



Fort Ord Reuse Authority

920 2nd Avenue, Suite A, Marina, CA 93933
Phone: (831) 883-3672 • Fax: (831) 883-3675 • www.fora.org

BASE REUSE PLAN POST-REASSESSMENT ADVISORY COMMITTEE MEETING

9:00 A.M. Monday, September 23, 2013

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

AGENDA

1. **CALL TO ORDER AT 9:00 A.M.**
2. **ACKNOWLEDGEMENTS, ANNOUNCEMENTS AND CORRESPONDENCE**
3. **PUBLIC COMMENT PERIOD:**
Members of the audience wishing to address the Advisory Committee 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.
4. **APPROVAL OF August 19, 2013 MEETING MINUTES**
5. **APPROVAL OF September 10, 2013 MEETING MINUTES**
6. **OLD BUSINESS**
Base Reuse Plan Post-Reassessment Colloquium Planning ACTION
 - 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
7. **ITEMS FROM MEMBERS**
8. **ADJOURNMENT**

NEXT PROPOSED MEETING: October 14, 2013 at 9:00 am

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BASE REUSE PLAN POST-REASSESSMENT ADVISORY COMMITTEE MEETING 3:00 P.M. MONDAY, August 19, 2013

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

ACTION MINUTES

1. CALL TO ORDER AT 3:00 P.M.

Confirming a quorum, Fort Ord Reuse Authority (FORA) Board of Directors Chair Jerry Edelen called the meeting to order at 3:04 PM. The following people, indicated by signatures on the roll sheet, 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
Andre Lewis, CSUMB

Other Attendees

Michael Houlemard, FORA
Steve Endsley, FORA
Jane Haines, member of the public
Scott Waltz, Sierra Club representative
Jonathan Garcia, FORA

2. **ACKNOWLEDGEMENTS, ANNOUNCEMENTS AND CORRESPONDENCE:** Executive Officer Michael Houlemard announced that the California Department of Veterans Affairs submitted its grant application to the federal Department of Veterans Affairs' state veterans cemetery grant program by the August 15, 2013 deadline.

3. **PUBLIC COMMENT PERIOD:** Jane Haines commented on the second page of the staff report where there is reference to "Case Studies Presentation, including FORA Highway 1 Design Corridor Design Guidelines adopted in 2005" under the proposed Day 2 schedule. Ms. Haines commented that she did not think that FORA Highway 1 Design Corridor Design Guidelines should be discussed at all during the colloquium. She cited several excerpts from page 71 of the Base Reuse Plan, noting that they supported her statements (hard copy attached to minutes).

4. APPROVAL OF August 12, 2013 MEETING MINUTES

Motion: Committee member Dr. Tom Moore moved approval of the minutes as presented, seconded by Committee member Gail Morton.

Motion Passed: unanimous.

5. NEW BUSINESS

Base Reuse Plan Post-Reassessment Colloquium Planning

ACTION

I. Provide direction on proposed colloquium format/scheduling

Committee members discussed a scheduling option that would include one day focused on the Economic Development topic, one day on Design Guidelines, and a split day on the two topics of Blight Removal and National Monument. Committee members discussed potential subtopic areas after reviewing the potential colloquium speakers. Committee members identified the following subtopic areas:

Economic Development
a) Political Process

- b) Attracting Employers
- c) Optimizing Job Mix
- d) Optimizing Retail
- e) Anticipating the Market

Design Guidelines

- a) Design Character as an Economic Amplifier
- b) Political Process – balancing common design character over multiple jurisdictions
- c) Cutting Edge Planning Tools
 - I. Community Charrette
 - II. Form Based Planning

National Monument

- a) Catalyst for Economic Recovery
- b) How to Incorporate in City and County Planning
- c) Recreation/Open Space Connections

Blight Removal

- a) Broken Windows Case Study
- b) Financing Solutions

II. Provide direction on list of potential colloquium speakers

Committee member Gail Morton voiced strong concerns that a number of potential speakers listed under the National Monument topic missed the mark. She identified the potential speaker with Headwaters Economics as the expert she thought worked. She also suggested the Stanford Research Institute as another source for potential speakers on the National Monument topic. The Committee then re-directed most of its time on the format/scheduling discussion.

III. Provide direction after reviewing results of FORA Board poll on days for 3-day colloquium

Committee members reviewed the results of the FORA Board poll and requested that staff conduct polling of Fort Ord jurisdictions and other jurisdictions in Monterey County.

IV. Consider next steps

For the next PRAC meeting, the following tasks were identified:

1. FORA staff, working with CSUMB, will present a list of potential colloquium speakers with speaker bios attached.
2. FORA staff will poll its Administrative Committee members and other Cities in Monterey County to ascertain their preferred 3-day combination for the colloquium.

Option 1: Wed., Thurs., Fri.

Option 2: Thurs., Fri., Sat.

Option 3: Fri., Sat., Sun.

3. FORA staff will circulate draft meeting minutes to PRAC members to summarize today's discussion. Committee members discussed that there may be some time constraints to recruiting speakers by October 9th that may make it advisable to postpone the event. Committee members emphasized that they would prefer to see quality over speed.
4. Next PRAC meeting was scheduled for Tuesday, September 10, 2013 at 10:30 am.

V. ITEMS FROM MEMBERS: None.

VI. ADJOURNMENT: The meeting was adjourned at approximately 5:15 pm.

Minutes prepared by Jonathan Garcia.

DRAFT



Landscape and Open Space

The visual character of the Peninsula is greatly determined by the quality of the natural and introduced landscape pattern and materials. The former Fort Ord encompasses a vast area which ranges from coastal sand dunes to upper reaches of oak woodland and chaparral. The Main Garrison area, where uses were principally located, has very little introduced or formal landscaping; consequently the image of the area is rather bleak and uninviting. As the former Fort Ord will be developed over time, major vegetation and landscaping should be introduced in these development areas to create a more inviting and pedestrian-scale environment, and to integrate the site as a whole into the larger Peninsula environment. The open space areas include the UC/NRS Fort Ord Natural Reserve, the Frog Pond, the Bureau of Land Management open space area, Fort Ord Dunes State Park and other units to be owned by the Monterey Peninsula College, and the California Native Plant Society.

- *Incorporate principles articulated in the Habitat Management Plan (HMP) as good practices throughout the entire base.*
- *Ensure that open space connections are provided to link major recreation and open space amenities within the base and also to adjacent regional resources.*
- *Provide a generous pattern of open space and recreation resources through public facilities and publicly accessible private development. Ensure that the open space resources of CSUMB and other major developments are available to the community at large.*
- *Establish an open space corridor of a minimum of 100 feet along the entire eastern edge of State Highway 1, and landscape this Fort Ord corridor via a master landscape plan, to reinforce the regional landscape setting along the entryway to the northerly peninsula.*
- *Establish a pattern of landscaping of major and minor streets, including continuous street tree plantings to define gateways to the former Fort Ord and enhance the visual quality and environmental comfort within the community.*
- *Encourage a pattern of development at the neighborhood and district levels that ensures a generous provision of open space.*



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BASE REUSE PLAN POST-REASSESSMENT ADVISORY COMMITTEE MEETING 10:30 A.M. Tuesday, September 10, 2013

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

ACTION MINUTES

1. CALL TO ORDER AT 10:30 A.M.

Confirming a quorum, Fort Ord Reuse Authority (FORA) Board of Directors Chair Jerry Edelen called the meeting to order at 10:33 PM. The following people, indicated by signatures on the roll sheet, 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
President/Dr. Ochoa, CSUMB

Other Attendees

Michael Houlemard, FORA
Steve Endsley, FORA
Jane Haines, member of the public
Kristi Markey, Supervisor Jane Parker's office
Jonathan Garcia, FORA
Andre Lewis, CSUMB

2. ACKNOWLEDGEMENTS, ANNOUNCEMENTS AND CORRESPONDENCE: None.

3. PUBLIC COMMENT PERIOD: None.

4. APPROVAL OF August 19, 2013 MEETING MINUTES

Motion: Committee member Dr. Tom Moore moved that the minutes be amended as directed and presented at the next Post-Reassessment Advisory Committee (PRAC) meeting, seconded by Committee member Gail Morton.

Motion Passed: unanimous.

5. OLD BUSINESS

Base Reuse Plan Post-Reassessment Colloquium Planning

ACTION

- I. Provide direction on proposed colloquium format/scheduling
- II. Provide direction on list of potential colloquium speakers
- III. Review colloquium budget

FORA Senior Planner Jonathan Garcia summarized the first three staff report recommendations. Committee members discussed the proposed colloquium scheduling dates and agreed that an early December date was preferred.

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President/Dr. Ochoa described his vision for the event with emphasis on exploring the University's role in the economic recovery process. Committee members discussed variations to the proposed format included in the staff report. Principal Aide Kristi Markey offered a recommendation from Supervisor Jane Parker. This recommendation was to keep the event to two days to attract and maintain interest of the local community in the event.

Committee members stressed the importance of recruiting panel experts with diverse perspectives and new ideas from outside of our local area. Committee member Victoria Beach recommended recruitment of experts associated with the Form-Based Codes Institute and National Charrette Institute to address subtopics with Design Guidelines. Committee members discussed a proposed format of having 3 experts/speakers each providing up to a 20-minute presentation on their focus area (similar to a TED talk) and then forming a panel of 3 to address certain overarching questions and questions from the audience.

IV. Consider next steps

For the next PRAC meeting, the following tasks were identified:

1. FORA staff, working with CSUMB, will:
 - a. Prepare a draft Fort Ord Background document to help recruit potential speakers,
 - b. Prepare draft overarching questions for the various panels, and
 - c. Continue work on researching and recruiting potential speakers/panelists.
2. The next PRAC meeting was scheduled for Monday, September 23, 2013 at 9:00 am.

6. ITEMS FROM MEMBERS: None.

7. ADJOURNMENT: The meeting was adjourned at approximately 12:02 pm.

Minutes prepared by Jonathan Garcia.

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

OLD BUSINESS

Subject: Base Reuse Plan Post-Reassessment Colloquium Planning

Meeting Date: September 23, 2013

Agenda Number: 6

ACTION

RECOMMENDATION

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

BACKGROUND

At its August 12 and 19, and September 10 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, and provided direction to staff on next steps.

DISCUSSION

i. Provide feedback on draft Fort Ord Background document— One of the next steps identified at the previous PRAC meeting was completion of a draft 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 was completion of 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 proposed schedule is presented as **Attachment C** to this report. CSUMB has selected the dates of December 12th and 13th to host the event.

Staff notes that **Attachments A, B, and C** 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 estimated Colloquia budget 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.

California State University Monterey Bay

When Congress decided to shut down Fort Ord, the local community proposed the base be converted into a university. In June 1994, California State University Monterey Bay (CSUMB) began. The opportunity to create a new university drew some of the most dedicated, creative and talented people in the field of higher education to Monterey Bay. In a few short months, that team adopted the Vision Statement, which set out CSUMB's core values, educational philosophy, and defines what CSUMB aspires to be.

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 entrepreneurial spirit and camaraderie that those early classes embodied still exists on campus — students are empowered to get involved, start things up and grab every opportunity they can imagine, so that CSUMB reflects them and their passions as much as it makes a difference in their lives.

1997 Fort Ord Reuse Plan

The 1997 Fort Ord Reuse Plan broadly defines the type 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 document. FORA does not plan and approve individual development projects — by law, that responsibility and authority lies with the land use jurisdictions (cities and county) that will receive the property. FORA does have the responsibility to assure that 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 for 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.

Reuse Challenges

Delay and restrictions are probably the most important and costly factors affecting reuse of the former Fort Ord. The Monterey Bay area experiences a high demand and short supply of housing and new jobs. The housing need affects all income ranges. This is true in many areas of California, and more recently, this trend is also affecting other areas of the United States.

At the same time, development-related costs are rising for planning and site preparation, financing, architectural and engineering, construction, entitlement, fees and assessments, and with various regulatory requirements and restrictions. With prolonged delays, it becomes more difficult to attract investors and developers to the region.

The same situation is applicable to job availability and creation. As business costs rise, and when a shortage of acceptable housing at reasonable prices declines, it again becomes more difficult to attract and maintain investors and businesses in the region.

Current projects

Military Housing - During the Fort Ord base closure process, the U.S. Army retained certain properties for its own use. It anticipated a continued military need for housing within Monterey County, given the presence of military facilities including the Defense Language Institute and the Naval Postgraduate School. 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 attractive new housing creation for locally assigned military.

CSUMB has converted former military-housing units for students and faculty. Other former military housing has become headquarters for various non-profit, social service, and agency programs and offices. A few units have been made available for below median - income civilian use.

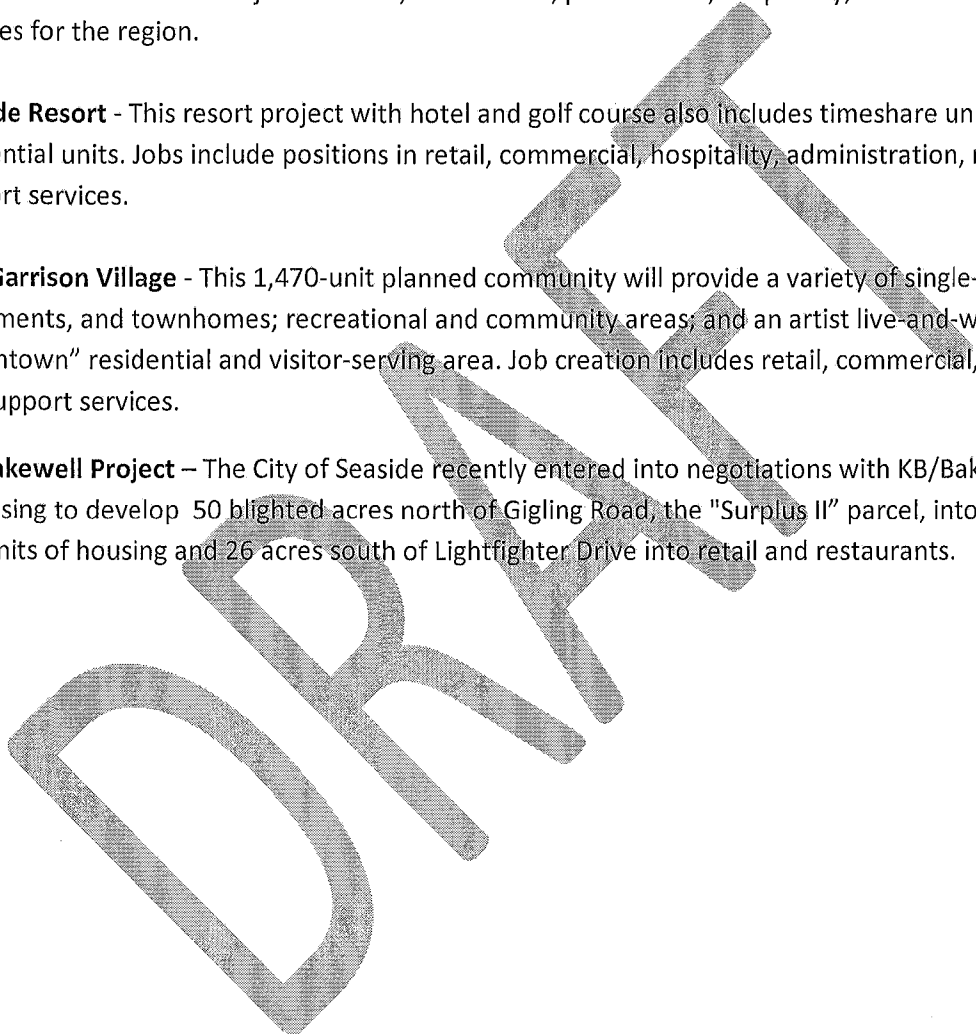
Marina Heights - This residential project will provide 1,050 single-family and townhomes within the City of Marina's portion of the former Fort Ord. Jobs will be created during construction as well as in various maintenance and support services.

The Dunes - Designed in phases, this City of Marina mixed-use retail, commercial and residential project is planned for 1,237 housing units including apartments, townhomes and single-family residences, as well as the creation of new jobs in retail, commercial, professional, hospitality, recreation, and support services for the region.

Seaside Resort - This resort project with hotel and golf course also includes timeshare units and 125 residential units. Jobs include positions in retail, commercial, hospitality, administration, recreation, and support services.

East Garrison Village - This 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. Job creation includes retail, commercial, professional, and support services.

KB/Bakewell Project – The City of Seaside recently entered into negotiations with KB/Bakewell who is proposing to develop 50 blighted acres north of Gigling Road, the "Surplus II" parcel, into more than 500 units of housing and 26 acres south of Lightfighter Drive into retail and restaurants.



Overarching questions for panels after 20-minute “TED” talks

Questions for Economic Development Panel #1

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

Question#1: What are the challenges to attracting employers to our community?

Question #3: What role can the university play as an economic catalyst?

Question #4: How might our community achieve this job mix?

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

Question #5: 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?

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

Question #4: How can communities effectively create recreation/open space connections into the National Monument asset?

DRAFT

Time	Item	Length	Person
DAY ONE	12-Dec-13		
8:00 AM	-- COFFEE --	0:30	
8:30 AM	President Ochoa et al	1:00	
9:30 AM	Political Process	0:20	Jennifer Ott
9:50 AM	Anticipating the Market	0:20	Craig Seymore
10:10 AM	Universities as Economic Engines	0:20	Christine Shingleton
10:30 AM	-- BREAK --	0:15	
10:45 AM	Moderated Q&A	0:45	Moderator
11:30 AM	-- BREAK --	0:15	
11:45 AM	Lunch (Presentation on optimizing retail)	1:15	Janet Smith-Heimer
1:00 PM	Attracting Employers	0:20	Stephan Proud
1:20 PM	Optimizing Job Mix	0:20	Doug Henton
1:40 PM	Moderated Q&A	0:45	
2:25 PM	-- BREAK --	0:15	
2:40 PM	Design Character as Economic Amplifier	0:20	Rick Bernhardt
3:00 PM	Balance in the Political Process	0:20	Nancy Firfer
3:20 PM	Community Charrettes	0:20	
3:40 PM	Form-Based Planning	0:20	Bill Lennertz
4:00 PM	Moderated Q&A	0:45	
4:45 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	Monument as Catalyst for Economic Reco	0:20	Ben Alexander
9:05 AM	Incorporating Monument in City & County	0:20	Kent Glenzer
9:25 AM	Recreation/Open Space Connections	0:20	Eric Morgan
9:45 AM	-- BREAK --	0:15	
10:00 AM	Moderated Q&A	0:45	Moderator
10:45 AM	Blight Financing Solutions	0:20	Jim Musbach
11:05 AM	Broken Windows Case Study	0:20	Katie Timmerman
11:25 AM	Moderated Q&A	0:45	
12:10 PM	Lunch (Presentation on optimizing retail)	1:00	
1:10 PM	-- BREAK --	0:50	
2:00 PM	FORA Board meeting	2:30	
4:30 PM	Adjournment to Networking/Social Event	0:45	