:** Greater Kelly Development Corp./Greater Kelly Development Authority

**Location:** San Antonio, TX

**Number of LRA Staff Members:** 90

**BRAC Round:** 1995

**Date of Closure:** 07/13/2001

**LRA Budget:** More than \$3 million

**LRA Funding Sources:** Operationally selfsufficient at this time.

### REDEVELOPMENT OVERVIEW

**Overview of Project:** Develop the former Kelly AFB; attract and retain quality jobs. Currently, over 70 private and public sector tenant customers at the Port focus principally on aerospace, cybersecurity, advanced manufacturing, global logistics, defense and business services activities.

**Redevelopment Plan Approval Date:** 06/01/1997

**Planned Redevelopment Land Use:**

**Residential:** 6%

**Commercial:** 9%

**Industrial:** 70%

**Educational:** 0%

**Open Space/Recreational:** 5%

**Reserved for Federal Use:** 10%

**Former Installation Size:** 1,887 acres

**Acres Currently Available for Redevelopment:** 1,887 acres

**Percentage of Land Transferred:** 100%

**Primary Conveyance Mechanism:** Economic development conveyance

**Jobs Created to Date:** 12,000

**Expected Jobs Created:** 35,000

### ENVIRONMENTAL ISSUES

**Description of Environmental Contamination:**

**Cleanup Accomplished:** All but longterm groundwater cleanup and monitoring

**Estimated Cost of Cleanup:** Approximately \$300 million

**Estimated Completion Date:** 2030 to attain final cleanup levels

### **MAJOR SUCCESSES TO DATE**

- Selfsustaining
- 100% fee simple ownership of property
- 12,000 jobs; \$5.2 billion economic impact
- Significant and continued growth expected in the cybersecurity sector.
- Growth in advanced manufacturing
- Growth and diversification in rail and truck-based logistics that support the region's energy, manufacturing, construction and retail sectors.

### **MAJOR CHALLENGES TO DATE**

- Address approximately \$100 million in pending costs for property conversion (road upgrades, demolition of million of square feet of obsolete former Air Force building, additional drainage capacity).

### **NEXT STEPS FOR THE PROJECT**

- Support growth and diversification of existing customers in aerospace, cybersecurity, logistics, manufacturing.

# Pueblo Depot Activity Development Authority

**Former Base: Pueblo Chemical Depot**

## LRA CONTACT INFORMATION

Russell DeSalvo, III  
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<http://www.PuebloPlex.com>

### LRA BACKGROUND

**Redevelopment Authority:** Pueblo Depot Activity Development Authority

**Alternative Name:** PuebloPlex

**Location:** Pueblo, CO

**Number of LRA Staff Members:** 4

**BRAC Round:** 1988

**Date of Closure:** Currently operating; realigned in 1996.

**LRA Budget:** Between \$1.5 to \$3 million

**LRA Funding Sources:**

**State:** 0%

**Local:** 0%

**Federal:** 70%

**Other:** 30%

**Funding Comments:** All revenues are derived from local leasing activity by the LRA, and OEA grant funding.

### REDEVELOPMENT OVERVIEW

**Overview of Project:** PuebloPlex completed a public redevelopment planning process in 2016 with approval of the updated redevelopment plan and homeless assistance submission. The plan provides the framework for the future development of the 15,847 acres declared surplus federal property, supporting industrial and commercial land uses.

**Redevelopment Plan Approval Date:** Accepted by the U.S. Department of Housing and Urban Development May 19, 2016.

**Planned Redevelopment Land Use:**

**Residential:** 2%

**Commercial:** 32%

**Industrial:** 40%

**Educational:** 9%

**Open Space/Recreational:** 17%

**Reserved for Federal Use:** 0%

**Former Installation Size:** 22,847.5 acres

**Acres Currently Available for Redevelopment:** 15,847 acres

**Percentage of Land Transferred:** 0%

**Primary Conveyance Mechanism:** A Master Lease Agreement (MLA) is in place through 2/28/2021. First conveyance scheduled for 2018.

**Jobs Created to Date:** Less than 50

**Expected Jobs Created:** Through the high impact development plan, potential direct employment at buildout 200+ years is 58,418 jobs with an emphasis in aerospace/high tech research & development and manufacturing.

## ENVIRONMENTAL ISSUES

**Description of Environmental Contamination:** There are 60 solid waste management units (SWMUs) managed under a Resource Conservation and Recovery Act (RCRA) Permit at Pueblo Chemical Depot. The primary contaminants of concern are dioxins, explosives, metals, chemical agent, pesticides, petroleum products, polychlorinated biphenyls (PCB), semivolatile organic compounds (SVOC), and volatile organic compounds (VOC). The affected media of concern include groundwater, soils, and surface water. Two interim remedial actions, operating under compliance orders from the State, are ongoing to stop the flow of contaminated groundwater at the PCD boundary. The Army expects to continue to operate these systems until the contaminants of concern are below the established cleanup standards. In addition, treatment of offsite domestic wells is ongoing to address contaminants on private properties. Response actions for munitions and explosives of concern (MEC) include surface clearance, varying subsurface clearance, and additional investigation work at two chemical agent sites. The Army has been coordinating cleanup actions with the U.S. Environmental Protection Agency and the Colorado Department of Public Health and the Environment (CDHPE) and continues to work closely with the environmental regulators to resolve the remaining environmental issues. Of the 60 sites included in PCD's RCRA permit, 35 of them require no further action. Mustard agent is stored on the property and is being destroyed through the Pueblo Chemical Agent-Destruction Pilot Plant.

**Cleanup Accomplished:** Cleanup is in process in accordance with the PCD RCRA Permit and the approved land use plan.

**Estimated Cost of Cleanup:** Estimated Cost to Complete cleanup of all environmental sites is \$250 million. A \$70 million capacity contract was awarded in September 2015, with a 5-year period of performance. Estimated Completion Date: 2021

## MAJOR SUCCESSES TO DATE

- Approval of updated Redevelopment Plan and Homeless Assistance Submission received from the U.S. Department of Housing and Urban Development May 19, 2016.
- Awarded an OEA grant for Implementation planning.
- Completed RFP process and awarded contracts for the following services which are in process:
  - Master Infrastructure Plan and Utilities Privatization Study, Business and Operations Plan, and Economic Development Conveyance (EDC) Application.
  - Engineering Support
  - Environmental Support
  - BRAC & Environmental Legal Support
  - Surveying
- Continued job creation through Master Lease agreement.

## MAJOR CHALLENGES TO DATE

- Simultaneous PCAPP and BRAC operations.
- Managing community expectations of timeline of redevelopment plan implementation.

## NEXT STEPS FOR THE PROJECT

- Complete implementation planning effort.
- Finalize new Master Lease agreement.
- Continue economic development efforts and partnerships with Pueblo Economic Development Corporation and Pueblo County Economic Development.
- Increase rebranding/marketing efforts.
- Complete Economic Development Conveyance negotiation with the U.S. Army.

# ▶ Seneca County Industrial Development Agency

**Former Base: Seneca Army Depot**

## LRA CONTACT INFORMATION

Robert J. Aronson  
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Waterloo, NY 13165  
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r.aronson@senecacountyida.org  
senecacountyIDA.org

### LRA BACKGROUND

**Redevelopment Authority Name:** Seneca County Industrial Development Agency

**Alternative Name:** None

**Associated Government Entities within the LRA:** None

**Location:** Seneca County, N.Y.

**Number of LRA Staff Members:** None full-time. Two IDA staff members (1 full-time and 1 part-time) work on LRA issues as necessary.

**BRAC Round:** 1995

**Closure or Realignment?:** Closure

**Date of Closure/Realignment:** 2000

**LRA Budget:** 0

**LRA Funding Sources:**

**State:** N/A

**Local:** N/A

**Federal:** N/A

**Other (please describe):** N/A

### REDEVELOPMENT OVERVIEW

**Overview of Project:** Redevelop former Seneca Army Depot to civilian use. Create jobs and add property to tax rolls.

**Redevelopment Plan Approval Date:** 1999

**Former Installation Size:** 10,300 acres

**Planned Redevelopment Land Use:**

**Residential:** 190 acres

**Commercial:** 500 acres

**Industrial:** 1600 acres

**Educational:** 165 acres

**Open Space/Recreational:** 7087 acres

**Reserved for Federal Use:** 0 acres%

**Other - NYS Prison and County Correctional Facility :** 733 acres and 25 acres

**Acres Redeveloped to Date:**

**Residential:** 190 acres

**Commercial:** 0 acres

**Industrial:** 800 acres

**Educational:** 165 acres

**Open Space/Recreational:** 0 acres

**Reserved for Federal Use:** 0 acres%

**Other: NYS Prison and County Correctional Facility :** 758 acres

**Acres Currently Available for Redevelopment:** 8387 acres

**Percentage of Land Transferred:** From Army to LRA -

**Conveyance Mechanisms:**

**Economic Development Conveyance:** Rural No- Cost: 10,300 acres

**Public Benefit Conveyance:** acres

**Negotiated Sale:** acres

**Other (please describe):** acres

**Jobs Created to Date:** 1,250

**Expected Jobs Created:** 1,400

## ENVIRONMENTAL ISSUES

**Description of Environmental Contamination:** Seneca Army Depot was added to the NPL in 1989. The FFA between the USEPA, the State of New York and the Army was signed in 1993. Seneca's mission before BRAC included the responsibility to receive, store, distribute, maintain and demilitarize conventional ammunition, explosives and special weapons; store, maintain and issue general supplies, including hazardous materials; and the rehab and storage of large Industrial Plant Equipment. The manor contaminants found on the installation include chlorinated solvents, radioactive isotopes, heavy metals and petroleum hydrocarbons. The media affected by those contaminants includes groundwater, surface water, sediment, and soil.

**Cleanup Accomplished:** Sixteen (16) Operable Units have been completed and represent the completion of the Installation Restoration Program. Five (5) Military Munitions Response Sites are on-going.

**Estimated Cost of Cleanup:** To date, over \$105 million has been spent. The remaining cost of nearly \$9 million represents the thirty (30) year cost for Long Term Management and Remedial Operations cost for sites with Land Use Controls and Passive GW treatment processes.

**Estimated Completion Date:** The MMRP sites are expected to be completed by the end of CY 2017.

## MAJOR SUCCESSES TO DATE

- There are currently more employees on site than existed when BRAC was announced.

## MAJOR CHALLENGES TO DATE:

The condition of infrastructure, particularly the electrical distribution, water and sanitary sewer collection systems. Funding has not been available for upgrades. Property maintenance has also been an issue as the Army did very little maintenance on the buildings once BRAC was announced and the buildings deteriorated very quickly. Environmental cleanup was originally scheduled to be completed in 2011; however, due to funding limitations, it is now scheduled to be completed at the end of 2017.

## NEXT STEPS FOR THE PROJECT

Receive final land transfers (approximately 700 acres) from the Army so that property can be transferred for development.



# TexAmericas Center

**Former Base: Red River Army  
Depot and Lone Star Army  
Ammunition Plant**

## LRA CONTACT INFORMATION

Scott Norton  
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New Boston, TX 75570  
903.223.9841  
Scott.Norton@TexAmericasCenter.com  
www.texamericascenter.com

### LRA BACKGROUND

**Redevelopment Authority Name:** TexAmericas Center

**Alternative Name:** formerly known as Red River Redevelopment Authority

**Associated Government Entities within the LRA:** Special Purpose District of the State of Texas with the 15 board members appointed by the Bowie County Judge (2), Commissioners Court (1), Mayor of Texarkana, TX (3) and one appointee from each of the other mayors in Bowie County.

**Location:** New Boston, TX

**Number of LRA Staff Members:** 13 positions budgeted

**BRAC Round:** 1995 and 2005

**Closure or Realignment?:** Realignment of Red River Army Depot in 1995 & 2005 and Closure of Lone Star Army Ammunition Plant in 2005

**Date of Closure/Realignment:** RRAD Realignment in 1995 & 2005 and LSAAP Closure in 2005

**LRA Budget:** \$9M in revenue and \$10.5M in expenses (major infrastructure upgrades)

**LRA Funding Sources:**

**State:** \$750k grant

**Local:** \$

**Federal:** \$1.65M EDA Grants, \$3.6M ESCA and \$419k as Convener of a grant between Workforce Solutions Northeast Texas and OEA

**Other (please describe):** \$ majority of the balance of funds come from revenue on leases, land sales, timber and scrap sales.

**Of the LRA Funding Sources listed above, please note the amount and source of any grant funds:**

- ESCA: \$3.6M
- EDA Grants: \$1.5M for infrastructure and \$150k for Master Planning
- Texas Capital Fund: \$750k for infrastructure for new tenant

**Of the LRA Funding Sources listed above, please note the amount of any recaptured sales or property taxes generated by former base property and whether this revenue comes from a city, county or state government:** We do not receive any tax revenue from any entity

### REDEVELOPMENT OVERVIEW

**Overview of Project:** TexAmericas Center (TAC) is political subdivision of the state of Texas. We are a redevelopment authority created to repurpose portions of the former Lone Star Army Ammunitions Plant and Red River Army Depot as a result of the 1995 and 2005 BRAC proceedings. Our original name was Red River Redevelopment Authority. Any changes to our bylaws require an act of the state legislature. We have a 15 member BOD appointed by the local county and municipalities contained therein.

TAC is responsible for repositioning and causing the redevelopment of about 12,000 acres and 3,000,000sf of industrial product.

A good lead for us is Site Search consultants, Industrial real estate brokers/agents and industrial companies seeking flexible, high value space options in the mid-south. Where the convergence of rail, interstate, and low cost: labor, electricity, water, sewer and human resources is a factor.

Our product was built to be used by the defense and energetics industry and is highly adaptable for civilian use in energetics (and related) and all aspects of on and off road vehicle transportation manufacturing/ refurbishment including rail equipment. The property is adaptive to other uses including food processing, transload, warehouse/distribution, companies seeking communities in attainment per EPA guidelines, energy producers (alternative and conventional), waste management companies, and the property may be attractive to Tier IV data centers seeking ultra-secure options.

**Redevelopment Plan Approval Date:** 1998 with an updated plan in 2009

**Former Installation Size:**

- Red River Army Depot – approximately 18,700 acres
- Lone Star Army Ammunition Plant – approximately 21,300 acres

**Planned Redevelopment Land Use:**

**Residential:** 60 acres

**Commercial:** 101 acres

**Industrial:** 8,840 acres

**Educational:** 135 acres

**Open Space/Recreational:** 275 acres

**Reserved for Federal Use:** 389 acres

**Other (please describe):** 2,698 acres of roads, rail, drainage, ROW, easements, fence line

**Acres Redeveloped to Date:**

**Residential:** 60 acres

**Commercial:** 6 acres

**Industrial:** 375 acres

**Educational:** 18 acres

**Open Space/Recreational:** 250 acres

**Reserved for Federal Use:** 20 acres

**Other (please describe):** 330 acres of roads, rail, drainage, ROW, easements, fence line

**Acres Currently Available for Redevelopment:** 10,875 acres

**Percentage of Land Transferred:** 95% of the land we agreed to take has been transferred. We have a landfill from 2005 BRAC and some small areas from the 1995 BRAC that has continued environmental issues.

**Conveyance Mechanisms:**

**Economic Development Conveyance:** 765 acres

**Public Benefit Conveyance:** acres

**Negotiated Sale:** acres

**Other (please describe):** acres

**Jobs Created to Date:** 934 jobs on our property per our last annual census on August 1, 2016.

**Expected Jobs Created:** Goal is to create 12,000 jobs on our 12,000 acres

### ENVIRONMENTAL ISSUES

**Description of Environmental Contamination:** Predominately Metals, Chemicals specific to munitions production, asbestos and lead based paint

**Cleanup Accomplished:** continue to make progress of receiving No Further Action letters from the Texas Commission on Environmental Quality which will lead to removing property from the RCRA permit

**Estimated Cost of Cleanup:** undetermined

**Estimated Completion Date:** undetermined

### MAJOR SUCCESSES TO DATE

- On the former LSAAP property, we have been able to remove approximately 2,000 acres of the 9,000 acres from the RCRA permit.
- In 2016 we held a groundbreaking for Expal USA to start operations on our property and those operations started in March 2017.
- Transferred our entire wet utility system to the local water district so we can focus on environmental cleanup and real estate & marketing efforts.
- We receive the first STAR certified site in the State of Texas from the Texas Economic Development Council (<https://www.texasedc.org/eds/properties>)

### MAJOR CHALLENGES TO DATE

- Environmental cleanup is ongoing but slow
- Installation of natural gas has been a long and slow process with a light at the end of the tunnel. The regional provider, CenterPoint Energy, refused to come onto our property due to concerns with indemnification language provided by the Army
- Maintaining the roadways and dealing with all the asbestos and lead based paint on the footprint

### NEXT STEPS FOR THE PROJECT

- Complete the Targeted Industry Study, Workforce Alignment Study and Master Development Plan for the footprint
- Complete the connection of all utilities to the property:
  - Contract in place for natural gas and making progress there
  - Easement in place for fiber and making progress there
  - Still working to get raw water to the property
- Continue environmental cleanup activities with ESCA and monitor other environmental contracts
- Finalize funding for build-to-suit options for expansion of current tenants and recruitment of new tenants



# City of Tustin

**Former Base: Marine Corps Air Station Tustin (now known as Tustin Legacy)**

## LRA CONTACT INFORMATION

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Matthew West, Deputy City Manager  
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### LRA BACKGROUND

**Redevelopment Authority Name:** City of Tustin

**Alternative Name:** N/A

**Associated Government Entities within the LRA:** N/A

**Location:** Tustin, CA

**Number of LRA Staff Members:** 7 plus consultants and significant assistance from other City departments.

BRAC Round: 1991 and 1993

**Closure or Realignment?:** Closure

**Date of Closure/Realignment:** 1999

FY 2017/2018 LRA Budget: \$98 million (comprised of staff and consultant costs as well as capital improvements)

#### LRA Funding Sources:

**State:** \$4.7 million (to date)

**Local:** \$16 million (to date)

**Federal:** \$0

#### Other (please describe):

- \$340 million from fees and land sale proceeds at full build out
- \$40 million from tax allocation bonds (to date)

**Of the LRA Funding Sources listed above, please note the amount and source of any grant funds:** Local funding is primarily from Orange County Transportation Authority competitive grants. State funding is through a partnership with the CalTrans. The City's Public Works department is constantly applying for state and local grant money to fund capital projects.

**Of the LRA Funding Sources listed above, please note the amount of any recaptured sales or property taxes generated by former base property and whether this revenue comes from a city, county or state government:**

Prior to 2012, the City was able to recapture property tax via tax increment financing. This tool was eliminated by the state in 2012.

### REDEVELOPMENT OVERVIEW

**Overview of Project:** Located at the heart of Orange County, California, Tustin Legacy (former MCAS Tustin) is a new community that celebrates history while focusing on the future. Tustin Legacy will be a master-planned community featuring residential, office, retail and public/educational uses connected via an elaborate parks and open space system. The site also features two 17 story iconic blimp hangars built in 1943 that present unique opportunities and challenges.

**Redevelopment Plan Approval Date:** Approved in 1996 and amended in 1998. The corresponding MCAS Tustin Specific Plan has been amended several times over the years, most recently in 2017.

**Former Installation Size:** 1,606 acres, 1,591 of which determined surplus with a retained Army Reserve facility.

### **Planned Redevelopment Land Use:**

**Residential:** 56%

**Commercial:** 14%

**Industrial:** 0%

**Educational:** 7%

**Open Space/Recreational:** 21%

**Reserved for Federal Use:** 1%

**Other (please describe):** Institutional (transitional homeless shelter, abused families shelter, animal shelter): 1%

### **Acres Redeveloped to Date:**

**Residential:** Approximately 405 acres

**Commercial:** Approximately 112 acres

**Industrial:** 0 acres

**Educational:** Approximately 66 acres

**Open Space/Recreational:** 31 acres

**Reserved for Federal Use:** 15 acres

**Other (please describe):**

- Transitional homeless shelter: 6 acres
- Social services abused families shelter: 4 acres
- Animal shelter: 6 acres

**Acres Currently Available for Redevelopment:** Approximately 900 acres, including planned right of way and parks.

**Percentage of Land Transferred:** 84% of land has been transferred from the Navy to the City and other entities. The balance is still held by the Navy for ongoing environmental remediation. The City has yet to convey portions of the transferred property to other entities.

### **Conveyance Mechanisms:**

**Economic Development Conveyance:** 75%

**Public Benefit Conveyance (planned):** 10%

**Negotiated Sale:** 15%

**Other (please describe):**

**Jobs Created to Date:** Approximately 3,000

**Expected Jobs Created:** Approximately 20,000

## **ENVIRONMENTAL ISSUES**

**Description of Environmental Contamination:** Past waste management disposal operations at the former MCAS Tustin has resulted in contamination of surface water, groundwater, and soils. Contaminants at the base have included: jet fuel, aviation gas, oil, solvents, battery acids, and hydraulic oil, including various hazardous materials in military facilities, such as asbestos and lead-based paint.

**Cleanup Accomplished:** Since base closure, the Navy has completed several remediation efforts on Navy property prior to transfer. A majority of ongoing remediation activities relate to groundwater cleanup via pump and treat systems and in situ bioremediation, which will remain on the site for a very long time. Other contamination in soil and/or groundwater discovered post-transfer has been remediated as it is discovered. Most remediation post-transfer was completed by third parties, and in some cases the Navy. All remedies have either been implemented and/or selected. On-site remediation mechanisms do not preclude transfer or reuse, but there will be institutional controls and close coordination with the Navy to minimize impact to future development.

**Estimated Cost of Cleanup:** \$94 million

**Estimated Completion Date:** 2040

### MAJOR SUCCESSES TO DATE

#### Completed

- 3,238 new residential units (mix of for-sale, rental and affordable) adding millions in annual property tax dollars and approximately 8,100 residents to the City.
- 1 million square foot commercial center that generates significant sales tax revenue for the City and provides thousands of jobs.
- Facilities to house homeless and abused families.
- Educational facilities such as an elementary school, temporary community college campus and law enforcement training center
- New fire station
- \$250 million of capital improvements (roads, utilities, parks, waterways) that represents a majority of the backbone infrastructure. Total budget is approximately \$500 million.

#### Under construction

- First phase of “Tustin Legacy Park,” a linear park that will connect all of Tustin Legacy to the new Tustin Metrolink (commuter rail) station.
- New neighborhood shopping center featuring major healthcare facilities
- New community college campus that will feature educational and commercial components.
- New Army Reserve Center replacing the existing, outdated facility.
- New 40-acre magnet middle/high school
- New animal shelter serving most of Orange County

### MAJOR CHALLENGES TO DATE

- Master Developer. The City of Tustin acts as Master Developer for Tustin Legacy, an unusual and challenging situation for a public entity. Previously, the City engaged a private Master Developer that completed some major site clearing and grading work but ultimately left the project due to poor planning and market conditions. The City stepped in and now oversees all planning, management and disposition of the property.
- Financing Infrastructure. Because of its role as Master Developer, the City must fund infrastructure improvements through land sale proceeds and fees. As property is sold, more funds are available to make infrastructure improvements, making more property able to be sold.
- Market Conditions. The City must constantly evaluate the market to determine if the planned uses will be financeable and ultimately successful. While the economy seems to be improving, there is always the threat of another recession similar to the one in 2007-2008 that had significant impacts on this project.
- Flexible Planning. In addition to being sensitive to changing market conditions, the City is constantly juggling how to plan for the future. The original plan was developed in the 1990s and is very different than the plan today because of new approaches to various uses and technologies. This plan for this project will change again over the years as new technology and trends emerge, and the City must be flexible enough to ensure the project will meet current and future needs.
- Multiple Stakeholders. This project involves a multitude of public, private and nonprofit entities. Unfortunately, all of these entities do not always share similar interests. Balancing these interests and politics while moving forward with development has been a unique challenge.
- Environmental Remediation. Due to the length and complexity of remediation efforts, property has not always been transferred according to the original timeline. This has created development delays on the retained property as well as on adjacent transferred property.

### NEXT STEPS FOR THE PROJECT

- Ongoing infrastructure projects such as roads and parks
- More specific neighborhood planning for remaining property
- Evaluating reuse options for historic blimp hangars



# City of Vallejo

**Former Base: Mare Island**

## **LRA CONTACT INFORMATION:**

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## **LRA BACKGROUND**

**Redevelopment Authority Name:** City of Vallejo

**Alternative Name:** NA

**Associated Government Entities within the LRA:**

**Location:** Mare Island, Vallejo, CA

**Number of LRA Staff Members:** 1.5

**BRAC Round:** 1993

**Closure or Realignment?:** Closure

**Date of Closure/Realignment:** 1996

**LRA Budget:** NA - Mare Island was not designated as a Redevelopment Area.

**LRA Funding Sources:**

**State:** N/A

**Local:** N/A

**Federal:** The Navy has provided approximately \$87M for the eastern early transfer parcel to date and approximately \$55M for the western early transfer parcel.

**Other (please describe):** N/A

**Of the LRA Funding Sources listed above, please note the amount and source of any grant funds:** N/A

**Of the LRA Funding Sources listed above, please note the amount of any recaptured sales or property taxes generated by former base property and whether this revenue comes from a city, county or state government:** N/A

## **REDEVELOPMENT OVERVIEW**

**Overview of Project:** The Mare Island Reuse Plan was established in 1994 and included the following main goals for Mare Island:

- Create jobs and other economic development opportunities to sustain and improve the economic conditions in Vallejo, the rest of Solano County, Napa County and the greater San Francisco Bay Area into the 21st century.
- Create a self-sustaining and multi-use community that is unified under a common design theme with a balance of industrial, office, commercial, residential, educational, recreational, cultural and open space uses that will meet the needs of future generations.
- Preserve and enhance the history of Mare Island as an integral part of the reuse.
- Use a variety of innovative economic development tools, including public-private partnerships and domestic-international partnerships, for marketing, financing and acquisition.

### **REDEVELOPMENT PLAN APPROVAL DATE:**

The initial Mare Island Reuse Plan was established in 1994. The Specific Plan, adopted in 1999, implemented the vision and goals of the Reuse Plan by designating land uses and establishing development standards. This Specific Plan was amended and restated in 2005 and amended periodically since that time.

**Former Installation Size:** Per the Specific Plan, Mare Island comprises of approximately 5,250 acres, of which 1,448 acres are Reuse Areas identified for development and recreational uses, including conservation easements, and 3,787 acres are dredge disposal ponds, wetlands and submerged lands.

**Planned Redevelopment Land Use:** (data from Specific Plan Table 3-2)

**Residential:** 1,400 units

**Commercial:** 3.4 MSF

**Industrial:** 4.4 MSF

**Educational:** 826,000 SF

**Open Space/Recreational:** 763 acres

**Reserved for Federal Use:** 42 acres

**Other (please describe):** 2,865 acres of wetlands

**Acres Redeveloped to Date:** Mare Island is a mixed use community with approximately 3.5 MSF of occupied mixed use space including commercial, industrial, educational and cultural uses, in addition to 284 residents to date.

**Residential:** 284 units

**Commercial:** acres

**Industrial:** acres

**Educational:** acres

**Open Space/Recreational:** acres

**Reserved for Federal Use:** acres%

**Other (please describe):** acres

**Acres Currently Available for Redevelopment:** Approximately 4 MSF remain to be redeveloped. Approximately 1,200 acres including 400 acres of submerged lands have not yet received a No Further Action (NFA) for the environmental cleanup.

### **Percentage of Land Transferred:**

- 1,412 acres were conveyed to the City via an Economic Development Conveyance.
- 42 acres were transferred via Federal to Federal transfers
- Approximately 2,800 acres have reverted to the State of California.

Of the lands conveyed, the Navy transferred a portion of Mare Island prior to remediation cleanup through the following two Environmental Service cooperative Agreements to allow for immediate reuse:

1. ESCA East which facilitated the early transfer and immediate reuse of approximately 650 acres (the Eastern Early Transfer Parcel - EETP) by allowing the City to perform certain environmental remediation activities and redevelopment simultaneously.
2. ESCA West which facilitated the early transfer of approximately 2,800 acres from the Navy to the CA State Lands Commission.

### **Conveyance Mechanisms:**

**Economic Development Conveyance:** Approximately 1,412 acres were to be conveyed to the City as "EDC Property".

**Public Benefit Conveyance:**

**Negotiated Sale:** NA

**Other (please describe):** acres

**Jobs Created to Date:** 2,414

**Expected Jobs Created:** Total jobs estimated in EDC at time of application were 8,000 jobs. Total jobs lost via the BRAC closure were approximately 9,500.



### ENVIRONMENTAL ISSUES

**Description of Environmental Contamination:** Mare Island Naval Shipyard was established in 1854 and continued to operate as a shipyard until closure in 1996. Based on these operations, the remediation findings and subsequent documentation are extensive and ongoing through 2017. Contaminants of concern included Munitions and explosives of concern (MEC), Polychlorinated byphenyls (PCBs), Metals, Volatile and Semi-volatile organic compounds (SVOCs & VOCs), Polynuclear aromatic hydrocarbons (PAHs), Munitions constituents (MC) and Non-aqueous phase petroleum liquid (NAPL).

**Cleanup Accomplished:** Approximately 76% of the Island (4,000 / 5,200 acres) has received an NFA, however a majority of the NFA was for 2,800 acres of wetlands, open space and dredge ponds.

Approximately 1,200 acres remain to be remediated, of which approximately 400 acres are developable lands.

**Estimated Cost of Cleanup:** Navy grants received to date total \$142 M. Total clean-up costs TBD.

**Estimated Completion Date:** Developer anticipates clean up on their site by the end of 2018, however the Navy anticipates cleanup to continue through 2026 on their remaining parcels.

### MAJOR SUCCESSES TO DATE

- Public/Private partnership
- Facilitation of early transfer and immediate reuse of approximately 650 acres through an Environmental Service cooperative Agreement (ESCA-East) allowing the City to perform certain environmental remediation activities and redevelopment simultaneously.
- Main Island Developer, Lennar Mare Island, has made significant progress in environmental cleanup, infrastructure improvement and building renovation, transitioning the Island into a mixed use waterfront community with commercial, industrial, residential, educational and cultural uses.
- Transition to a strong community asset with approximately 3.5 MSF of mixed use space occupied by over 100 businesses generating over 2,400 jobs in addition to approximately 1,500 students at Touro University. The Island also offers active recreational use including an 18 hole golf course and over 500 acres of open space.
- Developer's construction and sale of 274 homes.
- Opening of a new ferry maintenance and service terminal on the Island in 2017, providing service from Mare Island to San Francisco.

### MAJOR CHALLENGES TO DATE

- Economic Downturn
- Poor condition and/or lack of Infrastructure and limited funding resources to address this issue.
- Insurance carrier delays
- Unanticipated amount and complexity of contamination found on site.
- Regulatory review process
- Slowdown of timely land transfers
- Building decontamination and demolition

### NEXT STEPS FOR THE PROJECT

- Work closely with Navy and Mare Island Developer (Lennar) to complete remediation
- Continue infrastructure improvements and prepare land for parcelization
- Demolition
- Land Sales
- Work with regulatory agencies to continue to review and approve documents in timely manner



# Walter Reed LRA

**Former Base: Walter Reed Army Medical Center**

## LRA CONTACT INFORMATION

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### LRA BACKGROUND

**Redevelopment Authority:** Walter Reed LRA

**Alternative Name:** Walter Reed

**Location:** Washington, DC

**Number of LRA Staff Members:** 2

**BRAC Round:** 2005

**Date of Closure:** 09/01/2011

### REDEVELOPMENT OVERVIEW

**Overview of Project:** The District of Columbia's Walter Reed Army Medical Center (WRAMC) Local Redevelopment Authority (LRA) prepared a Base Reuse Plan and a Small Area Plan as part of the local and federal requirements of the BRAC process necessary to acquire the 66.57-acre surplus portion of former WRAMC campus in Northwest Washington, D.C.

As part of the project, a significant public engagement process was led by the LRA in collaboration with neighborhood stakeholders to establish the following goals for redeveloping the site:

- Integrate the site with the community – Establish a reuse, preservation and development strategy that integrates the site with its local neighborhoods, supports the redevelopment of the Georgia Avenue corridor and provides public benefits for the surrounding community;
- Provide a mix of uses – Create a plan that accommodates a mix of uses, including retail, diverse housing options, institutional and cultural uses;
- Create new jobs and revenue for D.C. – Mitigate the potential impact of lost jobs and revenues from the vacated site on the adjacent commercial corridor by creating new employment opportunities for D.C. residents and increased revenue from property and sales taxes for the District that can, in turn, help support neighborhood services, as well as create business opportunities for D.C.-based small and local businesses; and
- Activate the Site – Develop a realistic implementation and phasing strategy that addresses environmental issues, maximizes market viability, minimizes site vacancy, and competitively attracts qualified and quality development partners. The total square footage of developable space is expected to be about 3.1 million, with 14 acres of open space, office and retail, and 2 million square feet consisting of residential town houses and multi-family buildings.

On November 10, 2016 the LRA embarked upon a significant milestone in the project—property acquisition. Through an Economic Development Conveyance process, the LRA has acquired the site from the Army and is currently the owner of all 66.57 acres of the site. This structure positions the LRA to control the site in the interest of the EDC, but requires the master developer to improve the site's infrastructure, while the LRA remains the fee owner of the property and can ensure timely development of the site, as outlined in during the planning process, without the LRA assuming additional responsibilities.

## Walter Reed LRA

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The LRA's two major adjacent users of the 110 acre site—Department of State and Children's National Medical Center—will also require continued LRA coordination throughout this development project. The Department of State's (DoS) site will house embassies and consulates on 32 acres, and the northern 12 acre parcel will house the Children's National Medical Center, which will be a pediatric medical research center.

**Redevelopment Plan Approval Date:** Base Reuse Plan was approved by City Council and approved by HUD in 2012; Small Area Plan was approved City Council in 2013.

**Planned Redevelopment Land Use:**

|                                    |                                          |
|------------------------------------|------------------------------------------|
| <b>Residential:</b> 65%            | <b>Commercial:</b> 26%                   |
| <b>Industrial:</b> 0%              | <b>Educational:</b> 9%                   |
| <b>Open Space/Recreational:</b> 0% | <b>Reserved for Federal Land Use:</b> 0% |

**Former Installation Size:** 110 acres

**Acres Currently Available for Redevelopment:** LRA- 66.57 acres

**Percentage of Land Transferred:** 100%

**Primary Conveyance Mechanism:** Negotiated sale & EDC

**Jobs Created to Date:** 0

**Expected Jobs Created:** 5,000

### ENVIRONMENTAL ISSUES

**Description of Environmental Contamination:** Based on the Army's review of the District's environmental Phase I and Phase II reports and the supporting testing, there were two unrelated environmental issues which were addressed through Army remediation and limited land use controls, respectively.

**Cleanup Accomplished:** Agreement with Army for post transfer remediation and a requirement for the LRA to enforce land use controls and monitoring.

### MAJOR SUCCESSES TO DATE

- Submission of the Final Economic Development Conveyance Application to the US Army and the Council of the District of Columbia for Approval to acquire the Site
- DC Council approval of the Walter Reed Development Omnibus Act of 2016
- Approval and execution of the Final Economic Development Conveyance Application to the US Army and the Council of the District of Columbia to acquire the Site.
- Request and OEA approval of supplemental grant for critical support to Notice of Interest Users enabling additional analysis for transportation and civil engineering to avoid occupancy delays.
- Resolution of tax issues associated with possessory interest
- Agreement with Army and for Army remediation and for the LRA to enforce limited land use controls and monitoring of the site due to isolated environmental issues.
- Execution of the Deed!

### MAJOR CHALLENGES TO DATE

- Coordinating among the sites major users and the master developer
- Separating the sites intricate infrastructure system consisting of roads, sidewalks, wet utilities (potable water, wastewater and storm water), landscaping (including historically significant features), parking areas, elaborate fencing around the perimeter and security features
- Clarifying the environmental records for the site

### NEXT STEPS FOR THE PROJECT

- Implementation of the Reuse Plan including initiating the first Horizontal Phase of Development

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