

FORT ORD REUSE AUTHORITY

920 2nd Avenue, Suite A, Marina, CA 93933

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BASE REUSE PLAN POST-REASSESSMENT ADVISORY COMMITTEE MEETING

12:00 P.M. WEDNESDAY, OCTOBER 23, 2013

920 2nd Avenue, Suite A, Marina CA 93933 (FORA Conference Room)

AGENDA

1. **CALL TO ORDER AT 12:00 PM**
2. **PLEDGE OF ALLEGIANCE**
3. **ACKNOWLEDGEMENTS, ANNOUNCEMENTS AND CORRESPONDENCE**
4. **PUBLIC COMMENT PERIOD**
Members of the audience wishing to address the Fort Ord Reuse Authority (FORA) Post-Reassessment Advisory Committee (PRAC) on matters within the jurisdiction of FORA, but not on this agenda, may do so during the Public Comment Period. Public comments are limited to three minutes. Public comments on specific agenda items will be heard under that item.
5. **APPROVAL OF MEETING MINUTES**
a. October 9, 2013 PRAC meeting minutes ACTION
6. **OLD BUSINESS**
Base Reuse Plan Post-Reassessment Colloquium Planning ACTION
 - I. Review revised Fort Ord Background document
 - II. Provide feedback on draft overarching questions for panels
 - III. Provide direction on proposed colloquium format/scheduling
 - IV. Provide feedback on draft colloquium flyer/brochure
 - V. Consider next steps
7. **ITEMS FROM MEMBERS**
8. **ADJOURNMENT**

NEXT PROPOSED MEETING: November 13, 2013 at 12:00 pm

For information regarding items on this agenda or to request disability related modifications and/or accommodations please contact the Deputy Clerk by 5:00 p.m., one business day prior to the meeting. Agendas are available on the FORA website at www.fora.org.



FORT ORD REUSE AUTHORITY

BASE REUSE PLAN POST-REASSESSMENT ADVISORY COMMITTEE MEETING MINUTES

12:30 p.m., Wednesday, October 9, 2013 | FORA Conference Room
920 2nd Avenue, Suite A, Marina, CA 93933

1. CALL TO ORDER AT 12:30 P.M.

Confirming a quorum, Fort Ord Reuse Authority (FORA) Board of Directors Chair Jerry Edelen called the meeting to order at 12:36 PM. The following people attended:

Committee Members

Dr. Tom Moore, MCWD
Gail Morton, City of Marina
Jerry Edelen, City of DRO
Victoria Beach, City of Carmel
-by-the-Sea
Jane Parker, County of Monterey
4th District
President/Dr. Eduardo Ochoa

Other Attendees

Michael Houlemard, FORA
Steve Endsley, FORA
Jane Haines, member of the public
Graham Bice, UCMBEST
Jonathan Garcia, FORA
Andre Lewis, CSUMB

2. PLEDGE OF ALLEGIANCE

Jonathan Garcia, Senior Planner, led the pledge of allegiance.

3. ACKNOWLEDGEMENTS, ANNOUNCEMENTS AND CORRESPONDENCE

Chair Edelen announced that Associate Planner Josh Metz and his wife are now the proud parents of a baby girl, born last night.

4. PUBLIC COMMENT PERIOD

None.

5. APPROVAL OF MEETING MINUTES

MOTION: Committee member Dr. Tom Moore moved, seconded by Committee member Gail Morton, to accept the September 23, 2013 meeting minutes as presented.

MOTION PASSED: unanimous.

6. OLD BUSINESS

Base Reuse Plan Post-Reassessment Colloquium Planning

- I. Provide feedback on draft Fort Ord Background document
- II. Provide feedback on draft overarching questions for panels
- III. Provide direction on proposed colloquium format/scheduling
- IV. Consider next steps

Senior Planner Jonathan Garcia provided a summary of the staff report and attached materials. Committee members provided feedback on the draft Fort Ord Background document, the draft Overarching Questions, and the proposed colloquium format/scheduling.

Member of the public Jane Haines suggested that additional statistics be included on blight removal and the Fort Ord National Monument in the draft Fort Ord Background document. Committee members requested that the 18,000 jobs lost statistic be modified to clearly identify military jobs that were relocated and civilian jobs that were lost due to closure. Committee members suggested that, when we provide draft Overarching Questions to the speakers/panelists, we also ask them if they can help formulate questions. Feedback on the proposed colloquium format/scheduling included suggestions of having moderators manage an 'eat with an expert' period over lunch, providing a 'save the date' e-invite over email, and working with speakers on their presentations. Next steps included recirculating the Fort Ord Background document with the requested changes and preparing a draft flyer/brochure for the colloquium event. The next PRAC meeting was scheduled for October 23, 2013 at 12:00 PM.

7. ITEMS FROM MEMBERS

None.

8. ADJOURNMENT

The meeting was adjourned at approximately 1:53 pm.

Minutes prepared by Jonathan Garcia.

DRAFT

**FORT ORD REUSE AUTHORITY
POST-REASSESSMENT ADVISORY COMMITTEE (PRAC) REPORT**

OLD BUSINESS

Subject:	Base Reuse Plan Post-Reassessment Colloquium Planning	
Meeting Date:	October 23, 2013	ACTION
Agenda Number:	6	

RECOMMENDATION

- i. Review revised Fort Ord Background document;
- ii. Provide feedback on draft revised overarching questions for panels;
- iii. Provide direction to staff on proposed colloquium format/scheduling;
- iv. Provide feedback on draft colloquium flyer/brochure; and
- v. Consider potential next steps in the colloquium planning process.

BACKGROUND

At its last five meetings, the PRAC coordinated and discussed colloquium planning with CSUMB, reviewed and discussed the four discussion topics previously approved by the FORA Board, provided direction on the proposed colloquium format/scheduling, provided feedback on the list of potential colloquium speakers, provided additional direction on subtopics, provided feedback on a draft Fort Ord Background and panelist questions documents, and provided direction to staff on next steps.

DISCUSSION

- i. Review revised Fort Ord Background document*— One of the next steps identified at the previous PRAC meeting was circulation of the revised Fort Ord Background document. This document is included in **Attachment A** to this report.
- ii. Provide feedback on draft Fort Ord Background document*— Another next step included revisions to the draft overarching questions for panels. This document is included in **Attachment B** to this report.
- iii. Provide direction to staff on proposed colloquium format/scheduling*— The modified proposed schedule is presented as **Attachment C** to this report. CSUMB has selected the dates of December 12th and 13th to host the event.
- iv. Provide feedback on draft colloquium flyer/brochure*— Committee members requested that a draft colloquium flyer/brochure be provided for review at the next PRAC meeting. It is included as **Attachment D** to this report.

Staff notes that **Attachments A, B, C, and D** are attached as drafts. Committee feedback/direction on these draft documents will assist colloquium planning efforts.

FISCAL IMPACT

Staff time for this effort is included in the approved annual budget. The \$56,725 in Colloquia budget was approved by the Board on September 13, 2013 and is included in the approved FY 13-14 budget for the Base Reuse Plan Post Reassessment.

Fort Ord Background

Fort Ord is located in Northern Monterey County generally between the cities of Monterey to the Southeast and Salinas to the Northeast. It borders Monterey Bay to the West and extends from the City of Monterey in the South to the City of Marina in the North and to the Salinas River to the East encompassing 45 square miles and covering over 28,000 acres.

The Fort Ord closure announcement occurred in 1991, generating a mixture of disruption, economic impacts and excitement about potential reuse. The Army base had been part of the history of Monterey County on the Monterey Peninsula since 1917. Within months, the local community initiated meetings to discuss recovery from the significant closure impacts by creating a "vision" for reuse. The meetings included broad community participation including residents, businesses, government, special districts, and others. From those meetings, the community agreed that reuse should focus on Education, Environment, and Economic Development ("the three E's of Fort Ord Reuse").

Fort Ord Reuse Authority

State legislation created the Fort Ord Reuse Authority (FORA) in 1994 to oversee the civilian reuse and redevelopment of the former Fort Ord military base. It is FORA's responsibility to complete the planning, financing, and implementation of reuse as described in the 1997 adopted FORA Base Reuse Plan. The state legislation established 13 voting and 10 ex officio nonvoting members on the FORA Board. The state legislation also established unique powers and duties for FORA, some of which include:

1. preparation of a Base Reuse Plan, which would be the official local plan for all public purposes;
2. consistency determination process requiring the FORA Board to certify or refuse to certify local jurisdictions' general plans; and
3. consistency determination process for zoning ordinances, zoning district maps, project entitlements, and other implementing actions;

California State University Monterey Bay

When Congress decided to shut down Fort Ord, the local community proposed a portion of the base be converted into a university. In June 1994, California State University Monterey Bay (CSUMB) opened for business. August 28, 1995 marked the first day of classes, and as CSUMB's pioneer alums can attest, the campus was still a bit rough around the edges. Even so, then-president Bill Clinton paid a visit to the university's opening dedication ceremony.

The campus now has grown from an enrollment of 650 students in 1995 to more than 5,700 students in the fall of 2013. The CSUMB campus comprises approximately 1,350 acres with portions in the City of Seaside to the south, City of Marina to the north, and County of Monterey to the west. CSUMB still faces challenges involved with the removal of abandoned military buildings on its property, but it has continued to become more of a campus of choice for state students. They are attracted by outstanding programs in marine science, business, film studies and other academic areas, and by undergraduate research opportunities that set CSUMB apart from its peers.

The university has become an increasingly important economic asset for the community as well, as it enhances programs that serve agriculture and the hospitality industry, two cornerstones of the Monterey County economy. In assessing Fort Ord development proposals, university leaders have advocated for the development of knowledge-related businesses that would create high-wage jobs and would benefit by proximity to a thriving CSU campus. CSUMB is an economic engine in the economic reuse of former Fort Ord that continues to offer unique opportunities.

When Congress decided to shut down Fort Ord, the local community proposed a portion of the base be converted into a university. In June 1994, California State University Monterey Bay (CSUMB) opened for business. August 28, 1995 marked the first day of classes, and as CSUMB's pioneer alums can attest, the campus was still a bit rough around the edges. Even so, then-president Bill Clinton paid a visit to the university's opening dedication ceremony.

Eighteen years later, the campus has grown from approximately 650 students in 1995 to 4,790 students in 2013. The CSUMB campus comprises approximately 1,350 acres with portions in the City of Seaside to the south, City of Marina to the north, and County of Monterey to the west. CSUMB has its share of challenges such as costs associated with blight removal and campus growth. However, CSUMB's role as an economic engine in the economic reuse of former Fort Ord continues to offer unique opportunities.

1997 Fort Ord Reuse Plan

The 1997 Fort Ord Reuse Plan broadly defines the types of uses that can occur on the former Fort Ord and designates general areas where the different uses can occur. It is similar to a city or county general plan. FORA does not plan and approve individual development projects — that responsibility and authority lies with the land use jurisdictions (cities and county) that receive the property. FORA has the responsibility to assure all approved jurisdiction land use projects are consistent with the Base Reuse Plan, through a "consistency determination" process mandated by the State of California.

The Fort Ord Reuse Plan provides a wide range of uses — education; residential; visitor-serving; recreation; open space; habitat conservation for endangered species of plants and wildlife; retail, office, commercial and light industrial, and areas for community service facilities. The Plan requires improvements that must occur and mitigations for uses that will occur — such as replacement of old infrastructure including water and sewer systems, roads, utility and communication systems, and other infrastructure that is either antiquated, sub-standard or both. In addition, the Plan mitigations include improvements to support regional transportation and transit systems and a reclaimed water distribution network.

The Plan also requires that large areas for habitat conservation and management be set aside, and it requires removal of unexploded ordnance and munitions, as well as remediation of lands formerly used

for military purposes. FORA has assumed a basewide obligation for removal of certain existing military structures, such as World War II era barracks and storage buildings.

Land Use Summary from 1997 BRP	Acres
Habitat Management	17,179
Parks & Open Space	2,014
Visitor Serving	808
Public facilities (incl. military)	1,072
CSUMB	1,292
POM Annex	782
Rights of Way	1,161
Business Park, Light Industrial, Office, R&D, Retail, Residential	3,571
Total	27,879

2012 Base Reuse Plan Reassessment Report

In 2012, FORA commissioned a reassessment study which compared the policies, programs and projections in the 1997 Fort Ord Base Reuse Plan with conditions at Fort Ord as they actually existed in 2012. The study's results were compiled into an extensive Final Reassessment Report (see <http://www.fora.org/BRPReassessment.html>). The 2012 Reassessment Report concludes that actual population growth has been significantly lower than projected in 1997 (pg. 3-93).

In 2013, California State University-Monterey Bay and the FORA Post Reassessment Advisory Committee, with the agreement of the FORA Board, chose four topics to examine at a colloquium to be held in December 2013. Experts from different areas of the U.S. will present their expertise on the four topics:

- economic development (includes subtopics of political process, market forecasting, universities as economic engines, getting retail right, attracting employers, and finding the ideal job mix),
- design guidelines as an economic amplifier (includes subtopics of design character being an economic amplifier, balance in the political process, community charrettes, and form-based code),
- blight removal (includes subtopics of blight removal financing solutions and broken windows case study), and
- national monument as an economic catalyst (includes subtopics of leveraging the economic benefit of the National Monument designation, incorporating the National Monument in City & County planning, and Recreation/Open Space Connections).

The hoped-for outcome of the colloquium is that local decision-makers and the public acquire a shared knowledge-base applicable to the broad topic of economic development, and from that shared knowledge base agree on strategies for successful economic development of Fort Ord during the remaining six and a half years until FORA is scheduled to sunset.

The colloquium is not intended to be focused on local Fort Ord issues. Rather, it is to provide generalized background knowledge about the four topics which local decision makers can draw from in their subsequent consideration of a unified vision for the successful reuse of the former Fort Ord.

Reuse Challenges/Statistics

Delay, restrictions, and economic conditions are probably the most important and costly factors affecting reuse of the former Fort Ord. Given that financial and real estate markets fluctuate over time, finding strategies that weather market shifts is critical.

Job availability and creation is also a regional challenge. As business costs rise, it becomes more difficult to attract and maintain investors and businesses in the region. Below are two tables providing general Fort Ord facts and comparing 1997 growth projections with the situation today.

Table 1: General Fort Ord Facts

Item	Data
Base Realignment and Closure Round for Fort Ord	1991
Fort Ord population in 1991	31,270
Year soldiers left the base	1994
Former Fort Ord size	27,827 acres
Active duty military jobs relocated from closure	13,500
Civilian jobs lost from closure	4,500-18,000
2007 CSUMB Campus Master Plan target	12,000 FTE students

Table 2: 1997 Base Reuse Plan projections comparison

1997 Base Reuse Plan Projections for 2015	Fort Ord in 2013
37,000 population	12,500 population
18,000 jobs	3,799 jobs
11,000 housing units	4,476 housing units (additional 4,700 entitled units)
Estimated 3,000,000 SF of commercial space	Estimated 660,000 SF of commercial space

Table 3: Blight Removal Facts

Item	Data
Years blighted buildings constructed	Early 1900's to late 1980's
Estimated number of WWII wood structures removed by FORA	500
Estimated building square feet within 500 structures	4,000,000
FORA's recycling rate	90%
Estimated number of buildings removed by CSUMB since 2003	260
CSUMB's recycling rate	90% or greater
Number of former Army buildings reused for academic and administrative purposes at CSUMB	58
Number of apartment units reused at CSUMB	1,219

<u>Estimated buildings to remove at CSUMB</u>	<u>59</u>
<u>Estimated buildings involving FORA-funded removal</u>	<u>500</u>
<u>Estimated buildings in Army housing areas to be removed and replaced</u>	<u>500</u>
<u>Estimated buildings outside of CSUMB, FORA, and Army's obligations to be removed</u>	<u>250</u>
<u>Estimated buildings remaining to be removed</u>	<u>1,309</u>

Table 4: Fort Ord National Monument Facts

<u>Item</u>	<u>Data</u>
<u>National Monument size in acres</u>	<u>14,651</u>
<u>National Monument acres currently managed by BLM</u>	<u>7,205</u>
<u>National Monument acres currently managed by US Army until future transfer to BLM</u>	<u>7,446</u>
<u>Number of miles of trails accessible to public</u>	<u>86</u>
<u>Historic Landmark</u>	<u>Juan Bautista de Anza National Historic Trail</u>
<u>Recreation opportunities</u>	<u>Hiking, horseback riding, mountain biking, photography, and other nature enthusiast activities</u>

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Current major projects

Military Housing - During the Fort Ord base closure process, the U.S. Army retained certain properties for its own use. A partnership between the U.S. Army and the development firm, Clark-Pinnacle, to rebuild the Ord Military Community (the Residential Communities Initiative — "RCI") located just north of Seaside Highlands, exemplifies new housing creation for locally assigned military.

Marina Heights - This entitled residential project intends to provide 1,050 single-family and townhomes within the City of Marina's portion of the former Fort Ord. This project has no commercial elements.

The Dunes - Designed in phases, this City of Marina mixed-use retail, commercial and residential project is planned for the following uses: 1,237 housing units, 500 new hotel rooms, 760,000 SF in Office, and 570,000 SF in retail. Phase I is still in progress. However, a portion of phase I retail was completed in 2007 (approximately 360,000 SF).

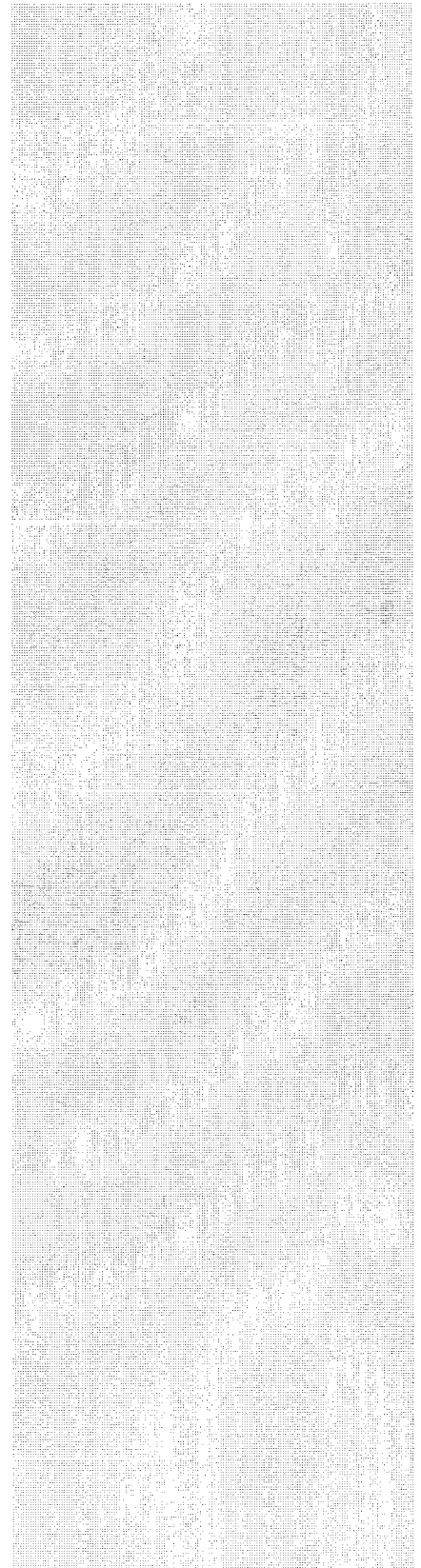
Seaside Resort - This project includes the former Army golf courses, 330 hotel units, 170 timeshare units, and 125 residential units.

East Garrison Village - This entitled 1,470-unit planned community will provide a variety of single-family

homes, apartments, and townhomes; recreational and community areas; and an artist live-and-work "downtown" residential and visitor-serving area. The project includes approximately 40,000 SF in retail.

UC MBEST - University of California Santa Cruz was designated to receive approximately 1,100 acres on former Fort Ord. Of these 1,100 acres, 500 acres were planned for development and 600 acres are managed as open space habitat by the UC Natural Reserve System. The 1996 UC MBEST Center Master Plan provides detailed guidelines for the development of 4.4 million SF of built space on 437 acres of land. Existing development consists of two buildings totaling 39,000 SF, and the university is contemplating downsizing and selling off a portion of the property.

DRAFT



Overarching questions for panels after 15-minute “TED” talks

Questions for Economic Development Panel #1

Subtopics: Attracting Employers, Optimizing Job Mix, and Optimizing Retail

Question#1: What are some effective strategies to attracting employers to our community?

Question #2: What role can the university play as an economic catalyst?

Question #3: What are some characteristics of good and bad job mixes?

Questions for Economic Development Panel #2

Subtopics: Political Process and Anticipating the Market

Question #1: Recognizing the many challenges and opportunities to promote economic growth in communities, what are some examples of political processes that helped sustain economic growth?

Question #2: What market trends is our community currently experiencing in terms of job growth, housing, consumer spending, government spending, and so forth?

Question #3: How do you anticipate these market trends to change in the next five years?

Questions for Design Guidelines Panel #1

Subtopics: Design Character as an Economic Amplifier and Political Process – balancing common design character over multiple jurisdictions

Question #1: What are some examples of design character becoming an economic amplifier for a community?

Question #2: How might our community use design character to reap similar benefits?

Question #3: What are some examples of common design character being implemented over multiple jurisdictions? How did common design elements succeed despite diverging opinions?

Questions for Design Guidelines Panel #2

Subtopics: Cutting Edge Planning Tools – Community Charrette and Form Based Codes

Question #1: What is a Community Charrette? What are its benefits?

Question #2: How might we best use the Community Charrette planning tool?

Question #3: What are Form Based Codes? What are their benefits?

Questions for Blight Removal Panel

Subtopics: Broken Windows Case Study and Financing Solutions

Question #1: What is the broken windows case study? Have other communities applied it and found similar results?

Question #2: How might our community improve upon similar previous efforts?

Question #3: What are the financial challenges to completing blight removal in communities?

Questions for Fort Ord National Monument Panel

Subtopics: Catalyst for Economic Development, How to Incorporate in City and County Planning, and Recreation/Open Space Connections

Question #1: What are some examples of a National Monument that has fostered economic growth in a community?

Question #2: How can City and County planning incorporate the National Monument asset?

Question #3: How can communities effectively create recreation/open space connections into the National Monument asset?

DRAFT

Time	Item	Length	Person
PRE-DAY 1	Opening reception 7:00 pm	0:45	TBD
DAY ONE	12-Dec-13		
8:00 AM	-- COFFEE --	0:30	
8:30 AM	President Ochoa et al	0:30	
9:00 AM	Political Process/Base Reuse	0:15	Jennifer Ott
9:15 AM	Market Forecasting	0:15	Craig Seymore
9:30 AM	Universities as Economic Engines	0:15	Larry Samuels
9:45 AM	Moderated Q&A	1:00	Moderator President Ochoa
10:45 AM	-- BREAK --	0:15	
11:00 AM	Maximizing property tax return	0:15	Peter Katz
11:15 AM	Innovation Clusters	0:15	Budd Colligan
11:30 AM	Attracting Employers	0:15	Mary Jo Waits
11:45 AM	"Eat with an expert" Lunch	1:30	
1:15 PM	Moderated Q&A	1:00	Moderator TBD
2:15 PM	-- BREAK --	0:15	
2:30 PM	Blight Financing Solutions	0:15	Jim Musbach
2:45 PM	Broken Windows Case Study	0:15	Katie Timmerman
3:00 PM	Moderated Q&A	1:00	Moderator Lenny Segal
4:00 PM	Adjournment to Networking/Social Event	0:45	

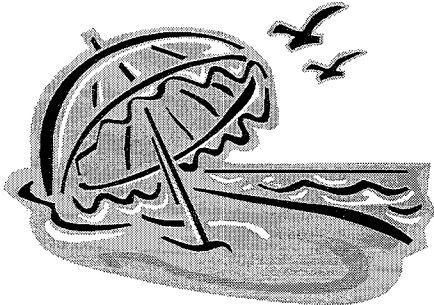
DAY TWO	13-Dec-13		
8:00 AM	-- COFFEE --	0:30	
8:30 AM	Introductions	0:15	
8:45 AM	Design Character as Economic Amplifier	0:15	Chuck Bohl
9:00 AM	Balance in the Political Process	0:15	Rick Cole
9:15 AM	Community Charrettes	0:15	Bill Lennertz
9:30 AM	Form-Based Planning	0:15	Victor Dover
9:45 AM	-- BREAK --	0:15	
10:00 AM	Moderated Q&A	1:00	Moderator TBD
11:00 AM	-- BREAK --	0:15	
11:15 AM	N. Monument as Economic Catalyst	0:15	Ben Alexander
11:30 AM	Incorporating Monument in City & County	0:15	Doug Farr
11:45 AM	Recreation/Open Space Connections	0:15	TBD
12:00 PM	"Eat with an expert" Lunch	1:30	
1:30 PM	Moderated Q&A	1:00	Moderator Kent Glenzer
2:30 PM	-- BREAK --	2:00	
4:30 PM	FORA Board meeting	1:30	
6:00 PM	End of Colloquium	0:00	

Eat with an Expert

Experts from around the nation will speak on the topics of:

- *Economic Development*
- *Blight Removal*
- *Design Guidelines as an Economic Amplifier*
- *National Monuments as Economic Catalysts*

Panel moderators will host lunch on December 12 and 13 for event participants to 'Eat with an Expert' and interact with Nationally recognized experts in their field.

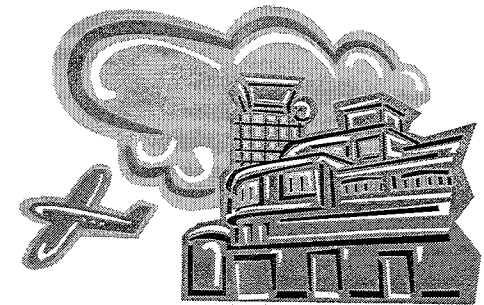


Caption describing picture or graphic.

Attachment D to Item 6
PRAC meeting, 10/23/2013

Fort Ord Reuse Implementation Colloquium

Hosted by California State University, Monterey Bay (CSUMB) and Fort Ord Reuse Authority (FORA)
December 12 & 13, 2013



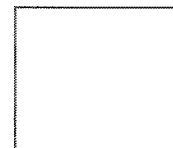
CSUMB: Extraordinary Opportunity

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Fort Reuse Implementation

CSUMB and the FORA Post Reassessment Advisory Committee, with the agreement of the FORA Board, chose four topics to examine at a colloquium to be held in December 2013.

Experts from different areas of the U.S. will present their expertise on the four topics

- **Economic Development/Base Reuse**
- **Blight Removal**
- **Design Guidelines as an Economic Amplifier**
- **National Monuments as Economic Catalysts**

The hoped-for outcome of the colloquium is that local decision-makers and the public acquire a shared knowledge-base applicable to the broad topic of economic development, and from that shared knowledge base agree on strategies for successful economic development of Fort Ord during the remaining six and a half years until FORA is scheduled to sunset.

Economy, Education, and Environment

Thursday & Friday, December 12-13, 2013

University Center

8 A.M. - 3 P.M.

Experts from around the nation will share their knowledge and experience.

Tickets are needed for this event

<https://fortordcolloquium.eventbrite.com/>

Cal State Monterey Bay works to make events accessible to all.

If you have special requests, please contact Jeannie Lopez

at 831-582-3530 or via email at jealopez@csumb.edu.

Sign-up Form

Sign up for:	Time	Price
<input type="checkbox"/> Type the event name here	00:00	0.00
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