

Redevelopment of Closed Urban Installations

OEA Defense Community Conference

Orlando, FL

November 4, 2009



Presentation Goals

- ➔ Offer examples of implementation techniques you may not have considered
- ➔ Stimulate your thinking about how you might approach your redevelopment challenges
- ➔ To provide some ideas you can take home and apply to your situation
- ➔ This is *not* a case study

Fort Benjamin Harrison, Indianapolis, IN

- 1991 Closure
- 90 year old Army Installation
- MSA population over 1,200,000
- Approximately 2500 acres
- 1500 permanent military personnel
- 1050 civilian personnel
- 130 acre historic district, 75 major contributing structures
- Full operational closure 30 September 1996

Context for Implementation

- Fort Harrison Reuse Authority (Implementation LRA)
- State enabled, locally created unit of government
- Power to incur debt, buy and sell property
- Exempt from normal constraints on local government when buying and selling real estate
- Functioned as the developer

Re-Use Plan

- Submitted to Army in 1994
- Mixed Uses (Planned Unit Development)
- Parks and Recreation (Including golf course 1700 acres)
- Residential (new and historic renovation)
 - Single Family (Structured to appeal to empty nesters)
 - Multi-Family
 - Senior Housing
- Commercial (new and historic renovation)
- Retail (new construction)
- Education (renovation)
- Governmental services (mostly new construction)
- Institutional (renovation and new constructions)
- Light Industrial (new construction)

Army Disposal Mechanisms

- Lease in Furtherance of Conveyance (LIFOC)
 - Property wasn't ready to transfer at operational closure
- Economic Development Conveyance (600A)
 - FMV with deferred payment terms (w/interest)
- Public Benefit Conveyance
 - Parks and Recreation
 - Potable Water and Sanitary Sewer Systems
- Negotiated Sale
 - Golf course
 - Electrical distribution system
- Army Lease Back

Sources of Funding

- OEA Support
- Tax Increment Financing
- Bank Line of Credit
- Conventional bank loans
- Revenue from Sale and Lease of Property
- EDA grant
- Other grants
- Congressional Add



Tax Increment Financing

- Great resource
- Street and infrastructure improvements
- Construction of new facilities
- Demolition
- Currently generates \$4.4 million annually for debt service

Other Redevelopment Tools

- Not-for-Profit Community Development Corporation
- Partnership PX and Commissary
- Partnership with Community College



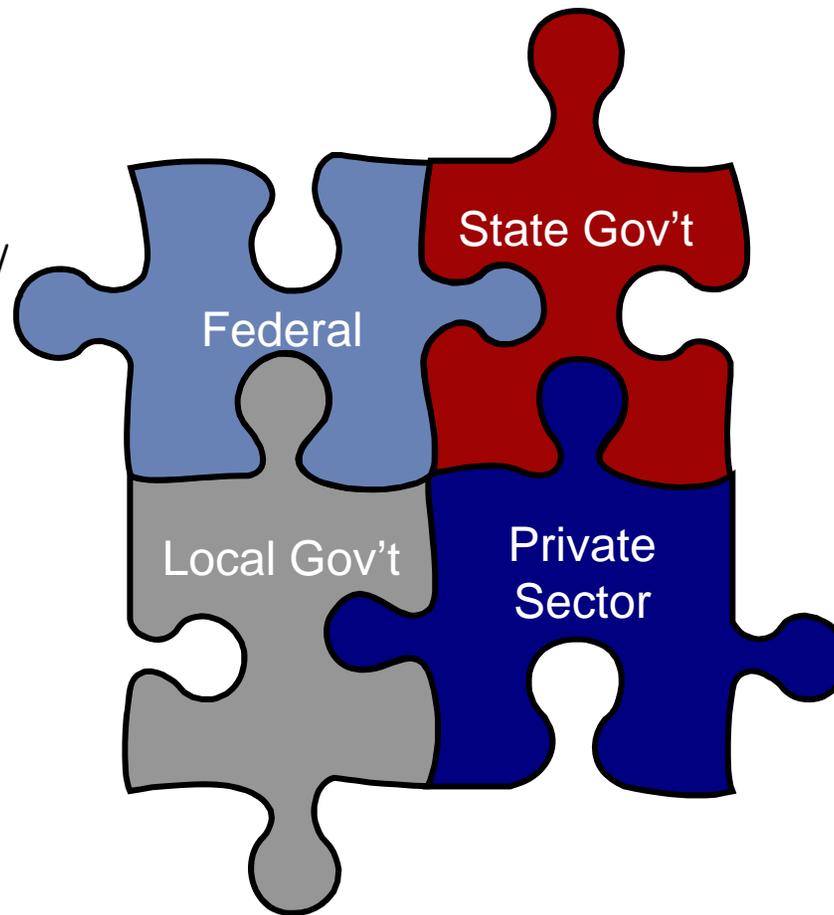
Development Partners

Federal

- EDA
- Fed Highway Admin
- Army/BTC/BEC/DCA/AAFES
- Corps of Engineers

Local Gov't

- City
- County
- Local Utilities
- Elected Officials
- Planners and Engineers



State Gov't

- DOT
- AHIPO
- Elected Officials
- Environmental Regulators

Private Sector

- Banks/Financial Institutions
- Private Developers
- Attorneys
- Consultants

Keys to Success

- Supportive local military leadership
- Supportive political leadership
- Keep public advised and on-board
- Stick with the reuse plan & vision
- Cultivate relationship with your banker
- Be flexible and innovative
- Maintain good relationship with Army/Navy/AF
- Good regional economy
- Low interest rates

