

Our Mission

The Strategic Development Center implements strategic development, redevelopment, and economic objectives in the interests of the community by utilizing timely, cost effective, and expedited professional services.



CITY OF MARINA

Strategic Development Center
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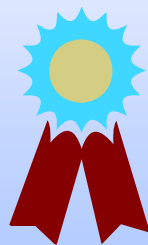
CITY OF MARINA



Strategic Development Center

Building a World-class Community

California Redevelopment Association



Special Citation Award Winner

World Class Developments

◆ **THE DUNES** (formerly University Village) The Dunes on Monterey Bay is a mixed-use, diverse, master planned community that encompasses 429 acres of former Fort Ord, located in the City of Marina. The first phase includes the regional retail area which has been recently completed and includes Target, Kohls, REI, Best Buy and Bed, Bath and Beyond. Future Phase One includes a Village Promenade with smaller retail opportunities, assorted and distinct housing, and Marina's first Beach Boardwalk is planned in future phases.

◆ **CYPRESS KNOLLS** the proposed project is a 712-unit active adult housing community located on approximately 186 acres. New homes will be made available for adults 55 years and over and will take the place of 460 old, flat-roofed military duplexes. At the center of the property a beautiful community center will offer a range of amenities.

◆ **MARINA STATION** is 320-acre development situated on either side of Del Monte Avenue along the northern limits of the City of Marina. The project proposal is to be Neo-Traditional neighborhoods including all the essential needs of daily life: living, working, shopping, learning and playing areas. The Marina Station project will also include Open Space areas (approximately 30-acres) and a 100-foot buffer area between project land uses and surrounding neighborhoods.

◆ **AIRPORT ECONOMIC DEVELOPMENT AREA** The Marina Municipal Airport is the newest general aviation airport on the Monterey Peninsula. The airport consists of approximately 845.5 acres of property. Open for public use since 1995, the Marina Municipal Airport is a dynamic and growing general aviation airport owned dedicated to general aviation, business, light industry and recreational, and is collaborating with the University of California MBEST Center to create a dynamic economic development growth center for the peninsula region.

◆ **DOWNTOWN VITALIZATION** From the late 1970's through the 1990's, numerous surveys, workshops and studies were completed in an attempt to revitalize the City's existing commercial areas, especially after the closure of Fort Ord. Plans include a Downtown District where the first business community of the Marina area began in the early 1900's. The Currently, the City is preparing a Downtown Specific Plan, EIR, and accompanying Planning documents, with approval expected for 2008.

◆ **MARINA HEIGHTS** approximately a 248 acre site in the northern portion of the former Fort Ord. Marina Heights is removing abandoned housing units that will be replaced with a combination of 1,050 new residential units. The project will include 35.63 acres of parks, greenbelts, and open space in six distinct neighborhoods.



Opportunity and Challenge

The City of Marina is faced with a unique community building and economic development opportunity through significant potential growth in market rate and below market rate housing, permanent and construction related employment, parks and recreation facilities, arts and cultural venues, village style and destination retail, mixed use commercial districts, and primary and secondary schools. All of this development is a welcome addition to Marina, a city of 21,000 on the Monterey Bay, which suffered greatly from the 1993 closure of the Fort Ord Army installation.

Combined, these specific redevelopment projects cover nearly 55% of the City's land area, will increase the City's population by 40%, increase the number of jobs by 200%, and quadruple the City's assessed valuation.

With this opportunity for growth come many challenges. Challenges typical of growth from such significant redevelopment activity include ensuring proper traffic circulation, adequate school capacity, protection of natural resources, development of below market rate housing, generating sufficient resources to meet municipal service demands, and providing needed public recreation, parks and arts and cultural facilities. City leadership realized they had limited expertise, few staffing resources, and outdated or absent policies relating to this level of growth and that the ambitious plans would not be realized without taking drastic and innovative action.



Solution: Strategic Development Center

To ensure the success of these redevelopment projects, the City established an office dedicated solely to comprehensive project implementation: the Strategic Development Center (SDC). The SDC is a dedicated development services office with all the disciplines necessary to effectively and efficiently plan, negotiate, entitle, permit, inspect and implement all redevelopment projects.

The SDC Director and the Project Manager for each project are empowered to expeditiously process all development approvals from initial negotiations to the final certification of occupancy. Additional staff include a redevelopment manager, and economic development, housing and property coordinators to provide a full range of redevelopment and housing service. The SDC Director reports directly to the City Manager as a member of the City's executive team.

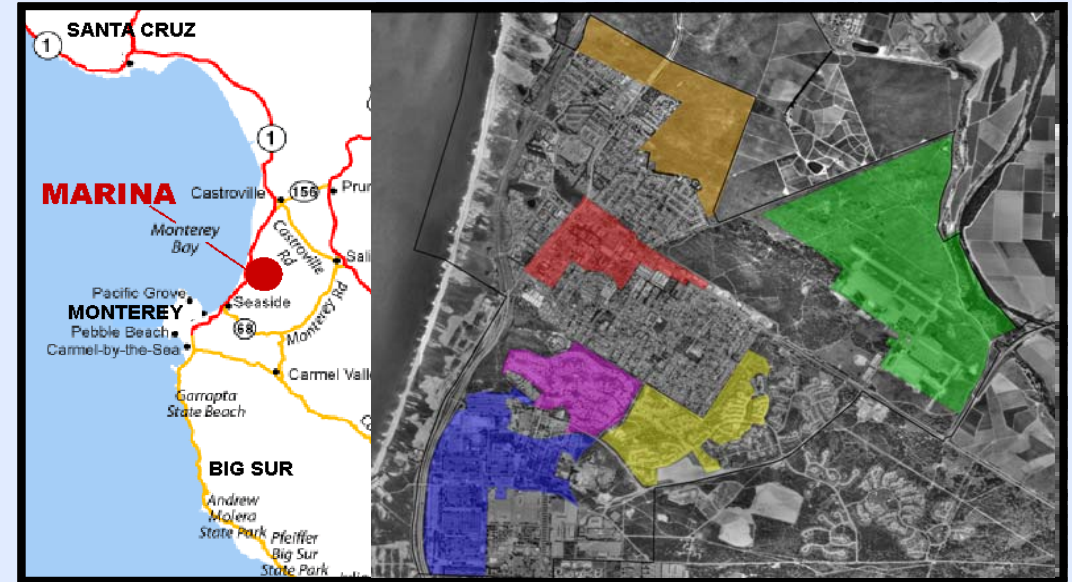
The SDC utilizes the services of a dedicated development review services consultant, Harris & Associates, to act as the primary engineering, fire, and building staff dedicated to these projects (SDC Project Managers act as the planning staff). The advantage of hiring a large development review services firm is the flexibility of staffing resources that ebb and flow with the natural cycles of development projects.

The SDC also facilitated periodic strategic development planning sessions with staff from all City departments to determine what essential policies are needed to allow the Agency Board/City Council to move forward with adoption and implementation of these strategic redevelopment projects. This led to the identification of a variety of strategic studies and policy documents, such as an impact fee ordinance, community facility district policies, revised Capital Improvements Program, Housing Element revision, General Plan amendments, Below Market Rate housing policies, standard of service analyses for fire and police services, engineering design standards and school facility and financing plan with the local K-12 school district.

The SDC is funded entirely from development and redevelopment related resources: developer deposits for negotiations, entitlements, permits, inspections; and from tax increment. No General Fund revenues are used for the SDC. Not including tax increment, the 2006 Business Plan adopted by the SDC indicated a total cost for development review services (including negotiation and entitlements) of nearly \$25 million over the projected buildout of the strategic projects. As the City of Marina and its Redevelopment Agency had little resources at the time, start up of the SDC required initial "venture" funding with deposits by the major project developers with a guarantee of credit later on building permits.

The success of the SDC is evident in the progress of the City's redevelopment, where all six strategic projects are planned, four are fully entitled, two are under construction, and one has completed its first phase of development. All of this has been accomplished since January 2004, including resolution of CEQA litigation actions against three of the projects.

STRATEGIC DEVELOPMENT CENTER PROJECTS



MARINA STATION ✦ DOWNTOWN ✦ AIRPORT

THE DUNES ✦ CYPRESS KNOLLS ✦ MARINA HEIGHTS

Redevelopment Potential							
	Airport Economic Development Area	Cypress Knolls	Downtown Vitalization	Marina Heights	Marina Station	The Dunes	TOTAL
Housing Units		772	2,400	1,050	1,464	1,237	6,923
Commercial Industrial (SF)	2,040,000	50K	380,000	0	855,000	1,299,000	4,244,000
Hotel Rooms	0	0	TBD	0	0	500	850
Valuation 2021 (\$Billion)	0.39	0.57	TBD	1.02	1.14	1.67	4.97
Population (residential)	0	1,411	TBD	2,742	3,806	3,221	11,180
Site area (gross acres)	60	190	320	248	322	420	1,416
Permanent Full Time Jobs	5,010	TBD	TBD	TBD	2,017	4,790	12,397
Projected Buildout (year)	2022	2018	2030	2017	2027	2020	N/A