



Present a Colloquium to Discuss

**Economy, Education, and the Environment
on the Former Fort Ord**

Honored Speaker,

Thank you for your interest in presenting at the Fort Ord Colloquium. We are eagerly anticipating your invaluable contribution to our educational event. Included in this packet is an introduction to the logistics and content of the Colloquium. We have provided a general overview of the land area under discussion, the development challenges it faces, as well as some of the questions the Fort Ord Reuse Authority (FORA) Board hopes to address through this Colloquium.

Additional information regarding FORA and its mission can be found on the FORA website at www.fora.org or you may contact FORA Executive Officer Michael Houlemard directly with any questions at 831-883-3672. We look forward to welcoming you to the beautiful Monterey peninsula.

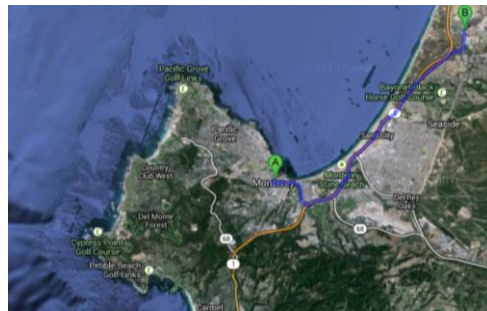
Sincerely,

California State University Monterey Bay and the FORA Post Re-Assessment Committee



Travel

FORA will reimburse airline travel and provide a per diem for meals. In addition, some meals will be provided at the event. FORA has reserved a room for you at the waterfront Portola Hotel and Spa in Monterey for the nights of Wednesday, December 11th through Friday, December 13th (for more information please visit <http://www.portolahotel.com> and see photo and map point A below). FORA will also provide a per diem for your transportation to and from the colloquium, hosted on the CSUMB campus (see map point B below). A rental car is recommended, as the colloquia is approximately 15 minutes from the hotel. Please book your own air travel (we recommend arriving into Monterey Regional Airport or San Jose International Airport) and submit your receipt to FORA for prompt reimbursement. More in-depth information regarding per diems, reimbursements, and travel arrangements will be provided shortly. Should you have any questions regarding these items, please feel free to contact Lena Spilman at lena@fora.org



Sightseeing

The Monterey Peninsula region is a wonderland for touring. Outdoor enthusiasts will enjoy a drive down the coast to nearby Big Sur, a sunset cruise on the Monterey Bay, or a simple walk along the beach, while others may prefer a stroll through the shops of Carmel-by-the-Sea, wine tasting in one of dozens of local tasting rooms and vineyards or a visit to one of our many world-class restaurants. For more information on these and other attractions, as well as a list of local events, please visit <http://www.seemonterey.com>.



Your Hosts

California State University Monterey Bay and the Fort Ord Reuse Authority are co-sponsoring the colloquium (<https://fortordcolloquium.eventbrite.com>). All of the scheduled events are to be in the University Center Auditorium on the California State University Monterey Bay campus on former Fort Ord.

California State University Monterey Bay

In June 1994, California State University Monterey Bay (CSUMB) (<http://csumb.edu>) opened and the first day of classes was August 28, 1995. 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 fulfilling its identity as an economic engine in the reuse of former Fort Ord and continues to expand and explore unique educational opportunities and to work collaboratively with its neighboring jurisdictions throughout the Monterey Bay region.

Fort Ord Reuse Authority

Closure of Fort Ord Army Base was announced by Congress in 1991. 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 (<http://codes.lp.findlaw.com/cacode/GOV/1/7.85>). 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. It also required FORA to prepare a Base Reuse Plan to be the official local plan for all public purposes. A large portion of Fort Ord land was assigned to local jurisdictions, primarily the County of Monterey and the Cities of Marina and Seaside. Before development is allowed on the local jurisdiction's Fort Ord lands, the FORA Board must certify that the jurisdiction's general plan and zoning are consistent with the Base Reuse Plan (<http://www.fora.org/BRP.html>), and that the proposed development is consistent with the applicable general plan. In 2012, state legislation extended FORA's sunset date from 2014 to 2020.

Colloquium Location

Fort Ord is located in Northern Monterey County, approximately 120 miles south of San Francisco, 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 nearly 28,000 acres (Figure 1).

Colloquium Content

In 2012, FORA commissioned a \$500,000 reassessment study of the original 1997 Base Reuse Plan, the guiding policy document for redevelopment of the former Fort Ord. In 2013, the FORA Board formed the Post Reassessment Advisory Committee (PRAC) to study this Fort Ord Reuse Plan Reassessment Report (www.fora.org/Reports/FinalReassessment/FinalReassessmentReport121412.pdf).

Out of the thirty-nine policy directions in the report, the committee identified four that, if implemented, had the highest potential to remove impediments to base reuse.

- strategies for economic development
- economic benefits of design guidelines
- solutions for blight removal
- economic leverage of the national monument designation

The committee recognized the need for expert input and innovative thinking on these topics and decided to convene a colloquium, hosted by CSUMB.

The hoped-for outcome of the colloquium is that local decision-makers and the public acquire a shared knowledge-base on these topics from which they can agree on strategies for economic and development success.

Colloquium Format

All activities will be held at the CSUMB University Center auditorium. Speakers are assigned to panels based on their expertise. All speakers are asked to give individual twenty-minute, TED-talk style presentations on their topic followed by a moderated question and answer group discussion with the their fellow panelists.

Technology

The university will provide technical assistance and equipment, including projectors for your presentation materials. Please submit your presentation either by email or flash drive for inclusion on the colloquium website. Send your submissions and address any technical questions you may have to Lena Spilman, lana@fora.org or 831-883-3672.

Questions for Panelist Presentations to Address

Economic Development

- What are effective strategies to attract employers to a community?
- What are the characteristics that distinguish good job mixes from bad?
- What role can the university play as an economic catalyst?
- How can the public participate in economic planning processes?
- What current market trends influence job growth and economic revitalization?
- How do you anticipate these market trends changing over the next five to ten years?

Design Guidelines

- How can design character serve as an economic amplifier for a community?
- What are successful examples of common design character being implemented over multiple jurisdictions?
- What are good examples of public participation in land planning processes?
- What is a Community Charrette and what are its benefits as a planning tool?
- What are Form Based Codes and what are their benefits as a planning tool?

Blight Removal

- Does the broken windows theory on how visual cues affect community health or decay apply to blight removal?
- What new financial solutions are available for removal of blight?

Fort Ord National Monument

- How can the National Monument designation stimulate economic development?
- How can local jurisdictions incorporate the monument asset into their own plans?
- How can communities effectively create recreation/open space connections with the national monument?

WEDNESDAY 11 December

7:00 pm **Guest Speaker Welcome Reception & Dinner**

THURSDAY 12 December

8:00 am **Coffee & Opening Comments** (*Dr. Eduardo Ochoa*)

8:30 am **Panel 1: Economic Development & Innovation**

- **MODERATOR: Eduardo Ochoa, President, CSUMB**
- **Jennifer Ott** *Chief Operating Officer Alameda Point, Alameda CA*
Topic: The challenge of integrating former bases into the fabric of surrounding cities/mixed use communities.
- **Larry Samuels, Principal, Samuels Associates, La Selva Beach, CA**
Topic: Optimizing conditions for innovation clusters
- **Bud Colligan** *Founder & CEO, South Swells Ventures, Santa Cruz CA*
Topic: Marshalling resources for innovation

9:30 am **Moderated Q&A**

10:15 am **Break**

10:30 am **Panel 2: Land Development and Job Creation**

- **MODERATOR: Shyam Kamath, Dean, College of Business Administration, CSUMB**
- **Peter Katz** *Principal, Strategic Consulting Practice, Alexandria VA*
Topic: How development patterns can increase jurisdiction tax base.
- **Mary Jo Waits** *National Governor's Association Director of Economic, Human Services, & Workforce Division, Washington DC*
Topic: Transitioning to the new economy; Policies fostering innovation driven economic growth.
- **Craig Seymour** *Managing Principal, RKG & Associates, Alexandria VA*
Topic: New directions and socio-economic development strategies for base re-use.

11:30 pm **Moderated Q&A**

12:30 pm **Lunch with an Expert**

2:00 pm **Panel 3: Blight Removal, Remediation & Economics**

- **MODERATOR: Katie Timmerman, Senior Construction/Project Manager, CSUMB**

- **Jim Musbach** *Managing Principal at Economic & Planning System, Berkeley, CA*
Topic: Innovative solutions to blight removal.
- **Lenny Seigel** *Center for Public Environmental Oversight, Mountain View, CA*
Topic: Advocacy for safety in the human environment.
- **Bradley Guy** *Asst. Professor, Sustainable Design Program, School of Architecture and Planning, The Catholic University of America, Washington DC*
Topic: Green building and unbundling

3:00 pm Moderated Q&A

4:00 pm Networking and Social Event

FRIDAY 13 December

8:00 am Coffee & Opening Comments (Dr. Eduardo Ochoa)

8:30 am Panel 4: Design Guidelines as Economic Catalyst

- **MODERATOR: Victoria Beach, City Council Member, Carmel-by-the-Sea**
- **Charles Bohl** *Associate Professor & Director of the Masters in Real Estate Development and Urbanism, University of Miami's School of Architecture, Miami FL*
Topic: How complete planning affects community prosperity.
- **Victor Dover** *Principal, Dover, Kohl, & Partners, Coral Gables FL*
Topic: Retrofitting sprawl

9:30 am Moderated Q&A

10:15 am Break

10:30 am Panel 5: Form-based Regional Planning and Community Collaboration

- **MODERATOR: Victoria Beach, City Council Member, Carmel-by-the-Sea**
- **Bill Lennertz** *Executive Director, National Charrette Institute, Portland OR*
Topic: How public charrettes can resolve apparently conflicting land planning interests.
- **Stefan Pelligrini, RA, AICP, LEED AP** *Principal, Opticos Design, San Francisco CA*
Topic: How publicly developed form-based codes increase predictability and profitability for developers.

11:30 pm Moderated Q&A

12:30 pm Lunch with an Expert or Luncheon Speaker

1:45 pm Panel 6: National Monuments as Economic Engines

- **MODERATOR: David Spaur** *Monterey County Economic Development Director, Monterey CA*
- **Doug Farr** *President and CEO at Farr and Associates, Architecture and Urban Design, Chicago, IL*
Topic: How urban areas can leverage proximity to open space through integrated connectivity.
- **Luther Probst**
To Discuss: Building economy around a National Monument.
- **Jim Meadows** *Presidio Trust Executive Director, Presidio of San Francisco*
Topic: Integrating recreation and open space into economic recovery programs: San Francisco Presidio Case Study.

2:45 pm Moderated Q&A

4:00-5:30 pm FORA Board Meeting

Fort Ord Background

To facilitate speaker preparation, the following factual summary information is being provided. For greater detail, please see included links or contact FORA Executive Officer Michael Houlemard at Michael@FORA.org or 831-883-3672.

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 authority lies with the land use jurisdictions (cities and county) that receive the property. FORA has the responsibility to ensure that all jurisdiction-approved, land-use projects are consistent with the Reuse Plan, through a "consistency determination" process. Acreage is divided into these broad uses.

Total Acreage	27,879
Habitat Management	17,179
Parks & Open Space	2,014
Visitor Serving	808
Public Facilities	1,072
Cal State University Monterey Bay	1,292
Presidio of Monterey Annex (military usage)	782
Rights of Way	1,161
Business Park, Light Industrial, Office, R&D, Retail, Residential	3,571

2012 Reuse Plan Reassessment Report

In 2012, FORA commissioned a reassessment study, which compared the policies, programs and projections in the 1997 Fort Ord 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) and that many 1997 Base Reuse Plan programs have not yet been implemented. The impacts of base closure included the following:

Fort Ord population in 1991 at closure decision	31,270
Active duty military jobs relocated by 1994	13,500
Civilian jobs displaced with closure	4,500

Population and employment growth have not met original estimates, as follows:

1997 Reuse Plan Projections for 2015	Status as of 2013
18,000 new jobs	3,799 new jobs
11,000 housing units total	4,476 existing housing units 4,700 entitled (6,160 legal cap) 380 built
3,000,000sf commercial space built	1,000,000?sf commercial space entitled 660,000sf commercial space built
25,000 CSUMB students	5700 CSUMB students

Blight Removal

One of the greatest challenges to base reuse has been removal of dilapidated and vandalized buildings on former Fort Ord. The Reuse Plan provided for 50% of land sale proceeds to fund building removal. Often, instead of an upfront cash payment for the land, developers negotiated with jurisdictions a price reduction for the land in exchange for assuming the cost of blight removal themselves. However, the real estate market downturn, the discovery of unexpectedly hazardous substances, and the increased costs of doing business due to delay left some developers unable to execute their projects and the blight remains.

CSUMB is dependent on State funding or alternative sources. At the founding of the university, substantial initial funding enabled adaptive reuse and selective removal of 218 blighted buildings on campus. Due to reduction in education funding in California, rehabilitating the remaining former military buildings has proved to be too expensive, as has removing them. The university has recently focused its expansion efforts to building new facilities and 95 blighted buildings remain.

There is also blight on property transferred to local jurisdictions and other entities that have no obvious funding mechanisms. Additional information about the current status of building removal at Fort Ord can be found below and on pages 11-12 at <http://www.fora.org/Reports/CIP-Current.pdf>.

Years blighted buildings constructed	Early 1900's to late 1980's
Primary building materials	Wood and concrete structures
Primary hazardous materials	Asbestos and lead-based paint
Original number of vacated buildings	5,500 +/-
Blighted buildings remaining to be removed	1,309 +/-

Fort Ord National Monumentⁱ

On April 20, 2012, President Obama established the Fort Ord National Monument (www.blm.gov/pgdata/content/ca/en/fo/hollister/fort_ord/index.html) to consist of 14,651 acres. Currently, 7,205 acres are managed by the Bureau of Land Management (BLM) under the Secretary of the Interior and 7,446 of these are managed by the Secretary of the Army while the ongoing clean-up of munitions is underway. Upon completion of the Army's cleanup, estimated to occur in 2020, the entire 14,651 acres will come under the management of the BLM. The President proclaimed that "the Monument is for protection of the Fort Ord area to maintain its historical and cultural significance, attract tourists and recreationalists, and to enhance its unique natural resources, for the enjoyment of all Americans." The 2012 Fort Ord Base Reuse Plan Reassessment Market and Economic Analysis at <http://www.fora.org/Reports/FinalReassessment/MarketStudy.pdf> contains recommendations pertaining to regional economic development resulting from designation of the Monument at pages 7, 13, 14, 26, 39, 97 and 104. Other statistics are included below.

National Monument size	14,651 acres (about 53% of Fort Ord)
BLM estimate of yearly visitors in 2012	150,000
BLM estimate of visitor activities	60% hikers/joggers, 37% bikers, 3% equestrians
Number of parking spaces on paved lots	64 (24 at Badger Hills and 40 at Creekside)
Trailhead locations	Badger Hills, Creekside, Jerry Smith Corridor, 8 th & Gigling
Historic Landmark	Juan Bautista de Anza National Historic Trail
Number of miles of trails accessible to public	86

The 1997 Reuse Plan Design Principles

A significant aspect of the Reuse Plan involves cohesive physical character and visual identity as reflected in the following statement: “The vision for the future of the former Fort Ord is that a community will grow up on the former Base, having a special character and identity. This community, at the same time, will fit with the character of the Peninsula, complementary with the scale and density of the existing communities from Marina to Carmel. It will demonstrate a respect for the special natural environment of the Peninsula and the scenic qualities of the Bay, coastal dune areas, and upland reaches. It will also be complementary to the rich tradition and reality of agriculture in the Salinas Valley.... Most importantly, the community will be a special place for living and working. It will provide a diversity of experience and opportunity, with a development approach that is sustainable and appropriate.”

That vision is the basis for six design principles, which are more fully described at (<http://www.fora.org/BRP.html>):

Design Principle 1	Create a unique identity for the new community around the educational institutions. See pages 56-57 and page 63 at link above.
Design Principle 2	Reinforce the natural landscape setting consistent with Peninsula character. See pages 57-58 and page 71 at link above.
Design Principle 3	Establish a mixed-use development pattern with villages as focal points. See pages 58-59 and pages 63-65 at link above.
Design Principle 4	Establish diverse neighborhoods as the building blocks of the community. See pages 59-60 and pages 67-69 at link above.
Design Principle 5	Encourage sustainable practices and environmental conservation. See pages 60-61 at link above.
Design Principle 6	Adopt regional urban design guidelines. See page 60 at link above.

In order to further all of these principles, Principle 6 requires that “Regional design guidelines will be prepared and adopted by FORA to govern the visual quality of areas of regional importance within the former Fort Ord.” These design guidelines, which would address urban scale and density, street character, landscaping, signage, and more have not been completed.

The one foray into establishing guidelines was a localized effort confined to the area of the Highway 1 corridor and resulted in a single-use retail shopping complex and not a mixed-use, village development with an educational identity that reinforced the natural Peninsula landscape per above Principles 1-3. See <http://www.fora.org/Reports/Hwy1Guidelines1.pdf>. This local guideline also garnered a mixed reception from involved parties and the public, who were unsure about both the process and the results.

There is also a general concern about the ability of FORA to make consistency determinations in the absence of approved Regional Design Guidelines.

Entitled Projects

For locations of projects A-G, see Figure 2.

A. Military Housing (Army) (Zoning: Military Enclave, Status: original units built before closure) During the Fort Ord base closure process, the U.S. Army retained certain properties for its own use (www.monterey.army.mil/Housing/military_housing.html). A partnership between the U.S. Army and the development firm, Clark-Pinnacle, to rebuild the Ord Military Community (the Residential Communities Initiative), was formed. So far, this has resulted in approximately 300 new residential units replacing old existing units for military personnel.

B. Marina Heights (Marina) (Zoning: Combined Medium and High Density Residential, Status: entitled in 2004, site preparation nearly completed, currently marketing for builder) This residential project on 248 acres will 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.

C. The Dunes (Marina) (Zoning: Mixed Use, Status: entitled in 2005, partially built, 108-unit subsidized apartment complex under construction) Designed in phases, this retail, commercial, and residential project on 291 acres is planned for the following single, separated uses: 1,237 housing units, 500 new hotel rooms, 760,000sf in Office, and 570,000sf in retail. Phase I is still in progress. A portion of phase I retail consisting of large-format retail including Best Buy, Target, Bed Bath & Beyond, was completed in 2007 (approximately 360,000sf).

D. Seaside Resort (Seaside) (Zoning: Visitor Serving, Status: entitled in 2005, unbuilt except for 1 residential unit) This project on 373 acres includes two former Army golf courses, 330 hotel units, 170 timeshare units, and 125 residential units.

E. East Garrison Village (County) (Zoning: Mixed Use, Status: entitled in 2006, 65-unit subsidized apartment complex built, 30 units under construction, the remainder unbuilt) This entitled 1,470-unit planned community on 244 acres will provide 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 40,000sf in retail.

F. Veterans Cemetery (State of California) (Zoning: overlaps Open Space/Recreation and Low Density Residential, Status: partially funded) The California Department of Veterans Affairs has recently received adequate funding for construction and maintenance of the first phase of a veterans cemetery to be located on 26 acres of the former Fort Ord near the Fort Ord National Monument. The first phase will consist of a columbarium that will hold an estimated 5,600 urns. Subsequent phases, as yet unfunded, will expand the cemetery to include 11,500 gravesites in its 20-year buildout.

G. University of California, Monterey Bay Education, Science, and Technology (UC MBEST) (Zoning: Mixed Use, Status: partially built) Eleven hundred acres of the former Fort Ord located in Marina and the County were conveyed to UC MBEST (www.ucmbest.org) in 1996 for the purpose of developing 4.4 million square feet for research and development on 500 acres, with 600 acres to be managed as open space habitat. Two single-story buildings were developed and the university is now contemplating reducing the footprint of R&D development to the 70 acres currently served with infrastructure.

Historical Project Proposals

For locations of projects H-M, see Figure 2.

H. Imjin Office Park (adjacent to the Dunes on Monterey Bay) (Zoning: Mixed Use, Status: about half built) This is a planned 5-acre LEED certified civic center office site envisioned to accommodate:

- Marina Coast Water District (future occupants)
- FORA offices (current occupants)
- Carpenters Union Local 605 (current occupants)
- Builders Exchange of the Central Coast (future occupants)

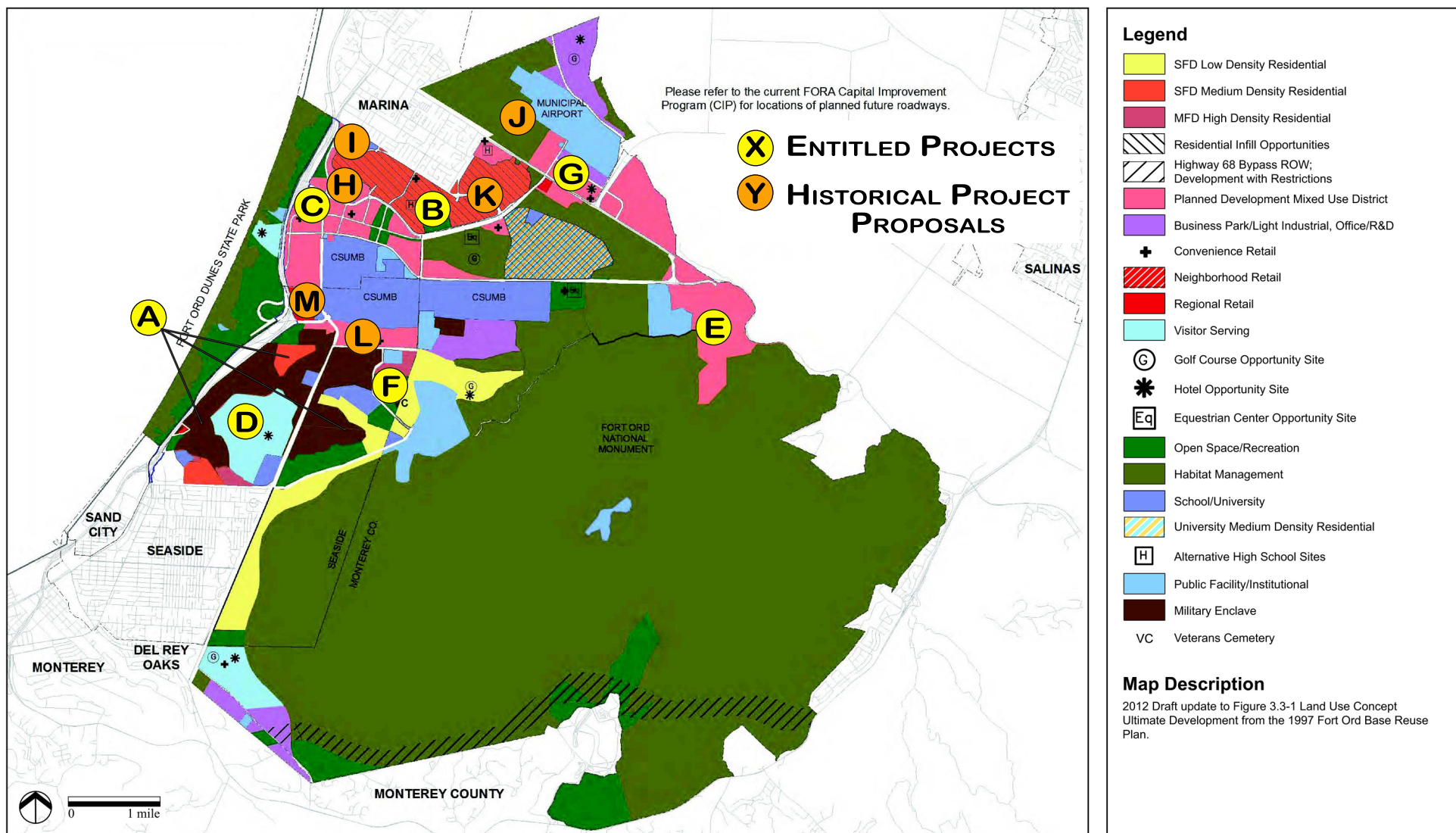
I. Cypress Knolls (Zoning: Combined Medium and High Density Residential, Status: entitled but stalled) This 712-unit senior housing project is located on 190 acres once known as the Lower Patton Park. As previously planned, the Cypress Knolls area called for new single-family homes and amenities for adults over age 54 at every stage of care requirements. Project entitlements have been processed. However, the developer is no longer with the project and the City of Marina is re-evaluating its plans for this property.

J. Marina Airport (Zoning: Public Facility/Institutional and Habitat Management and Business Park / Light Industrial / Office R&D, Status: partially rehabilitated and occupied) Formerly an Army airport on approximately 400 acres, now the Marina Airport is leased to aviation and other uses, including: skydiving, helicopter repair, and ambulance service.

K. Preston Park & Abrams Park Housing (Zoning: Combined Medium and High Density Residential, Status: built before closure and occupied) Preston Park housing consists of 354 former Army units (on 98 acres) rehabilitated at a cost of less than \$6,000 per unit. One fifth of the units are rented at affordable rates and the balance are rented at market rates. Abrams Park housing has 194 units on 42 acres that were more extensively rehabilitated at a cost of just under \$35,000 per unit. One fifth of the units are rented at affordable rates and the balance are rented at market rates.

L. Monterey College of Law Buildings (Zoning: Public Facility / Institutional, Status: rehabilitated and occupied) Monterey College of Law created its new Justice Center building on its 3.2-acre campus by reusing an existing former military building. The new Justice Center opened its doors in 2010 and is a LEED Platinum building. Adjacent buildings are used as classrooms and college administration facilities.

M. Main Gate The Strand (Zoning: Mixed Use, Status: specific plan adopted 2010, not yet entitled) The Seaside Main Gate project is a planned regional retail center. A developer proposed a retail center and hotel, processing a Specific Plan on 50 acres in 2007 and 2008. Due to economic conditions, the project developer left the project in the middle of obtaining project entitlements.



Source: FORA 2012



FIGURE 2. ADAPTED FROM Base Reuse Plan Land Use Concept (2012 Draft)

Fort Ord Reuse Plan Reassessment Scoping Report