

Alameda Reuse and Redevelopment Authority

Alameda Point: "Going Forward"

.....reflecting today's land use, environmental and economic realities.....

November 16, 2010 (60 Day) Progress Report

Overview

- Lessons Learned (In progress)
- A New Structure (11/16 Discussion and direction)
- Strategic Alliances
- Development Delivery Systems
- Asset Management Policy Application
- Financial Resources
- Implementation Schedule

Lessons Learned

- Schedule Community Forums
 - Bay Farm (11/9)
 - Main Island (11/18)
 - West End (12/8)

Lessons Learned cont.

- Evaluate Core Documents (Resource team needed)
 - Land use plans
 - Transportation plans (land and water)
 - Traffic data
 - Engineering data
 - Environmental assessments
 - Biological opinions
 - Historic buildings
 - Navy/BRAC/Reuse requirements
 - Community Reuse Plan
 - Preliminary Development Concept

Lessons Learned cont.

- **Redefine Vision Concept**
 - **Forum feedback (Awaiting completion)**
 - Document analysis
 - Existing "assets"
 - Future opportunities
 - Economic development strategic plan (job/housing balance)

New Structure

- **ARRA Board Composition (11/16 Discussion and direction)**
 - Expand to 7 or 9
 - Include representatives from private and non-profit sectors (non-resident based upon functional expertise)
 - One community-at-large member

New Structure cont.

- **Staff Organization**
 - Define leader and team
 - Manage all aspects of Alameda Point
 - Control/leverage resources (assets)

New Structure cont.

- Resource Team (RFQ in progress; certified list expected January 2011)
 - Land use planning
 - Community outreach
 - Green “sustainable” design
 - Civil engineering
 - Transportation planning
 - Traffic engineering
 - Historic reuse
 - Environmental review and remediation
 - Legal
 - Fiscal/financial

Strategic Alliances

- **Governmental (In progress)**
 - Office of Economic Adjustment
 - U.S. Navy/Base Realignment and Closure
 - Veteran's Affairs
 - US Fish & Wildlife
 - California Economic Development Agency
 - State Lands Commission
 - **Metropolitan Transportation Commission**
 - Water Emergency Transportation Authority
 - Alameda County Transportation Commission
 - **East Bay Regional Park District**

Strategic Alliances cont.

- **Alameda Point Tenants (Scheduled)**
 - Affordable housing
 - Maritime/marine industry
 - Open space/recreational
 - Cultural/educational
 - Entertainment/visitor
 - General commercial/food and beverage
 - "Clean" industrial/research and development

Strategic Alliances cont.

- Targeted Industries (In progress)
 - Research and development
 - “Green” industries and technologies
 - Warehouse/Logistics
 - Medical facilities
 - Commercial sports
 - Nursery (trees, shrubs, flowers)
 - Community facilities (City, school district, etc.)
 - Cultural arts/entertainment

Development Delivery System

- Private
 - Master Developer (entitlements + sale of super pads)
 - Master Developer (entitlements + vertical construction)
 - Fee Developer (expertise + public partner)
- Public – Economic Development Corporation
- Non-Profit – Public Benefit Corporation

Asset Management Application

- **City Real Estate Asset Management Policy (January ARRA)**
 - Assess existing tenant lease terms, conditions, and uses.
 - Evaluate for short-term, immediate, long-term potential and interest.
 - Overlay with environmental and biological realities.
 - Renegotiate leases based upon aforementioned targeted alliances.
 - Implement tenant "on-site" and "off-site" improvements as appropriate.

Financial Resources

- **ARRA/Community Redevelopment Agency
(Compiling presentation – January ARRA)**
 - Operating cash
 - Debt (tax exempt, taxable)
 - Lease revenue (cash, leverage)
 - Tax credits (housing, new market and FTZ)
- **Transportation Grants**
 - Planning
 - Construction
- **Federal Funding**

Financial Resources cont.

- Non-profit
 - Energy research and development
 - “Green” industry incubation
 - Arts/historic preservation
- Other
 - Assessment districts (maintenance, landscaping, lighting)
 - Industrial Development Bonds (land, building, equipment, working capital)
 - Community Facilities District (capital and maintenance)
 - Private Capital (equity, leverage)

Implementation Schedule

- Lessons Learned – 9/10-11/10 (In progress)
- A New Structure – 10/10-12/10 (In progress)
- Strategic Alliances – 9/10-6/11 (In progress)
- Dvlpmt Delivery Systems – 3/11-6/11
- Asset Mgmt Application – 9/10-12/11
- Financial Opportunities – 9/10-TBD

ARRA Board Composition

- Retain Existing Structure
- Original Concept: Expand to include representatives from areas of development expertise, i.e., housing, transportation, schools, commercial development, green, etc.

ARRA Board Composition Cont.

- Revised Concept: Expand to include representatives from City advisory boards, commissions and committees
 - Planning Board
 - Economic Development Commission
 - Public Utilities Board
 - Housing Commission
 - Transportation Commission
 - Restoration Advisory Board
 - Fiscal Sustainability Committee
 - Recreation and Parks Commission
 - Historical Advisory Board

ARRA Board Composition Cont.

- Benefits
 - Eliminates conflicts with Joint Powers Authority requirements
 - Expands policy member discussions to include citywide advisory
 - Incorporates a more “inclusionary” public representative approach
 - Responds to public comments/feedback from forums and past public hearings
 - Links ARRA activities with City policy boards, commissions and committees and ultimate approval process

ARRA Board Composition Cont.

- Implementation Goal – January 2011