

## **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.

Eighteen years later, the campus has grown from approximately 650 students in 1995 to 5,690 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.

<b>Land Use Summary from 1997 BRP</b>	<b>Acres</b>
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
<b>Total</b>	<b>27,879</b>

## 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
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
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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**

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

**Table 4: Fort Ord National Monument Facts**

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

## **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.