



FORT ORD REUSE AUTHORITY

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BASE REUSE PLAN POST-REASSESSMENT ADVISORY COMMITTEE MEETING

12:30 P.M. WEDNESDAY, OCTOBER 9, 2013

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

AGENDA

1. **CALL TO ORDER AT 12:30 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. September 23, 2013 PRAC meeting minutes ACTION
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 23, 2013 at 12:30 pm

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FORT ORD REUSE AUTHORITY

BASE REUSE PLAN POST-REASSESSMENT ADVISORY COMMITTEE MEETING MINUTES

9:00 a.m., Monday, September 23, 2013 | FORA Conference Room
920 2nd Avenue, Suite A, Marina, CA 93933

1. CALL TO ORDER AT 9:00 A.M.

Confirming a quorum, Fort Ord Reuse Authority (FORA) Board of Directors Chair Jerry Edelen called the meeting to order at 9:05 AM. 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
Jane Parker, County of Monterey 4th District

Other Attendees

Michael Houlemard, FORA
Steve Endsley, FORA
Jane Haines, member of the public
Jonathan Garcia, FORA

2. ACKNOWLEDGEMENTS, ANNOUNCEMENTS AND CORRESPONDENCE

Senior Planner Jonathan Garcia announced that the recruitment process for the Associate Planner position has been completed. The new Associate Planner will be Josh Metz, who will begin work on October 1, 2013.

3. PUBLIC COMMENT PERIOD

None.

4. APPROVAL OF August 19, 2013 MEETING MINUTES

5. APPROVAL OF September 10, 2013 MEETING MINUTES

MOTION: Committee member Jane Parker moved, seconded by Committee member Gail Morton, to accept the August 19, 2013 and September 10, 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.

Feedback on the draft Fort Ord Background document included suggestions to provide a summary of the BRP Reassessment Report, statistics on Fort Ord in charts and/or tables, and descriptions of accomplishments, deficiencies, and remaining issues. Feedback on the draft Overarching Questions included discussion that some experts may speak on topics that they are most familiar with and others prepare presentations on specific subtopics described by CSUMB/FORA. Feedback on proposed colloquium format/scheduling included suggestions of having one larger topic in the morning followed by a smaller topic in the afternoon, having a kick-off event the evening before Day 1 featuring elected leaders, and having the topics interspersed each day to maintain community interest, and have the FORA Board meeting start at 4:00 pm instead of 2:00 pm to allow more time to conclude the colloquium. The Board meeting would be scheduled for the same venue at CSUMB to facilitate ease of attendance for Board members to both events.

7. **ITEMS FROM MEMBERS**

None.

8. **ADJOURNMENT**

The meeting was adjourned at approximately 10:41 am.

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 9, 2013

Agenda Number: 6

ACTION

RECOMMENDATION

- i. Provide feedback on draft 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. Consider potential next steps in the colloquium planning process.

BACKGROUND

At its last four 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. Provide feedback on draft Fort Ord Background document— One of the next steps identified at the previous PRAC meeting was completion of a draft 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 was completion of draft revised 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.

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 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.

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,
- design guidelines as an economic amplifier,
- blight removal, and
- national monument as an economic catalyst.

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
Jobs lost from closure	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

Current 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.

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 the challenges to attracting employers to our community?

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

Question #3: 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 #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
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	0:15	Jennifer Ott
9:15 AM	Market Forecasting	0:15	Craig Seymore
9:30 AM	Universities as Economic Engines	0:15	Christine Shingleton
9:45 AM	-- BREAK --	0:15	
10:00 AM	Moderated Q&A	1:00	Moderator President Ochoa
11:00 AM	-- BREAK --	0:15	
11:15 AM	Getting Retail Right	0:15	Dr. Saxenian
11:30 AM	Attracting Employers	0:15	Mary Jo Waits
11:45 AM	Finding the Ideal Job Mix	0:15	Dr. Kenney
12:00 PM	Lunch/Case Study presentation	1:30	
1:30 PM	Moderated Q&A	0:45	Moderator Peter Katz
2:15 PM	-- BREAK --	0:15	
2:30 PM	Blight Financing Solutions	0:15	Jim Musbach
			Katie Timmerman
2:45 PM	Broken Windows Case Study	0:15	Lenny Segal
3:00 PM	Moderated Q&A	0:45	Moderator TBD
3:45 PM	Adjournment to Networking/Social Event	0:45	

Time	Item	Length	Person
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	Kent Glenzer
11:45 AM	Recreation/Open Space Connections	0:15	Doug Farr
12:00 PM	Lunch (Case Study Presentation)	1:00	
1:00 PM	Moderated Q&A	1:00	Moderator TBD
2:00 PM	-- BREAK --	2:00	
4:00 PM	FORA Board meeting	1:30	
5:30 PM	Adjournment to Networking/Social Event	0:45	