

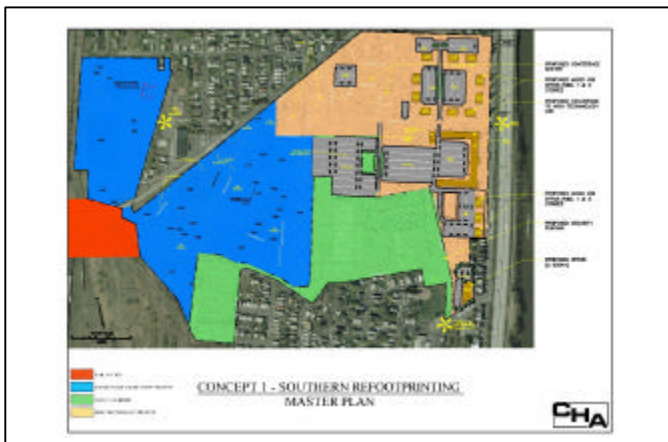
# ADAPTIVE REUSE AND REDEVELOPMENT

## Project

Adaptive Reuse Analysis and Business Planning  
Watervliet Arsenal  
Watervliet, New York

## Description

This 140-acre site includes more than 2 million square feet of manufacturing space, including some facilities which are on the National Register. The site has been in continuous operation for more than 130 years. The Arsenal Partnership sought an adaptive reuse analysis and business plan which would allow the Partnership to acquire excess land and facilities at the site, thereby helping the Army be more competitive while allowing for synergistic uses to benefit from proximity to the Arsenal and Bénéf Laboratories. Consideration had to be given to force protection requirements for personnel, as well as the interaction between the Arsenal/Bénéf site, the portion that the Partnership hoped to redevelop and the larger community. In addition, financial and marketing analyses were considered crucial to getting the project accepted by the Army.



## Solutions

Working with the project engineer for the site, JDA completed a realistic, market driven evaluation of the available facilities on the site, in order to determine whether the facilities might be competitive in the regional marketplace. Given the high technology nature of Bénéf Laboratories, particular attention was paid to whether the available facilities would be attractive users in the specialty coatings and nanotechnology industries.

Initially, each of the facilities was inspected and evaluated both from a physical and engineering perspective and from a marketability perspective. A recommendation was made that facilities with limited marketability should be considered for demolition, in order to reduce carrying costs and to create new development pads on the site.

Next, specific services currently provided by the Army on a site-wide basis were evaluated, to determine what services could be provided by the Partnership, as well as what services could be scaled-back or eliminated.

A business plan was developed which would save the Army \$5 to \$10 million annually. The business plan looks at operating revenues and expenses over a ten year period, as well as needed capital improvements to upgrade the site's infrastructure. The business plan anticipates the need for outside funding until a critical mass of private sector users can be attracted to the site, and creates a user fee structure for services provided to the Army by the Partnership or its contractors.

## Contact

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