



# Concord Community Reuse Project

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The Planning Process for the Concord Naval Weapons Station

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**PHASE 1 REPORT** | September 2006

CONCORD COMMUNITY REUSE PROJECT

THE PLANNING PROCESS FOR THE CONCORD NAVAL WEAPONS STATION

**Phase 1 Report**

September 2006

PREPARED FOR:

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for the Concord Community Reuse Project

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## I. INTRODUCTION

### A. BACKGROUND

In late 2005, the Inland Area of the Concord Naval Weapons Station (CNWS) was approved for closure by the Department of Defense (DOD) through the Base Realignment and Closure (BRAC) process. The 5,170-acre Inland Area is located entirely within the City of Concord, comprising nearly one-quarter of the land area of the City. The closing of the CNWS represents a major opportunity to convert the CNWS to civilian use and provide many positive, long-lasting benefits to the City of Concord and the region in the future.

The Concord City Council has been designated by the DOD as the Local Reuse Authority (LRA) for preparing the Reuse Plan for the CNWS. The Navy will retain ownership of the property during the reuse planning process and transfer land in accordance with the Reuse Plan.

Beginning in April 2006, the Concord City Council, acting as the LRA, embarked on a planning process to prepare the Reuse Plan. The three-phase planning process is described in more detail in Chapter II.

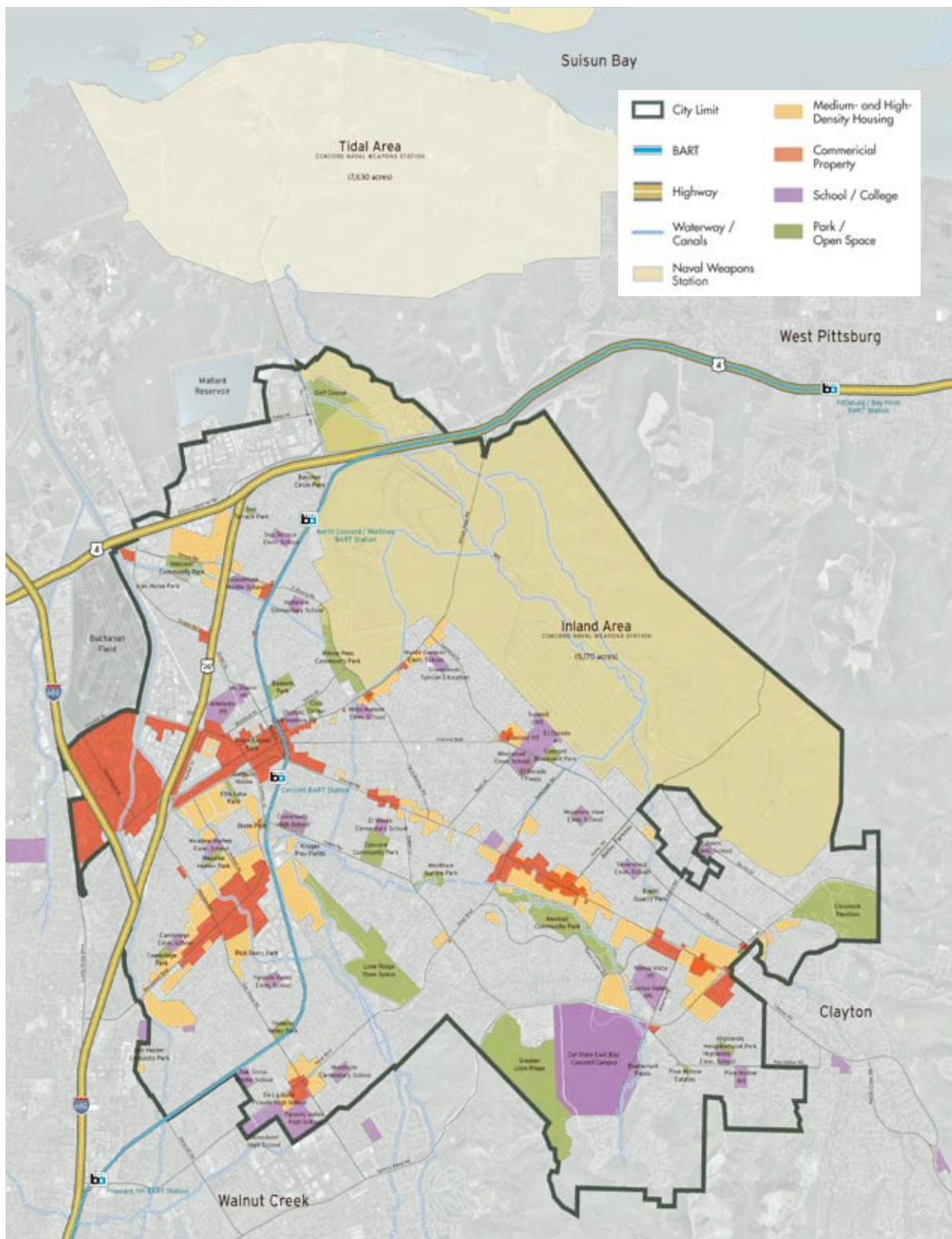


MAP 1: CITY OF CONCORD AND THE SAN FRANCISCO BAY AREA

In Phase 1, the focus of this report, the LRA conducted extensive community outreach to develop a vision and a Planning Framework to guide the development of a Reuse Plan. It also resulted in the development of an Organizational Structure to advise the LRA in the next two phases. The Organizational Structure consists of a Community Advisory Committee (CAC), a Technical Advisory Group (TAG), City Boards and Commissions and a Project Management Team.

This report summarizes the work that was completed by the LRA during Phase 1. Phase 1 was funded in part by a planning grant issued from the Office of Economic Adjustment (OEA) in April 2006.





▲ MAP 2: CITY OF CONCORD AND THE NAVAL WEAPONS STATION

## **B. BRIEF HISTORY OF THE CONCORD NAVAL WEAPONS STATION**

The Concord Naval Weapons Station was, at one time, the United States Navy's primary ammunition port on the Pacific Coast. The CNWS encompasses 12,800 acres, including a Tidal Area and an Inland Area. The Tidal Area, currently used by the U.S. Army, is not being closed.

In 1857, the first ammunition magazine was completed at Mare Island Naval Shipyard in Vallejo. In 1942, at the beginning of World War II, the Navy built an annex to the Mare Island magazine near Concord. This annex was named U.S. Naval Magazine, Port Chicago, after the nearby town. In July 1944, a massive ammunition detonation destroyed both the original pier and two munitions ships docked there, the S.S. E.A. Bryan and S.S. Quinault Victory. The blast, the largest stateside disaster of the war, killed 320 people—more than 200 of those killed were African-American sailors. Today, a memorial stands on the site of this tragic event.

In 1957, the depot was renamed the U.S. Naval Ammunition Depot, Concord. With the advent of modern-day weaponry, the station's mission changed and expanded. The base was re-designated Naval Weapons Station, Concord in 1963. In March 1998, the CNWS was re-designated as a detachment of the Naval Weapons Station Seal Beach to consolidate command functions for all Pacific Coast weapons stations.

Due to changes in military operations, the Navy vacated the Inland Area of the CNWS in 1999. The same year, Congressman George Miller facilitated a study of potential joint uses for the abandoned Inland Area of the CNWS. The study was issued in 2000 and identified conceptual potential joint uses. Further progress on this plan was deferred due to security considerations following the events of September 11, 2001.

**The Concord Naval Weapons Station was, at one time, the United States Navy's primary ammunition port on the Pacific Coast.**







## III. PLANNING PROCESS OVERVIEW

The conversion of the Concord Naval Weapons Station to civilian use represents a major opportunity for the City of Concord and the region. The Reuse Project can provide significant benefits to the community such as parks, recreation facilities, trails, open space, a community center, a library, schools, housing and jobs through an integrated and financially feasible Reuse Plan.

There are currently no future uses planned for the CNWS. The LRA will prepare a Reuse

Plan and accompanying implementation strategies through a multi-year, three-phase planning process. The LRA will continue to engage the community throughout the planning process to ensure broad community support and buy-in for the Reuse Plan. The LRA will also work with the Navy and the Department of Defense to satisfy base closure requirements\*.

The Reuse Plan development process will be conducted over several years in three major phases.

*\* Public Law 100-526, Defense Base Closure and Realignment Act of 1990, and 32 Code of Federal Regulations Parts 174, 175, 176 and 177*



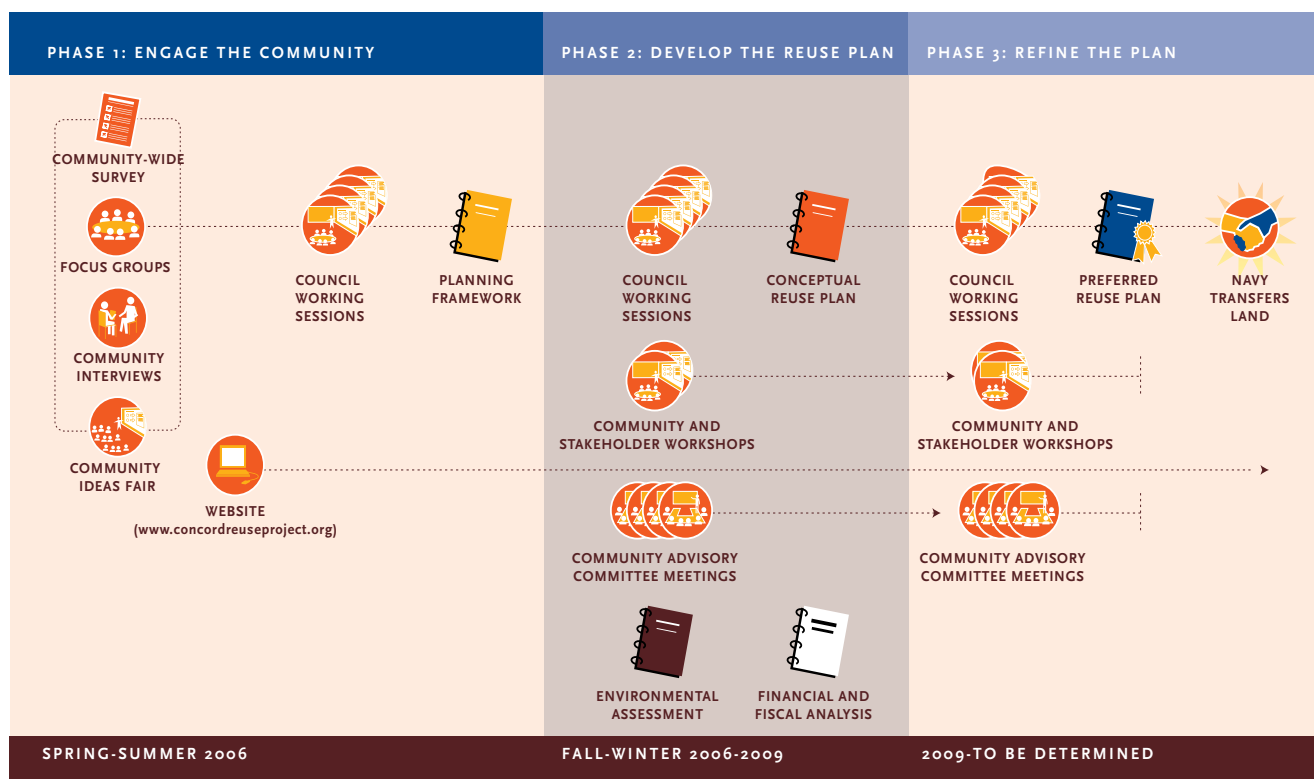


FIGURE 1: THREE-PHASE PROCESS GRAPHIC

The primary purpose of this phase was to maximize community involvement at the onset of the planning process.

### PHASE 1: ENGAGE THE COMMUNITY

The LRA launched Phase 1 in April 2006. This phase consisted of a comprehensive community outreach program to engage the community and stakeholder groups in the City of Concord and the region, and obtain input on major issues, opportunities, priorities and broad direction for the Reuse Project. The primary purpose of this phase was to maximize community involvement at the onset of the planning process.

During Phase 1, the LRA established the community's vision and developed a Planning Framework, consisting of goals and guiding principles, which will guide the plan development process in Phase 2 and Phase 3. The LRA also established an Organizational Structure to advise the LRA in the next two phases. The

Organizational Structure consists of a Community Advisory Committee (CAC), a Technical Advisory Group (TAG), City Boards and Commissions and a Project Management Team.

The outreach program is described in more detail in Chapter III. The Planning Framework and the Organizational Structure developed by the LRA with broad community input is described in chapters IV and V, respectively.

## **PHASE 2: DEVELOP THE REUSE PLAN**

In Phase 2, the LRA will identify a range of alternatives for the CNWS and evaluate them for financial feasibility. The alternatives will also be evaluated for environmental impacts in accordance with state and federal environmental regulations—the California Environmental Quality Act (CEQA) and the National Environmental Protection Act (NEPA). The LRA will appoint a Community Advisory Committee and a Technical Advisory Group, and retain a consultant team to support the planning process.

In developing the Reuse Plan, Phase 2 will include the following distinct tasks:

### **Continuing the Comprehensive Community Outreach Program from Phase 1**

This task will involve informing and educating the community and regional stakeholders about the planning process; soliciting input from the community and stakeholder groups on reuse alternatives and the preparation of the Reuse Plan; supporting the Organizational Structure (see Chapter V for more details); and planning and implementing the homeless assistance program, as required by federal law.

### **Conducting Site Assessment, Opportunities and Constraints Analysis**

This task will involve conducting a site assessment that examines regulatory issues, physical and environmental conditions, infrastructure, utility and transportation systems, flood and geotechnical hazards, threatened and endangered species, wetlands, cultural and historic resources and other aspects of the site; identifying data gaps; and preparing an assessment of opportunities and constraints on the CNWS.

### **Developing a Preferred Community Reuse Plan and Disposition Strategy**

This task will involve developing a Reuse Plan that builds on the Planning Framework developed in Phase 1, incorporates the opportunities and constraints analysis, meets broad community development goals, has strong support from the community and stakeholder groups, and balances needs for the homeless; and working collaboratively with the Navy to develop a mutually beneficial disposition strategy.





**Integrating Financial, Fiscal and Market Feasibility Analysis**

This task will involve conducting and integrating a financial and fiscal analysis with land planning, community facilities planning and infrastructure planning throughout the Reuse Plan development process to ensure that the reuse alternatives and the preferred Reuse Plan are fiscally viable and will not burden the City's General Fund.

**Integrating Environmental Conditions**

This task will involve coordinating the Navy's environmental remediation program with the identification and analysis of reuse alternatives to ensure that environmental conditions are integrated into the planning process, including phasing future development, and determining the types of uses appropriate for different areas of the CNWS.

**Preparing Programmatic Environmental Impact Report**

This task will involve completing an assessment of environmental impacts of the proposed reuse plan by the Navy, under Federal Law (NEPA), and the City, under California State Law (CEQA).

**PHASE 3: REFINE THE REUSE PLAN**

In Phase 3, the LRA will refine the proposed alternative and formulate implementation strategies. The timeline for Phase 3 has not yet been determined. At the completion of Phase 3, the Navy, in consultation with the LRA, will transfer the property to public and private entities in accordance with the Reuse Plan. Community outreach will continue in Phase 3.

Information on the outreach activities and City Council working sessions on the Concord Community Reuse Project is available on the project Web site at [www.concordreuseproject.org](http://www.concordreuseproject.org).







### III. OVERVIEW OF PHASE 1 OUTREACH PROGRAM

In April 2006, the LRA officially launched Phase 1 of the multi-year, three-phase planning process for the Concord Community Reuse Project with a series of outreach activities. These outreach activities, summarized in Table 1, offered multiple opportunities for community members and stakeholder groups to provide input and recommendations to the LRA on the planning process, the goals and guiding principles, and the Organizational Structure for Phase 2 and Phase 3.

#### PHASE 1 OUTREACH ACTIVITIES

On May 6, the LRA hosted a Community Ideas Fair at Concord High School to gather input from residents, community leaders, business owners and community organizations about their ideas, overall goals and desired outcomes for the Reuse Plan.

The LRA gathered additional information through a 600-person community-wide telephone survey, community interviews, and focus groups conducted between March and May 2006.

The extensive community outreach program also included a project web site ([www.concordreuseproject.org](http://www.concordreuseproject.org)), regular newsletters, City Council member “drop-in” neighborhood sessions, a staffed information booth at the Thursday Night Music and Market events in Todos Santos Plaza, written comments, and four City Council working sessions.

The results of Phase 1 outreach are described in the next few chapters. Table 1 provides an overview of the outreach and communication activities for Phase 1.

ACTIVITY	DATES	DESCRIPTION	ATTENDANCE
Focus Groups	March 23, 2006	Two (2) facilitated discussions with Concord residents to gauge attitudes towards the possible use of land at the Concord Naval Weapons Station, and to help shape the survey tools.	24 residents of Concord, representing homeowners and renters.
Community Interviews	March-May 2006	Thirty-six (36) one-on-one interviews with residents and community leaders, and one (1) group interview with 14 representatives of local and regional environmental groups. Interviews were conducted to obtain feedback on issues, opportunities, and priorities for the Reuse Project.	50 residents and community leaders representing community organizations and stakeholder groups. Interviewees represented stakeholder groups in the following interest areas: Economic Development, Environment, Neighborhoods, Youth and Recreation, Social Equity, Neighboring Jurisdictions, Legislative Delegation, Arts and Culture, and Education.
City News Brief	February 2006	Four (4) page City newsletter announcing the launch of the Concord Community Reuse Project: The Planning Process for the Naval Weapons Station.	Mailed to all 54,000 households and businesses in the City of Concord in English and to an additional 5,000 residents in Spanish.
Project Brochure	May 2006	Four (4) page project brochure outlining background information and the planning process for Phase 1 of the Reuse Project.	Distributed at the Ideas Fair, subsequent stakeholder meetings, and City Council Working Sessions.
Project Website	May 2006–Ongoing	Website hosted and maintained by the City to provide the most current information about the Reuse Project and solicit input and feedback from the community. <a href="http://www.concordreuseproject.org">www.concordreuseproject.org</a>	More than 4,600 website visits were recorded.
Community Ideas Fair	May 6, 2006	One (1) 4-hour community fair featuring kid's activities, information booths, an open house and two facilitated sessions that included a 15 minute presentation on background information and the planning process, and a 45 minute discussion.	More than 350 participants attended the Ideas Fair. More than 120 comment sheets, letters and written comments were submitted.
Other Comment Venues	March 2006–Ongoing	Letters, emails and written comments submitted to the City at various venues, including City Council drop-in sessions, General Plan Update public hearings, and a staffed information booth at the Thursday Night Music and Market events in Todos Santos Plaza from June to August 2006.	More than 250 written comments were received and analyzed as input to the planning process.
Community-wide Survey	April 2006	A statistically valid telephone opinion research survey was conducted with residents of Concord who are registered voters and have voted in at least one of the last six (6) elections to gauge attitudes towards the possible reuse of the Concord Naval Weapons Station. The survey has a margin of error of plus or minus 4%	600 randomly selected registered voters in Concord were surveyed between April 11 and April 13, 2006
City Council Working Sessions	June 10, June 20, July 11 and August 1	Four (4) Working Sessions were organized to review and discuss community input, develop a Planning Framework, and establish an Organizational Structure that includes a Community Advisory Committee and a Technical Advisory Group.	More than 600 participants attended the four Working Sessions. The meetings were televised on local cable television.

▲ TABLE 1—COMMUNITY OUTREACH ACTIVITIES FOR PHASE 1 OF THE CONCORD COMMUNITY REUSE PROJECT



## PHASE 1 OUTREACH RESULTS

Through this comprehensive community outreach program, the LRA received hundreds of comments from a wide spectrum of the community. While the telephone survey provided quantitative and statistically valid results, other outreach activities provided qualitative descriptions of preferences and attitudes towards the Reuse Project. An analysis of comments from all sources was presented to the LRA for review and discussion, and formed the basis for developing the Planning Framework for the Concord Community Reuse Project.

In developing the goals and guiding principles for the Planning Framework, the LRA considered key community assets and resources brought forward by the community and stakeholder groups during the outreach activities. These assets and resources are described below.

## Assets and Resources

The community values the small-town character and sense of community in Concord. Many residents moved to Concord because it is a good place to raise a family and offers affordable housing, good schools and safe neighborhoods. There are many organizations in Concord that provide leadership and critical services in the community, including arts, culture and sports groups, and the Monument Community Partnership – a broad-based collaborative of residents, human service agencies, health service agencies, the school district, the City and local business owners.

Concord and the CNWS have good regional access to Highway 4, 242 and 680, and to regional transit such as BART (Bay Area Rapid Transit) and Amtrak. The CNWS has existing infrastructure and facilities such as the railroad tracks, the golf course north of Highway 4, and BART. These are all valued by the community.

**The community values the small-town character and sense of community in Concord. Many residents moved to Concord because it is a good place to raise a family and offers affordable housing, good schools and safe neighborhoods.**



There are a range of natural, historic and cultural resources on the CNWS that are considered significant assets to the community. Natural resources include hills, grasslands, creeks, wetlands, plant and animal species, natural habitat, parks and open space, and the entire watershed. Historic and cultural resources may include sites and artifacts from the Native American, Spanish and military periods.

### **Major Themes**

The analysis of input from the multiple outreach activities in Phase 1 was summarized for the LRA as major themes. The LRA used the major themes to

develop the goals and guiding principles for the Planning Framework. The major themes were organized in five categories, as described below. The same framework was adopted by the LRA in organizing the goals and guiding principles in the Planning Framework.

The five organizing categories are:

- Planning Considerations
- Community Development
- Parks, Recreation and Open Space
- Economic Development
- Transportation





The table below lists the major themes that surfaced from an analysis of the comments from Phase 1 outreach activities and indicates their source:

	FOCUS GROUPS	COMMUNITY INTERVIEWS	COMMUNITY IDEAS FAIR	OTHER COMMENT VENUES
<b>Planning Considerations</b>				
Inclusive and Transparent Process	◆	◆	◆	◆
Relationship to the Region		◆	◆	
Environmentally Sustainable Development		◆	◆	◆
Exploration of Funding Options	◆	◆	◆	◆
Maximizing Public Benefit		◆	◆	◆
Buffer Zones		◆	◆	◆
Environmental Cleanup	◆	◆	◆	◆
Quality of Development		◆	◆	◆
Financial Feasibility and Sustainability		◆	◆	◆
Emergency Preparedness and Response			◆	◆
<b>Community Development</b>				
Mix and Variety of Uses	◆	◆	◆	◆
Variety of Housing Types	◆	◆	◆	◆
Affordable Housing	◆	◆	◆	◆
Community Institutions	◆	◆	◆	◆
Historical and Cultural Resources		◆	◆	◆
Livable Community	◆	◆	◆	◆
Infrastructure	◆	◆	◆	◆
<b>Parks, Recreation and Open Space</b>				
Land as Open Space	◆	◆	◆	◆
Protection of Natural Resources	◆	◆	◆	◆
Variety of Open Space	◆	◆	◆	◆
Recreational Facilities	◆	◆	◆	◆
<b>Economic Development</b>				
More Jobs in Concord	◆	◆	◆	◆
Revenue Generation	◆		◆	◆
Land Set-Aside	◆	◆	◆	◆
<b>Transportation</b>				
Transit-Oriented Development	◆	◆	◆	◆
Multi-Modal Transportation	◆	◆	◆	◆
Traffic Mitigation	◆	◆	◆	◆

▲ **TABLE 2**—MAJOR THEMES AND SOURCES OF COMMENTS IN PHASE 1 OF THE CONCORD COMMUNITY REUSE PROJECT





## IV. PLANNING FRAMEWORK

The Reuse Project will implement the community's vision for the civilian use of the CNWS. In Phase 1, the Concord City Council, acting as the LRA, developed a broad and comprehensive set of goals and guiding principles as a framework to guide the reuse plan development process in Phase 2 and Phase 3 of the Concord Community Reuse Project (see Figure 2).

The Planning Framework was developed by the LRA with direct input from the community and stakeholder groups in Concord and the surrounding region, as described in the previous chapter. The Planning Framework is the foundation for the Reuse Plan.

The Planning Framework is comprised of the following three elements:

- Vision
- Overarching Goals
- Goals and Guiding Principles

There is no priority implied by the order of presentation of the goals and guiding principles in the Planning Framework.

Goals describe the desired outcomes, future conditions or final 'destinations'. Principles are guides for action that define good practice and provide benchmarks for decision-making.

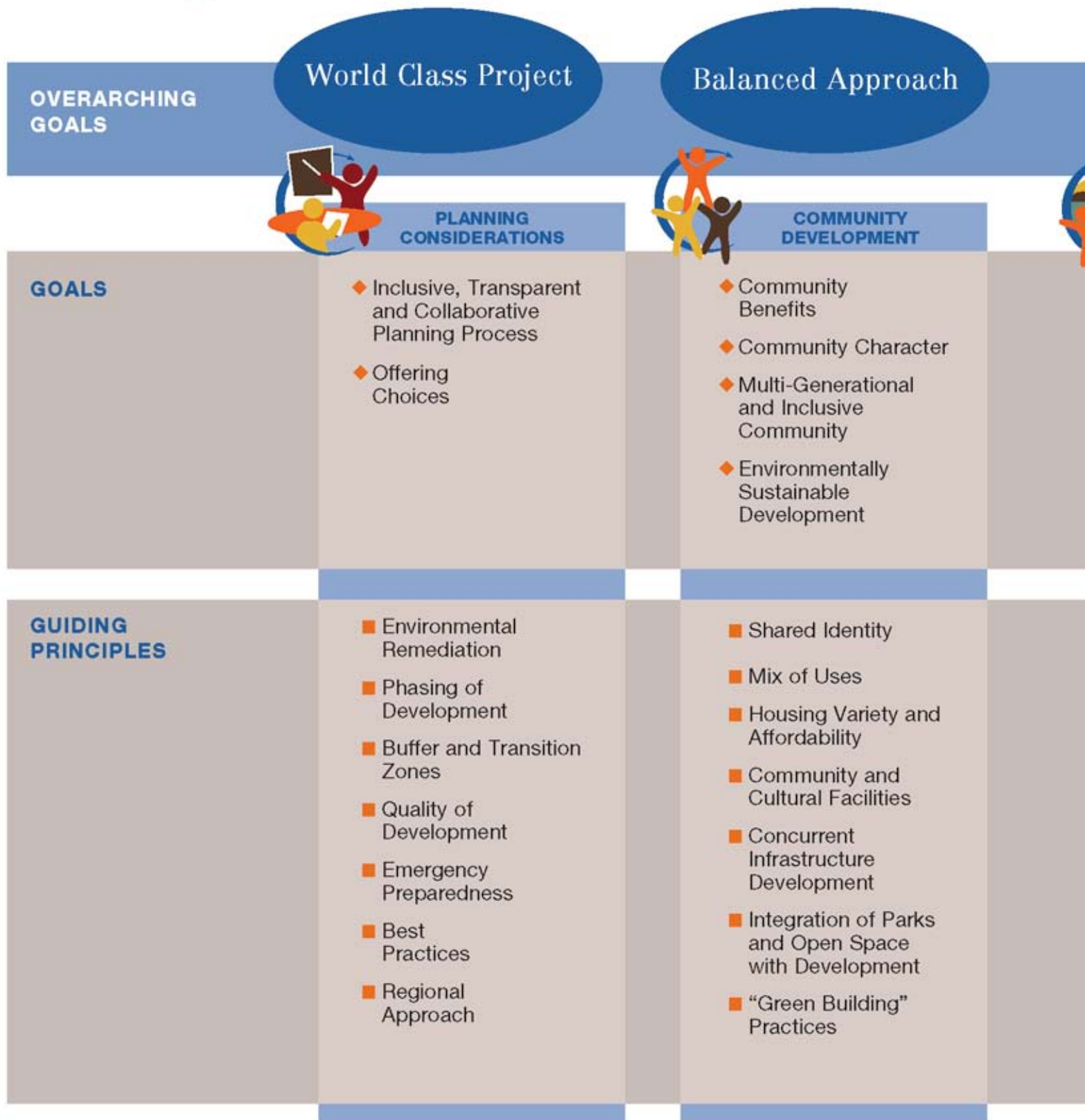
### A. VISION

In addition to the goals and guiding principles, the City Council adopted a Vision statement for the Reuse Project. The Vision statement encapsulates the key concerns, opportunities and priorities set by the City Council and the community-at-large in Phase 1.

#### VISION STATEMENT:

The Concord Community Reuse Project will be creative, innovative and **World Class**, with a **Balanced Approach** to meeting community interests, needs and requirements. It must be **Economically Viable and Sustainable**. The Project will maintain and enhance the **Quality of Life** in Concord and the region.

# City of Concord Community Reuse Project Planning Framework



▲ FIGURE 2: PLANNING FRAMEWORK



## Economically Viable and Sustainable Development

## Quality of Life

### PARKS, RECREATION AND OPEN SPACE

- ◆ Resource Conservation
- ◆ Land Stewardship
- ◆ Community Parks and Recreation

### ECONOMIC DEVELOPMENT

- ◆ Vibrant and Diverse Economy

### TRANSPORTATION

- ◆ Effective Transportation System

- Maximizing Open Space
- Watershed Approach
- Regional Connectivity
- Habitat Management
- Variety of Parks and Recreational Facilities

- Creation of Quality Jobs
- Complementary Development
- On-Going Revenue Generation
- Positioning for Future Opportunity
- Economic Viability
- Business and Education Partnerships

- Transit-Oriented Development
- Multi-Modal Transportation
- Access and Mobility
- Maximizing Connectivity While Minimizing Impacts

The overarching goals of the Concord Community Reuse Project are a world class project, a balanced approach, economically viable and sustainable development and quality of life.

## **B. OVERARCHING GOALS**

The LRA developed the following four overarching goals for the Concord Community Reuse Project:

### **World Class Project**

Develop a high quality project that will be recognized internationally for its innovative planning and development concepts.

Adopt a long-term view in creating a reuse plan that benefits all future generations and engenders a sense of community pride.

Encourage creativity and innovation in the reuse plan.

### **Balanced Approach**

Balance multiple interests including a broad range of community needs (regional as well as local requirements, and the need for parks and open space) with the need for jobs, housing and community facilities.

### **Economically Viable and Sustainable Development**

Maintain long-term economic viability of the project by ensuring that capital costs and future operations and maintenance costs are satisfied on a self-sustaining basis.

### **Quality of Life**

Ensure that the reuse plan builds on community assets and opportunities, addresses critical needs and issues, creates net positive benefits, and provides new opportunities to live, work and play in Concord.





# goals and guiding principles planning considerations

## C. GOALS AND GUIDING PRINCIPLES

The LRA developed a set of goals and guiding principles for each of the five categories described in the previous chapter.

### GOALS

#### Inclusive, Transparent and Collaborative Planning Process

- Develop a comprehensive reuse plan with ideas from a range of individuals, groups and organizations, including the residents of Concord, businesses and community group leaders, neighboring jurisdictions, and public agencies.
- Make the process inclusive and representative of all interests throughout the planning process.
- Make the planning process open and collaborative.
- Support the Community Advisory Committee in its efforts to ensure that all segments of the community—young and old, ethnic populations, geographically diverse areas—are well represented in the planning process.

#### Offering Choices

- Include housing, jobs, and cultural and recreational uses that reflect community values, serve the residents and the region from a wide range of economic backgrounds, and increase access.

### GUIDING PRINCIPLES

#### Environmental Remediation

- Ensure that environmental cleanup is timely, comprehensive and consistent with local, state and federal regulations.
- Protect the health and safety of existing and future residents on and around the CNWS.

- Keep the community informed about the progress on site cleanup.

#### Phasing of Development

- Pace development to minimize community impacts, ensure concurrent infrastructure development and take advantage of future economic opportunities.

#### Buffer and Transition Zones

- Ensure that open space, parks and greenbelts provide effective buffer zones between existing neighborhoods and new uses on the CNWS, and provide access to open space and trails.

#### Quality of Development

- Emphasize quality development and avoid sprawl.
- Ensure that development has an overall character and enhances the identity of Concord and the surrounding region.
- Encourage innovative and creative solutions.

#### Emergency Preparedness

- Ensure that the reuse plan enhances emergency response and preparedness programs.

#### Best Practices

- Learn from other communities facing similar challenges and apply lessons learned to the Community Reuse Project.

#### Regional Approach

- Engage regional and neighboring jurisdictions to identify common goals, potential partnerships, and opportunities for resource sharing and collaboration.
- Address long-term impacts, including traffic and air quality.







# goals and guiding principles community development

## GOALS

### Community Benefits

- Ensure the community receives a net positive benefit from the Community Reuse Project.

### Community Character

- Ensure improvements on the CNWS are compatible with the character of existing neighborhoods.
- Provide buffers and transition areas and mitigate traffic impacts.

### Multi-Generational and Inclusive Community

- Build a strong community by including people of all ages.
- Ensure that long-term residents who are now senior citizens have access to affordable housing and services; that youth have access to good schools, activities and programs; and that families have access to housing, jobs and recreation.
- Be responsive to the needs of people of all ethnicities, social and cultural backgrounds, income groups, and people with disabilities.

### Environmentally Sustainable Development

- Minimize the depletion of natural resources.
- Promote environmental stewardship and economic development.
- Contribute to the well-being of present and future generations.

## GUIDING PRINCIPLES

### Shared Identity

- Ensure that new development is a logical extension of the existing community and avoid creating the sense of “two Concords”.

### Mix of Uses

- Provide a mix of uses to address a range of community needs, including housing types, well-paying jobs, quality shopping and entertainment, adequate parks and recreation, and open space.
- Consider factors like the level of environmental remediation in shaping the Community Reuse Project.
- Housing Variety and Affordability (as defined by State law)



### **Having Variety and Affordability (as defined by State law)**

- Provide a mix of housing types, densities and price ranges to accommodate community needs.
- Utilize market analysis to determine feasibility and demand for various housing types.
- Ensure that new development maintains an appropriate balance of jobs and housing.
- Meet all local, state and federal housing requirements by providing access to a range of quality housing for all income groups: seniors, working families, low-income households, first-time home buyers, young professionals, and persons with disabilities.

### **Community and Cultural Facilities**

- Enhance the overall quality of life for all residents of Concord and the region with facilities and programs such as recreation, education and performing arts centers, museums, a library and schools.

### **Concurrent Infrastructure Development**

- Ensure that new infrastructure is paid for and provided concurrently with new development (e.g., transportation, police and fire, water and sewer, parks, open space, and other community facilities and services).
- Integration of Parks and Open Space with Development

### **Integration of Parks and Open Space with Development**

- Promote a healthy lifestyle by locating parks and open space elements as an integral part of new development, including trails, neighborhood parks, and sports fields.
- Minimize parking and traffic impacts associated with these facilities.

### **'Green Building' Practices**

- Incorporate 'green' design and construction practices, including sustainable site planning, safeguarding water and water efficiency, energy efficiency and renewable energy, conservation of materials and resources, and indoor environmental quality management.





# goals and guiding principles parks, recreation and open space

## GOALS

### Resource Conservation

- Ensure that natural, cultural and historic resources are preserved for the long-term benefit of the ecosystem and for appreciation and understanding of current residents and future generations.
- Recognize the value of the natural environment.
- Promote conservation and education as a community benefit.

### Land Stewardship

- Recognize the value of the natural environment and take a leadership role in sustainable land management practices.

### Community Parks and Recreation

- Meet the long-term park and recreation needs of the community.

## GUIDING PRINCIPLES

### Maximizing Open Space

- Provide parks and open space to serve Concord residents and the region. Ensure large, contiguous and usable open space elements in the Community Reuse Project.
- Protect significant views and view-sheds.

### Watershed Approach

- Apply a watershed approach for preserving, restoring and enhancing the natural resources and open space on the CNWS.
- Address water quality, wildlife corridors and buffers, habitat protection, flood control, recreation and open space designation.





### **Regional Connectivity**

- Explore possibilities for connecting to other regional and local parks and trails to provide a comprehensive system of habitat, open space and recreation areas.

### **Habitat Management**

- Provide for the integration of preservation, enhancement and management of identified habitats and related species with other uses.

### **Variety of Parks and Recreational Facilities**

- Provide a variety of parks and recreation elements including regional and neighborhood parks, trails and outdoor recreation.
- Address sports and recreation needs in Concord, including regional-scale, lighted or multi-purpose sports facilities, community centers, and cultural and performing arts facilities.
- Ensure facilities and amenities include opportunities for older adults and people with disabilities.





# goals and guiding principles economic development

## GOALS

### Vibrant and Diverse Economy

- Stimulate the local and regional economy by creating quality jobs, products, services and revenue.

## GUIDING PRINCIPLES

### Creation of Quality Jobs

- Create quality jobs in Concord to allow more residents to both live and work in the community; thereby improving their quality of life, reducing work commutes and reducing congestion on freeways.
- Provide opportunities to live and work in Concord.
- Provide quality, living-wage jobs.
- Promote local-first hiring policies.

### Complementary Development

- Ensure new development complements, rather than competes, with existing business and retail areas in Concord, including the downtown.
- Provide appropriate neighborhood scale retail in conjunction with new development.
- Generate opportunities for existing area businesses.

### On-Going Revenue Generation

- Provide uses that generate the revenue required to provide needed public health, safety, recreational and community services, facilities, and programs.

### Positioning for Future Opportunity

- Reserve some land to take advantage of potential future opportunities.
- Consider such opportunities as a research or university campus, a high-tech or bio-tech complex, a professional sports facility, or a conference and convention center, among others.

### Economic Viability

- Ensure that development and services are economically viable and do not burden the City and its residents.

### Business and Education Partnerships

- Explore opportunities for collaboration between the business and education sectors, such as workforce development programs, youth training, and co-location of facilities.





# goals and guiding principles transportation

## GOALS

### Effective Transportation System

- Serve the diverse transportation needs of the community – including regional connectivity – by providing comprehensive, efficient and effective transportation solutions, allowing for multiple modes of travel.

## GUIDING PRINCIPLES

### Transit-Oriented Development

- Develop transit-oriented development including a high-density mix of housing, jobs, retail and entertainment, and multi-modal transportation.
- Consider higher intensity uses around transit stations to complement parks and open space in other areas.
- Utilize the existing public investment in regional transportation infrastructure such as the North Concord BART station.

### Multi-Modal Transportation

- Develop a range of transportation alternatives to meet diverse community needs and reduce traffic congestion on local streets.
- Explore the use of alternative modes of transportation, including public transit, and bicycle and pedestrian paths, to connect local and regional destinations.

### Access and Mobility

- Enhance access to regional transportation while mitigating traffic on local streets.
- Address the needs of seniors, low-income households and people with disabilities.
- Explore innovative solutions to relieving traffic congestion and meeting parking requirements through the use of public transit, co-location of services and facilities, and car-share programs, among others.

### Maximizing Connectivity While Minimizing Impacts

- Integrate new development with the existing community while minimizing transportation impacts on existing neighborhoods in Concord.







## V. ORGANIZATIONAL STRUCTURE FOR REUSE PLANNING

In addition to the Planning Framework, the City Council, acting as the LRA, established an Organizational Structure that will provide input and support to the LRA in developing the Reuse Plan in Phase 2 and Phase 3 of the Concord Community Reuse Project.

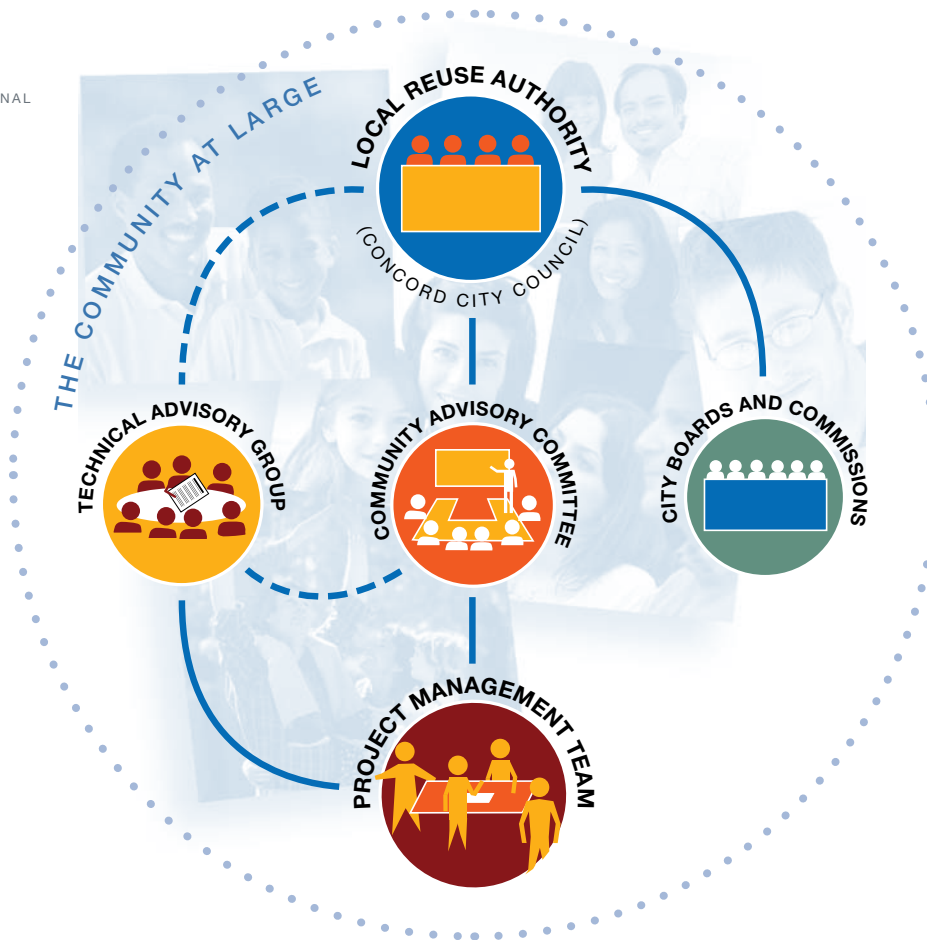
The LRA is committed to an inclusive, transparent, and collaborative planning process, and will continue to involve and engage the community-at-large throughout the Reuse Project with a comprehensive outreach program that includes ongoing City Council working sessions, similar to Phase 1.

The Organizational Structure established by the LRA is similar in its organization (see Figure 3) to other BRAC processes in communities that have developed a civilian reuse plan for a former military facility.

The key components of the Organizational Structure include:

- A. Community Advisory Committee (CAC)
- B. Technical Advisory Group (TAG)
- C. City Boards and Commissions
- D. Project Management Team (PMT)

▲ FIGURE 3: ORGANIZATIONAL  
STRUCTURE FOR REUSE  
PLANNING



#### A. COMMUNITY ADVISORY COMMITTEE (CAC)

The LRA established the Community Advisory Committee on August 1, 2006, to provide input on planning for the reuse of the CNWS through Resolution No. 06-3 (see Appendix D). Details of the CAC are described below:

##### Functions and Roles

The CAC will serve the following five functions and roles:

- ▶ Apply the Reuse Project goals and guiding principles to the Reuse Plan alternatives.
- ▶ Evaluate and comment on potential reuse alternatives.
- ▶ Serve as a communication link between the Reuse Project and the community-at-large by actively engaging the public.
- ▶ Be representative of the community and the region.
- ▶ Provide periodic updates to the LRA.

##### Membership and Composition

The CAC members will serve at the discretion of the City Council. The CAC will consist of up to 21 members appointed by the City Council, and will represent a broad and balanced cross-section of community backgrounds and interests. Potential areas of interest for CAC membership include:

- Neighborhoods
- Business and economic development
- Natural environment
- Parks, recreation, and open space
- Arts, culture, and history
- Transportation
- Education
- Health and public safety
- Social equity and faith community
- Housing
- Seniors
- Youth
- Other





Approximately 80% of the appointed CAC members will be Concord residents. CAC members will be appointed for 2-year terms except for initial appointments, where the City Council will appoint approximately half of the members to 1-year terms and the remaining members for 2-year terms to establish overlapping membership on the CAC. Mid-term vacancies will be filled according to existing City procedures. It is anticipated that the CAC will sunset at the conclusion of the reuse planning process.

#### **Selection Process**

Applications from those interested in serving on the CAC will be reviewed by all City Council members. Selection criteria will include: diversity and breadth of interests, broad representation of the community, geographic balance, understanding of CAC function and role, and commitment to the Reuse Project Goals and Guiding Principles.

Each City Council member will identify up to eight candidates for interviews for a total of up to 40 candidates. The City Council as a whole will interview all candidates and appoint the 21 CAC members at a City Council meeting. CAC members will select a Chair and Vice Chair after the initial introductory meetings are held.

#### **Meeting Frequency and Organization**

The CAC will meet monthly in the evenings with potential additional meetings on weekends and other times. All CAC meetings will be convened and supported by the Project Management Team (see the next section). All CAC meetings will be open to the public. The CAC process will be guided by operating principles and ground rules consistent with existing City policies and procedures for boards and commissions (see Appendix G). Consistent with the City policy for other boards and commissions, the CAC will operate within the framework of the City's existing Mission, Vision and Values (MVV) (see Appendix F).

#### **Recommendation Process**

The CAC will provide recommendations to the City Council on the Reuse Project. These recommendations shall be reached through discussion and the use of consensus-building methods. If a consensus cannot be reached by the CAC, majority and minority opinions will be summarized and presented to the City Council.

**All CAC meetings will be open to the public. The CAC process will be guided by operating principles and ground rules consistent with existing City policies and procedures for boards and commissions.**

## **B. TECHNICAL ADVISORY GROUP (TAG)**

While the CAC is a committee of named members, the TAG will provide technical input to the Reuse Project on an as-needed basis to the City Council and the Project Management Team.

### **Functions and Roles**

Similar to the CAC, the TAG will also apply the Reuse Project goals and guiding principles (see Figure 2). The TAG will also provide technical input based on subject matter expertise to the opportunities and constraints analysis, evaluate and comment on potential reuse alternatives within the TAG's respective areas of expertise, and serve as a communication link between the Reuse Project and TAG agencies and organizations.

### **Composition**

Agencies and organizations will be asked to appoint an authorized representative to serve on the TAG. The TAG will include agencies and organizations in the following categories:

- Service providers: Utilities, Transportation, Education, Parks and Open Space, Health and Public Safety, Homeless Providers
- Public and regulatory agencies: Local, Regional, State, Federal
- Neighboring jurisdictions: Nearby Cities, County, Unincorporated Communities
- Non-governmental organizations: Business and Economic Development, Faith-Based and Social Equity, Environment, Labor



## **Organization and Operation**

The work of the TAG will be organized around subject matter topics such as transportation, education, environment, infrastructure, etc. The TAG will be organized and supported by the Project Management Team, and engaged through informal consultation and subject matter working groups.

## **C. CITY BOARDS AND COMMISSIONS**

Existing City boards and commissions will also provide input and recommendations to the City Council on the Concord Community Reuse Project. Their function and role will include: providing input and feedback throughout the planning process in accordance with their areas of responsibility, receiving periodic updates and presentations from the Project Management Team, and evaluating and commenting on potential reuse alternatives.

## **D. PROJECT MANAGEMENT TEAM (PMT)**

The PMT is composed of the City Manager, Reuse Project staff, other key City staff and the Reuse Project consultants. The primary roles and functions of the PMT are to manage all aspects of the Reuse Project; convene CAC and TAG meetings and develop agendas and materials; provide updates to City Boards and Commissions; and provide technical advice, direction and recommendations for the Reuse Project.



RAIL CROSSING  
ROAD







## V I . N E X T S T E P S

Phase 1 of the multi-year planning process for the Concord Community Reuse Project formally ended with the City Council's approval of the final Phase 1 Report. Phase 2 of the Reuse Project was launched in Fall 2006 with the hiring of a Project Consultant Team and the appointment of the Community Advisory Committee. In Phase 2, the LRA will develop the conceptual Reuse Plan through a collaborative process that includes the Department of Defense, the Navy, and the community and stakeholder groups in Concord and the region. See Chapter II for more details on Phase 2.

For the most current information on the Phase 2 planning process, visit the Reuse Project web site at:

**[www.concordreuseproject.org](http://www.concordreuseproject.org)**

Or contact the City of Concord:

Michael Wright  
Reuse Project Director  
Local Reuse Authority  
1950 Parkside Drive, MS/1B,  
Concord, CA 94519  
Phone: 925-671-3019  
Fax: 925-798-0636  
Email: [mwright@ci.concord.ca.us](mailto:mwright@ci.concord.ca.us)









## A P P E N D I X A . Detailed Outreach Results

### COMMUNITY INTERVIEWS

The LRA received input from 60 residents and community leaders on issues, opportunities and priorities for the Reuse Project through thirty-six (36) one-on-one interviews and one (1) group interview between March 2006 and May 2006. Interviewees represented the following interest groups.

#### Environmental Groups

East Bay Regional Park District  
National Park Service  
California State Parks  
Save Mt. Diablo  
The Sierra Club  
Greenbelt Alliance  
Mount Diablo Interpretive Association  
Land for Urban Wildlife  
Mount Diablo Audubon Society  
California Native Plant Society  
Contra Costa Resource Conservation District

#### Neighborhoods

Dana Estates  
Holbrook  
Sun Terrace

#### Youth and Recreation

Sports leagues and teams such as Junior Optimist and soccer parents  
Parks, Recreation and Open Space Commission

#### Education

Mt. Diablo Unified School District

#### Arts and Culture

Concord Historical Society  
Gallery Concord

#### Social Equity

Monument Community Partnership  
Human Relations Commission  
Salvation Army Concord Corps.

#### Economic Development

Concord Chamber of Commerce  
Contra Costa Council  
Todos Santos Business Association  
Contra Costa Building Trades Council  
Major employers such as Bank of America, Wells Fargo and Chevron

#### Neighboring Jurisdictions

TRANSPAC and TRANSPLAN elected officials from Clayton, Danville, Martinez, Pleasant Hill, Walnut Creek, Pittsburg, Antioch and Brentwood

#### Legislature

State and federal legislative delegation members:  
Congressman George Miller, Congresswoman Ellen Tauscher, State Senator Tom Torlakson and State Assemblymen Joe Canciamilla

Comments from the stakeholder interviews are summarized below:

### **Community Assets**

Most interviewees agreed that the Weapons Station offers a once-in-a-lifetime opportunity that can provide benefits to Concord residents and the region. Many community members identify with the small town character of Concord. Interviewees identified many assets in the community and on the Weapons Station in three categories: natural resources, historic and cultural resources, and leadership in the community.

Natural resources include hills and grasslands, creeks and watersheds, plant and animal species, natural habitat and plant communities, wildlife corridors, parks and open space and the entire watershed. Historical and cultural resources include sites and artifacts from Native American sites and the Spanish era, and the military history and bunkers. Community leadership from businesses, arts and culture groups, sports leagues and the Monument Community Partnership is a major resource for the community.

Interviewees also cited existing infrastructure on the Weapons Station such as the golf course and railroad tracks, and in the City such as the BART stations as resources.

### **Types of Uses**

Interviewees support a mix and variety of uses including offices, housing, retail, open space and a

university campus. Most interviewees want neighborhood scale retail with restaurants and movie theatres. Some want outlet malls. Many highlighted the need to create a sense of place.

Interviewees want a variety and mix of housing types that include single-family and high-density homes. Some interviewees were skeptical of infill development in the City where homes were ‘jammed in’ together. Most interviewees support affordable housing for all, including seniors and young families. Not all homes should be high-priced. Open space may be integrated with housing.

Most interviewees support sustainable development and planning for a livable community. Elements of sustainable development include multi-modal transportation, energy-efficiency and recycling, jobs-housing balance and use of clean technology. Elements of livable communities include environmental protection complimented by infill and higher-density development around the BART stations, land banking for future uses and creating community separators with neighboring communities.

Many interviewees support some big idea that will put Concord on the map. Options include a national cemetery, a research campus, or a conference and convention center.

Interviewees were concerned about public benefit, relationship with previous regional planning efforts and the quality of development. An option for demonstrating public benefit includes voter approval of the reuse plan. Past regional planning efforts include the County’s Shaping Our Future Project and Bay Area’s Regional Footprint Project.

Interviewees support thinking regionally and for the future, creating a unified identity that links new development with the existing City, and planning for ‘smart growth’.

### **Parks, Recreation, Buffer Zones, Open Space and Natural Areas**

Interviewees support 50% to 100% of the land on the Weapons Station as open space. Interviewees identified opportunities for regional connectivity and meeting general plan goals for parks and open space. Some interviewees identified the Diablo Creek as a natural separator between open space and development.

Many interviewees want a mix of parks, open space and recreational uses such as an active regional park with trails, campgrounds and interpretation center, habitat for plants and animals, and wildlife corridors. Recreational activities on the grasslands will allow easy access for seniors, youth and people with disabilities.

Interviewees identified the need for a baseline survey to identify significant natural resources for protection



and preparing a habitat conservation plan for the Weapons Station. Many interviewees feel the need for adequate natural buffer zones between existing neighborhoods and new uses on the Weapons Station.

Interviewees were concerned about revenue for operations and maintenance of parks and open space. Options include a regional bond measure, development assessment on urban uses around the North Concord BART station, public-private partnerships, federal land grant and fees for destination recreational uses.

Many interviewees were concerned about environmental cleanup of toxins on the Weapons Station. Interviewees want the City to hold the Navy accountable for cleanup.

### **Transportation**

Interviewees support development around the North Concord BART station. Options for development include high-density, mixed use, pedestrian-oriented development with jobs, housing, restaurants and theatres. Some interviewees want the BART station to be a gateway to the Weapons Station.

Interviewees want more public transit in the core of new development and from the BART station. Opportunities include shuttles to employment centers and open space, bike and pedestrian paths, and paratransit for seniors and people with disabilities.

Interviewees were very concerned about traffic, noise and air quality and impacts on local streets and

highways. Interviewees want roadway improvements that connect east and west Concord. Many interviewees were concerned that new roadways on the Weapons Station may abut existing homes.

### **Economic Development**

Interviewees want more job opportunities in Concord. Jobs closer to home will reduce work commutes, reduce traffic on highways, and improve the quality of life for residents. Jobs may generate revenue for the City and serve the region, especially east and central County. Opportunity areas may include biotech, high-tech, 'green' technology, construction and healthcare. Type of uses may include light industrial or business park and a research or university campus.

Interviewees do not want existing taxpayers in Concord to pay for the cost of improvements and services on the Weapons Station. Interviewees were also concerned about the availability of land in Concord for local businesses and affordable housing for workers.

### **Community Character**

Interviewees support the protection of historical and cultural resources such as Native American and Spanish era sites and artifacts, and the existing military structures. Interviewees were concerned about capacity in existing schools and quality of infill development in Concord. Interviewees do not want homes built close to existing neighborhoods and want to maintain the Diablo Golf Course.

### **Community Facilities and Services**

Interviewees want a wide range of facilities and services that will serve the new development and enhance the quality of life of the existing community. Interviewees want new schools, recreation facilities for families, seniors and youth, state-of-the-art sports facilities for all ages, an arts center for performing and visual arts, and a community center. Interviewees were concerned about the lack of activities for youth and services for seniors, homeless and people with disabilities

Interviewees want some development on the Weapons Station to pay for new facilities and services.

### **Planning Process**

Interviewees want an inclusive and transparent planning process that achieves community buy-in and consensus, involves residents, businesses, under-represented groups, community organizations and neighboring jurisdictions, among others.

## FOCUS GROUPS

The LRA hosted two (2) facilitated discussions with Concord residents on March 23, 2006, from 5:30-7:30pm and from 7:30-9:30pm at the City Library, 2900 Salvio Street, to get input on the Reuse Project.

One focus group was attended by renters (11 participants) and the other by homeowners (13 participants). Participants were selected randomly from likely voter rolls and were screened for age, ethnicity and gender to represent Concord's demographics. Information was also collected on the participants' occupation, years of residence in Concord and place of work.

Comments from the focus groups are summarized below:

### Community Assets

There is a wide range of qualities that renters appreciate about Concord. The most common among them are its central location, access to freeways and small town character. Many renters said that Concord is a good place to live and raise a family, is safe and affordable, has good weather and offers views of Mt. Diablo.

Like the renters, homeowners too appreciate a wide range of qualities about Concord. The most common among them are its location, freeway and BART access and small town character. Many homeowners said that Concord is a good place to live and raise a family, is safe and affordable, and has good weather.

### Participant profile:

Age	
18 to 34	21%
35 to 54	50%
55 and over	29%

Ethnicity	
White	58%
Hispanic	25%
African American	8%
Asian	8%

Years Lived in Concord	
Less than 5 years	21%
5 to 20 years	38%
More than 20 years	42%

### Types of Uses

Renters support a mix and a variety of uses, with retail, offices, housing and open space. Most renters want neighborhood scale retail and shopping instead of strip malls and shopping centers.

Renters want a variety and mix of housing types and densities. Housing types include townhomes, single family homes, senior housing and some transitional housing for the homeless. Affordable housing is a big concern that affects low-income households and those who work in Concord but can't afford to live here. Renters favor homes on the flat land and integrated with parks and trails. There was no consensus on the need for Section 8 housing.

Renters support a transit-oriented development around the BART station with a mix of uses, higher density condominiums and corporate offices.

Most renters support some big idea that will put Concord on the map. Options include a professional sports team, an educational or research campus, an office park and convention center, a cemetery, a wildlife museum or a National Park.

Homeowners support slow or no growth on the NWS and want most

of the land protected as open space. Most homeowners support some development, but want to maintain the small town character.

Homeowners support development on the flat lands, closer to the freeway and the BART station. Homeowners support upscale retail and high-priced homes north of Highway 4, close to the golf course, and a transit village around the BART station that may include light industrial, homes and neighborhoods, theatres and museums, cafes, and a high-tech research campus.

Most homeowners want pedestrian oriented, mixed use, walkable neighborhoods and retail, some outlet malls along the freeway and no more shopping centers and auto malls.

Homeowners want limited amount of housing on the NWS to minimize traffic impacts on local streets. Homeowners prefer high to moderate priced single-family homes on large lots. Homeowners want to see homes on flat land and closer to freeways to reduce traffic impacts, some senior housing, no high density houses and condominiums, and townhomes distributed among single-family homes. There was no consensus on the need for affordable housing for low-income households.

Most homeowners support some big idea that will put Concord on the map. Options include a professional sports team, an airport, an amusement park, a museum for the military or a maritime academy, or destination outdoor recreation.

### **Parks, Recreation, Buffer Zones, Open Space and Natural Areas**

Renters support different types of open space including outdoor recreation, parks, wilderness areas, habitat for animals and organic farms. Many renters want about half or more than half of the property developed to pay for maintaining and operating the remaining land as open space. Most renters want to protect the hillsides. Environmental cleanup is a major concern.

Homeowners want most of the land as parks, large areas of natural habitat for endangered species, and open space. Many homeowners want to protect the creeks, build more trails for hiking and biking, develop more facilities for outdoor recreation, protect the hills, and keep the land east of Mt. Diablo creek as a car-free zone.

### **Transportation**

Renters are concerned about traffic on local streets and noise from the freeway. Overall, transportation infrastructure and transit options need to be improved.

Homeowners are concerned about traffic on local streets and congestion on freeways. Homeowners want a shuttle or tram system from the BART station to businesses and wilderness areas on the NWS.

### **Economic Development**

Renters want more jobs in Concord.

While some renters want more offices, others fear that it will affect the small town character of Concord. Those who want them prefer higher paying jobs. Renters support the idea of holding land for a high-value future use. Many renters support retail development around the freeway or a large sports complex to generate revenue. Others support low intensity options such as reuse of existing buildings to generate revenue.

Homeowners want more jobs in Concord to improve the quality of life and reduce work commutes. Homeowners prefer light industrial uses in areas impacted by military use. Homeowners want to attract high-tech and bio-tech jobs and businesses to Concord. Some homeowners support revitalization of existing parts of Concord instead of new development on the NWS such as infill development and revitalization of Sunvalley Mall.

### **Community Character**

Many renters want to maintain the small town character of Concord. Some are concerned about the affect on property prices. Some renters want the development to continue from the existing City into the NWS.

Many homeowners want to maintain the small town character of Concord. Some homeowners want to see an overall theme for new development on the NWS, such as the Spanish style.

### **Community Facilities and Services**

Many renters want more activities for youth in Concord, including sports fields, recreation and educational activities such as museums and zoos. Renters want more support for arts and culture and a community center. Some want schools for persons with disabilities.

Renters want development on the NWS to pay for itself without burdening existing City taxpayers. Most renters want some development to pay for additional schools, services and infrastructure improvements.

Homeowners want more activities for youth, new schools, a performing arts center, and more unique culture in Concord. Homeowners want development on the NWS to pay for itself without burdening existing City taxpayers. Many homeowners want the development to generate additional revenue to benefit the existing community.

### **Planning Process**

Renters feel a general lack of information on the Reuse Project but trust the City to lead the planning process. Renters support phased development and want the City to study other base closure projects as models.

Homeowners are aware of the Reuse Project and trust the City to lead the planning process. Some homeowners feel that redevelopment in existing parts of Concord should not be neglected.



## COMMUNITY IDEAS FAIR

The LRA hosted the Community Ideas Fair, the first public meeting on the Reuse Project, on Saturday, May 6, 2006, from 9:30 am to 12:30 pm at the Concord High School Gymnasium, 4200 Concord Boulevard. Approximately 350 participants signed-in at the Fair that included two (2) facilitated large group discussions, information booths, project information and kid's activities. More than 120 participants submitted written comments through comment sheets and letters.

Comments from the two facilitated discussion and comment sheets are summarized below:

### Community Assets

Workshop participants identified a range of resources and qualities about Concord that they value. Qualities include a small town character, good place to live, ethnic diversity, and access to regional transportation such as Highway 4, 242 and 680, BART and Amtrak. Participants value a range of natural resources including hills and ridgetops, creeks, views of open space, plant and animal species, endangered species and natural habitat.

### Participant profile:

Age	
Less than 18	1% (25%)*
18 to 34	8% (25%)*
35 to 54	41% (31%)*
55 and over	51% (19%)*

Gender	
Female	49% (51%)*
Male	51% (49%)*

Ethnicity	
White	90% (71%)*
Hispanic	6% (22%)*
African American	3% (3%)*
Asian	1% (9%)*

Years Lived in Concord	
Less than 5 years	3%
More than 5 years	61%
All my life	21%
Don't live in Concord	17%

\* Census 2000 data for City of Concord

### Types of Uses

Participants support a mix and variety of uses including offices, housing, retail and open space. Participants support uses that fill gaps in the existing community and are for all ages, including cultural, leisure and sports activities. Some participants want mixed use development and working class jobs and homes.

Participants support development in already 'disturbed' areas on the Weapons Station, on flat land instead of the hills and west of Diablo Creek. Participants want high-density, mixed use, pedestrian-oriented development, well paying jobs and large buffers along creeks and wetlands.

Some participants support infill development in the City to protect land as open space while others prefer developing high-priced homes on the Weapons Station and keeping the remaining land as open space. Most participants want parks and open space integrated with, and close to, homes.

Participants want prime land along Willow Pass Road set aside for civic uses, commercial and industrial areas away from existing neighborhoods, and neighborhood scale, pedestrian-oriented retail uses such as restaurants and movie theatres instead of shopping centers and malls.

Participants want a variety and mix of housing sizes, prices and densities to serve multiple community needs. Housing types include single-family, high-density, senior, low and moderate income and rental units. Most participants support affordable housing for all ages, including seniors, working poor, young families, homeless and transient populations and people with disabilities. Providing affordable housing may allow many seniors and young families to continue to live in Concord and may reduce work commutes.

Most participants support sustainable development and planning for a livable community. Elements of sustainable development include green building design, renewable energy generation, net zero energy use and energy conservation. Elements of livable communities include a well planned, integrated and accessible, moderately phased development with room to grow in the future, new development as a logical extension of Concord, a place to live, work and play, and 24-hour places.

Many participants support some big idea that will put Concord on the map. Options include a world fair, conference and convention center or training facility for the National Guard. Some participants want voter

approval of the reuse plan and a cost-benefit analysis to demonstrate public benefit.

### **Parks, Recreation, Buffer Zones, Open Space and Natural Areas**

Many participants support 40% to 100% of the land on the Weapons Station as open space. Some participants identified open space as a major priority for Concord and the region. Others did not want open space protection to preclude development.

Many participants want a mix of parks, open space and recreational uses such as an urban or regional park similar to the Central Park in New York, open space with trails, campgrounds and interpretation centers, linear parks along Diablo Creek, habitat for plants and animals, organic farms and community gardens, working or dude ranches, large dog parks, a wildlife rehabilitation center or refuge, multipurpose parks for all ages and recreation facilities for minor leagues.

Participants highlighted the need for an integrated trails system on the Weapons system that links all facilities on the site with neighborhoods and the BART station. Trails may be developed along the perimeter, along the creeks and linked to the Iron Horse Trail.

Many participants suggested a 300 yard or a 500 acre buffer zone between existing neighborhoods and new uses on the Weapons Station. Participants identified the opportunity to use open space as a mitigation bank for infill development.

Many participants were concerned about revenue for operations and maintenance of parks and open space. Options include a regional bond measure and development assessment on urban uses on some portion of the Weapons Station.

Many participants were concerned about environmental cleanup of toxins on the Weapons Station and protection of natural resources such as trees, birds, hills, creeks, natural habitat and connectivity, endangered species and the entire watershed. These areas may be developed as learning environments for the youth in Concord.

### **Transportation**

Participants support development around the North Concord BART station. Options for development include jobs, housing, commercial, entertainment and possibly light industrial and a high-density university campus. Interviewees want high-density housing, high quality design, 'smart' development and light rail and bike paths to the BART station. High density development around the BART station may compliment open space.

Participants want state-of-the-art and effective public transit, bike paths that comply with Caltrans standards and sidewalks designed for wheelchair access. Participants want to promote transit, walking and biking, improve access to transit centers, and include bikeways in all roadway improvements. Fixed route buses may connect the BART station with shopping, hospitals and

high-density housing. Light-rail may utilize existing railroad tracks on the Weapons Station. Some participants want to restrict automobile access to the edge of open space.

Participants were very concerned about traffic on local streets and highways. Participants want roadway improvements that connect existing neighborhoods with the Weapons Station and Bailey Road to Highway 4. Many participants want to limit housing development to minimize traffic congestion or keep development close to Highway 4.

Participants suggested preserving right-of-ways for future transportation improvements and traffic calming measures. Many participants were concerned that new roadways on the Weapons Station may abut existing neighborhoods. Participants were concerned about air pollution, increasing car usage, parking, and maintenance of existing streets in Concord.

### **Economic Development**

Participants want more jobs in Concord that will help reduce work commutes. Participants want more well-paying jobs and prefer the jobs center located close to regional transportation. Jobs may generate revenue for the City and serve the region, especially east and central County. Opportunity areas may include bio-tech, high-tech, entertainment, sustainable technology and renewable energy generation.

Options for economic development may include light industrial or business park, major sports

facility to draw regional events and revenue, professional team stadium, county fairgrounds, conference and convention center, vocational training center, vineyards and wineries, a small airport and a research or university campus.

Participants do not want existing taxpayers in Concord to pay for the cost of improvements and services on the Weapons Station. Participants are concerned about support for local, minority and women-owned businesses. Participants want a cost-benefit analysis for economic development.

### **Community Character**

Participants support the protection of historical and cultural resources such as Native American and Spanish era sites and artifacts, and the existing military structures. Participants want development with character.

Participants were concerned about the crisis in the public school system, maintaining a working class feel, supporting diversity, caring for seniors, youth and families, impact on neighboring homes, loss of peace and calm, phasing of development and planning for growth, crime and safety, urban sprawl, over-development of land, quality of high-density infill development, lack of emphasis on arts, culture and education, and lack of activities for youth and seniors.

### **Community Facilities and Services**

Participants want a wide range of facilities and services that will serve the new development and enhance the quality of life of the existing community. Participants want new schools and libraries, a public school academy for all ages, university campus, multi-purpose sports facilities for youth, major/minor leagues and sports clubs, an arts center for performing and visual arts, education programs and space for galleries and artist studios, a community center and museums for nature and wildlife, Native American history and military history.

Participants also want space for faith-based institutions, grocery stores, a race course, a disaster recovery center, an expanded civic center and a golf course. Participants want concurrent infrastructure development that includes schools, transportation, parks and open space, police, fire and other. Participants want a disaster management plan to prepare for natural disasters.

### **Planning Process**

Participants want an inclusive and transparent planning process that involves residents, under-represented groups such as low-income households and the homeless, seniors, Native American tribes, bicycle advocates and neighboring jurisdictions, among others.

Participants want a carrying capacity and constraints analysis for the Weapons Station, and an inventory of resources.





## COMMUNITY-WIDE SURVEY: ATTITUDES TOWARDS THE CONCORD NAVAL WEAPONS STATION

The City of Concord has embarked on a three-phase, multi-year effort to plan for the reuse of the Inland Portion of the Concord Naval Weapons Station (CNWS) site. Phase I of this effort will engage the community to establish an overall Planning Framework consisting of Goals and Guiding Principles that will guide the reuse planning effort in Phase II. The objectives of Phase I are: 1) to promote and encourage maximum transparency and ensure that the process is inclusive and responsive to the community's concerns and issues; 2) to provide an open and productive forum for the Concord City Council to discuss options and communicate ideas and information; and 3) to help the community better understand the planning process in order to encourage and facilitate their involvement throughout this multi-year effort.

Moore Iacofano and Goltsman (MIG), Inc., has been retained by the City of Concord to assist in the Phase I of the process. As part of Phase I, MIG has contracted with the firm of Solem Associates (SA) to develop and conduct a comprehensive community survey.

### Methodology

The purpose of this survey was to gauge the attitudes of Concord residents toward possible uses of the land at the Concord Naval Weapons Station.

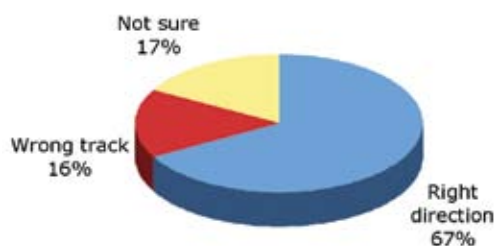
Between April 11 and April 13, 2006, SA Opinion Research conducted telephone interviews with 600 registered voters in the City of Concord. Only voters who had actually cast ballots in one or more of six recent elections were included in the sample. Respondents were asked a total of 40 questions and the average interview lasted 16 minutes.

Results from studies of this size have a margin of error (95 times out of 100) of plus or minus four percentage points for the sample as a whole. This is the margin of error for the results that would be obtained if literally every individual in the population was interviewed. This margin of error applies to aggregate results in the range of 40 percent to 60 percent. The margin of error is greater for those questions within the survey that were answered by numbers of respondents smaller than the overall sample.

This report is divided into two parts. The first section is a narrative describing key findings and conclusions and includes selected charts and graphs. The second part includes the questionnaire with the actual wording of all the questions

A recent statewide survey conducted by the Public Policy Institute reported voters felt things in California were off in the wrong direction by a margin of nearly two-to-one. However, other recent surveys conducted at the local level

Attitudes toward Concord



and the results obtained from the sample as a whole.

### Report of Findings

#### Attitudes toward life in Concord

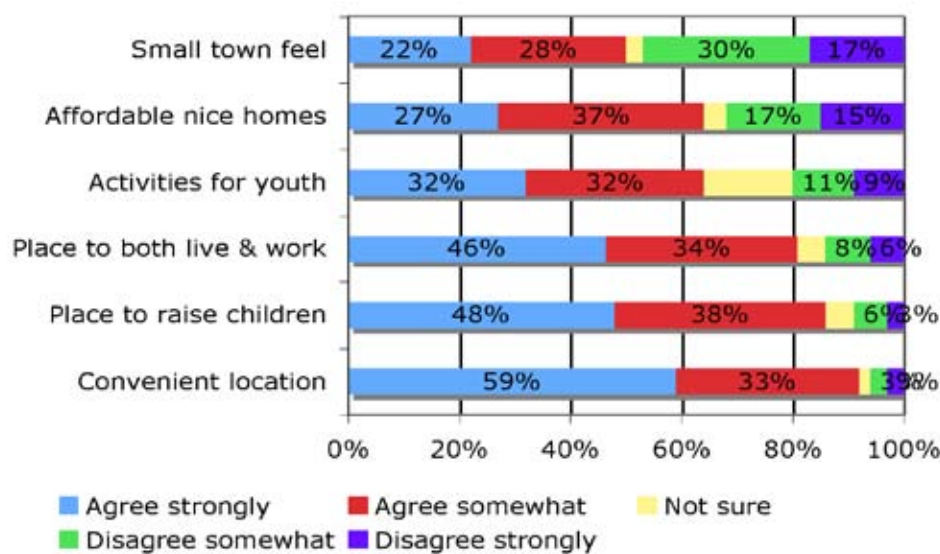
Concord residents believe things in their community are going in the right direction by a margin of four-to-one. Two thirds of the survey respondents said things in Concord were going in the right direction and only 16% said the city was on the wrong track.

are consistent with the findings in Concord where respondents have a much more optimistic view about their local community than they do about the State of California.

Those who were most likely to believe things are moving in the right direction included those who think the City of Concord budgets wisely, manages growth and development and eases traffic congestion, those who said building homes

	Agree Strongly	Agree Somewhat	Don't Know/ Not Sure	Disagree Some-what	Disagree Strongly	Mean
Laid back small town feel	22%	28%	3%	30%	17%	3.07
Nice homes that people can afford	27	37	4	17	15	3.44
Good activities for young people	32	32	16	11	9	3.67
Place where you can both live and work	46	34	5	8	6	4.06
Good place to raise children	48	38	5	6	3	4.23
Convenient location, close to places I want to go	59	33	2	3	3	4.43

**Attitudes toward Descriptions of Concord**



### Methodology

The purpose of this survey was to gauge the attitudes of Concord residents toward possible uses of the land at the Concord Naval Weapons Station.

Between April 11 and April 13, 2006, SA Opinion Research conducted telephone interviews with 600 registered voters in the City of Concord. Only voters who had actually cast ballots in one or more of six recent elections were included in the sample. Respondents were asked a total of 40 questions and the average interview lasted 16 minutes.

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### Report of Findings

#### Attitudes toward life in Concord

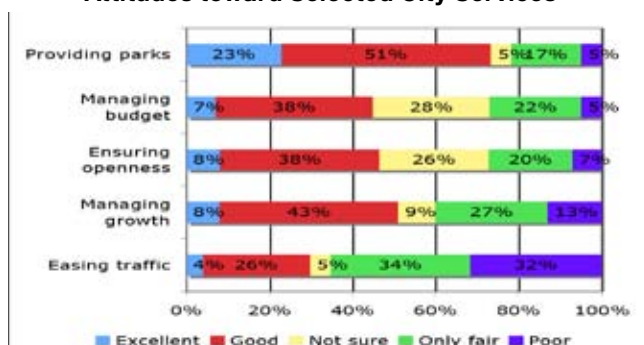
Concord residents believe things in their community are going in the right direction by a margin of four-to-one. Two thirds of the survey

## Attitudes toward city services

Respondents were asked questions to explore attitudes toward how well they think the city is performing in five areas relevant to planning for the Concord Naval Weapons Station.

	Excellent	Good	Not Sure	Only fair	Poor	Mean
Providing parks and recreation opportunities	23%	51%	5%	17%	5%	3.70
Managing city budget wisely	7%	38%	28%	22%	5%	3.21
Ensuring openness in meetings and decision-making	8%	38%	26%	20%	7%	3.20
Managing growth and development	8%	43%	9%	27%	13%	3.07
Easing traffic congestion	4%	26%	5%	34%	32%	2.35

**Attitudes toward Selected City Services**



respondents said things in Concord were going in the right direction and only 16% said the city was on the wrong track.

A recent statewide survey conducted by the Public Policy Institute reported voters felt things in California were off in the wrong direction by a margin of nearly two-to-one. However, other recent surveys conducted at the local level are consistent with the findings in Concord where respondents have a much more optimistic view about their local community than they do about the State of California.

Those who were most likely to believe things are moving in the right direction included those who think the City of Concord budgets

wisely, manages growth and development and eases traffic congestion, those who said building homes would be their first choice for the Concord Naval Weapons Station (NWS) and those aged 18-to-34. Those who were most likely to believe things are off on the wrong track included respondents aged 65 or more, those who said the NWS should be left as is, retirees and residents of the 94520 zip code.

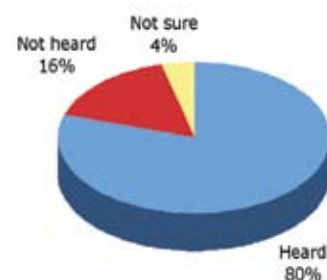
Respondents were asked whether they agree or disagree with the following list of descriptions of Concord.

The description that received the strongest agreement was the convenience of the city's location. Nearly 60% of the respondents

agreed strongly that Concord is "close to places I want to go." There also was strong agreement with statements describing the city as "a good place to raise children" and "a place where you can both live and work." There was little disagreement with these statements.

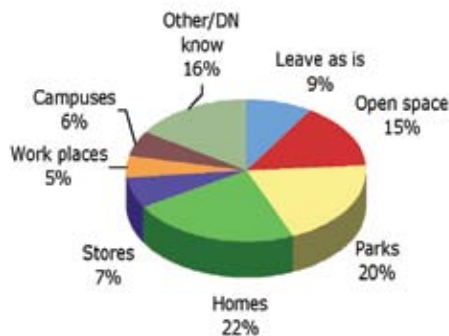
Descriptions of Concord as "a place with good activities for young people" and "a place with nice homes people can afford" received support as well. 60% of respondents agreed at least somewhat with these two statements. A description of Concord as having a "laid back, small town feel" drew ambivalent

**Heard of Navy's Plans to Sell Land**





### What Should Happen to the Land



responses; half the respondents agreed with it but an equal number disagreed.

For comparison purposes, mean scores have been generated for each response with a score of 5 equaling strong agreement, 4 equaling agree somewhat, 3 equaling not sure, 2 some disagreement and 1 strong disagreement.

Overall, the city received a performance rating of “good”. The city’s highest marks were in the area of providing parks and recreation. Three quarters of the respondents gave the city either good or excellent scores in this area. Managing the city’s budget wisely and ensuring openness in meetings and decision-making also received positive responses with more respondents rating the city good or excellent than only fair or poor. Respondents were evenly split on the question of managing growth and development. Easing traffic congestion was the only city service tested that received negative ratings. 30% said the city was good or excellent but 66% rated it only fair or poor.

#### Attitudes toward the Concord Naval Weapons Station

Respondents were asked if they had heard anything about the Navy’s plans to sell the land and what

### If Some of the Land Must Be Developed...



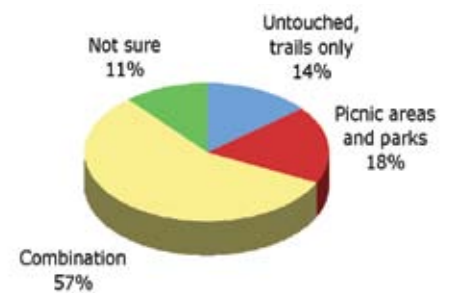
might happen there.

While 80% had heard of these plans during the second week of April (2006) when the survey was conducted, 16% had not. Those most likely to have heard included those who said they preferred to keep the land in open space, those retired and over the age of 65, residents of the 94519 zip code and those who voted in all of the last six elections. Those most likely not to have heard included renters, those aged 18-34, city residents of five years or less, those who have voted least and residents of zip code 94520.

After being told where the NWS is located and that the Navy declared that an area equal in size to a quarter of the city is surplus property and has decided to sell it, respondents were asked what should happen to the land. Residents were evenly split between those who want to keep the land open and those who want development. 20% wanted parks, 15% wanted open space and 9% wanted the land left as it is. 40% wanted the land developed in some way, either as homes, stores, work places or research or education campuses.

Those most in favor of leaving the land as it is included those who think Concord is off on the wrong

### Open Space Areas

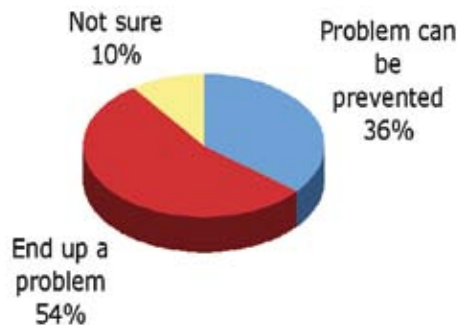


track, retirees and people over age 65. Those most likely to want the land as open space included those who think Concord is off on the wrong track, those aged 45-to-54, those who voted in all of the past six elections and those who voted somewhat less often. Those most in favor of making the land into parks included 94519 zip code residents and those aged 45-to-54.

Those most in favor of building homes included city residents of five years or less, those aged 18-to-34, those who think traffic problems coming from development on NWS can be mitigated and those who think providing shopping opportunities at the NWS is important. Respondents most in favor of building stores included those who also wanted workplaces and homes, 94519 zip code residents, Republicans and those who had not heard of plans for the NWS. Those most likely to want work places and a campus of some sort included resident who have lived in Concord for 6-10 years and those aged 35-to-44.

The 303 respondents who wanted the land left undeveloped or developed only into open space and parks were presented with the question of financing the City’s responsibilities at the NWS. They were then asked what sort of development they would prefer to pay for

## Traffic on Existing City Streets from CNWS Development



improvements and services on the NWS, including housing, stores, offices or some combination of these. Responses from those who still wanted open space and parks were also recorded.

Respondents who originally wanted no development, now supported a combination of homes, stores and offices. 19% of this group or 10% of the total number of respondents still preferred open space and parks.

Next, all 600 respondents were asked if they had a preference for leaving the land relatively untouched with just trails, whether there should be picnic areas and parks or whether there should be a combination of the two.

A majority wanted a combination of keeping the land relatively untouched with only trails and having picnic areas and parks. Those who wanted only trails and those who wanted picnic areas and parks were about equal in number at 14% and 18%, respectively.

## Traffic Problems

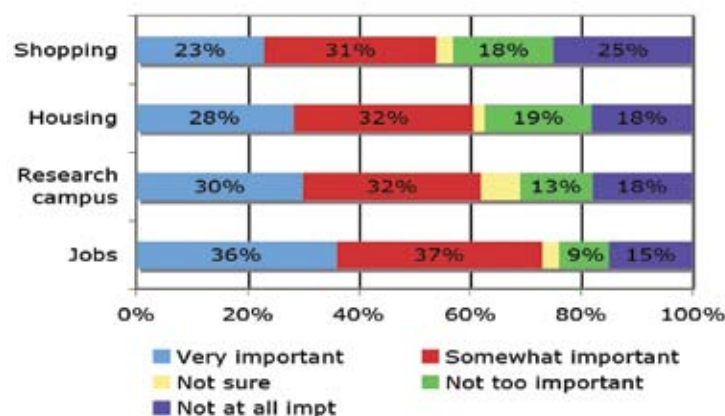
Respondents were asked about potential traffic problems on existing city streets resulting from development on the NWS. They were asked if these problems could be prevented or if they thought that this would become a problem in the existing part of the city.

More than half the respondents said traffic on existing streets would end up being a problem. A third said they thought the traffic problem could be prevented while the remaining 10% were unsure.

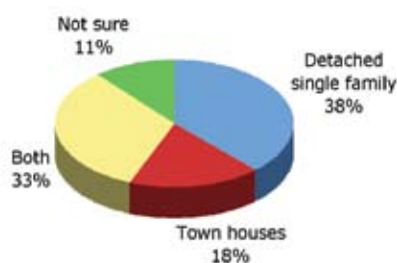
The respondents most likely to believe that traffic problems on existing city streets can be prevented included city residents of five years or less, those who advocated building homes and

	Very Important	Somewhat Important	Don't Know/ Not Sure	Not too Important	Not at all Important	Mean
Shopping	23%	31%	3%	18%	25%	3.09
Housing	28	32	2	19	18	3.33
Research Campus	30	32	7	13	18	3.42
Provide Jobs	36	37	3	9	15	3.70

## Importance of Type of Development



**Type of Housing**



workplaces at the NWS, those who rated the city highly on several grounds and residents of the 94520 zip code. Respondents most likely to think that traffic will end up being a problem on existing streets included those who want to leave the NWS as it is or keep it as open space, those aged 65 or more, those who think the city is off on the wrong track and those who have resided in the city for 6-10 years.

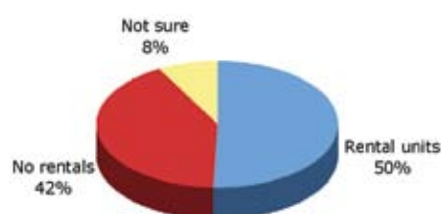
An analysis of subgroup responses throughout the survey clearly indicates that if traffic problems on existing city streets resulting from development on the NWS can be prevented, there would be more public support for such development.

### Types of Development

Respondents were then asked to rate the importance of the types of development that could occur at the NWS.

Development that provides jobs was considered very important by a third of the respondents and somewhat important by another third. A research campus received strong support as well. A research campus is not a top priority, as illustrated by responses to earlier questions when respondents were simply asked what they would

**Rental Units or Not**

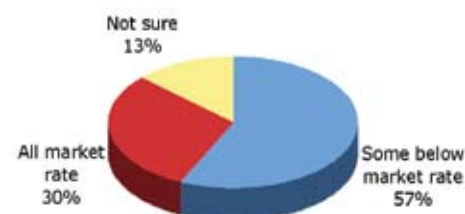


like to see at the NWS. However, when asked directly about “a large research campus that would provide employment and or educational opportunities” and “could be a university campus or a private high-tech or bio-tech company,” 60% of the respondents thought it was important. Housing followed closely behind with nearly the same amount of support. While shopping received the weakest level of support, nevertheless, more than half the respondents thought it was very or somewhat important.

Respondents most likely to think that providing jobs is very important included those who also thought providing shopping, housing and a research campus was important, residents of the 94518 zip code and male respondents. Respondents most likely to think that providing a research campus is very important included those who think providing places to work and shop are important, Democrats and those who think increased traffic on existing city streets can be prevented.

Respondents most likely to think that providing housing is important included renters, those who think increased traffic can be prevented and those who think providing shopping is important. Respondents

**Some Below Market or Not**



most likely to think that providing shopping is important included those who think that providing housing is important, city residents of 6-10 years and those who think that increased traffic can be prevented.

### Specific thoughts on housing

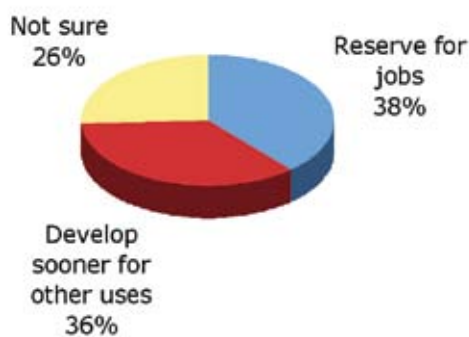
Respondents were asked about the specific types of homes that should be built at the NWS.

While 38% preferred detached single-family suburban homes, 18% preferred a more urban townhouse approach while another third preferred that both types be built. Those most likely to prefer single-family detached homes included 94519 zip code residents, those who wanted the NWS left as is, residents of 6-10 years and parents of children. Those most likely to support a more urban townhouse approach included residents of five years or less, those who had not heard of plans for the NWS and those who are registered but do not vote often.

Half the respondents thought some of the housing should include apartments or other units for rental while 42% opposed rentals and 8% had no opinion. Those most likely to support apartments or other rental units included supporters of housing at



**Reserve Land for Jobs or  
Develop Other Uses Sooner**



the NWS, those who had not heard of plans for the NWS and renters. Those most likely to oppose apartments and other rentals included those who wanted the NWS left as it is, those who think things are off on the wrong track, six-to-10 year residents and those aged 65 or more.

57% of the respondents thought some of the housing should be set aside and priced below market while 30% disagreed and 12% had no opinion. Respondents most likely to support below-market housing included renters, residents of five years or less and those aged 18-34. Respondents most likely to oppose below market housing included those who preferred that the NWS be left as it is, 6-10 year residents, and Republicans.

When asked whether some of the housing should be designed to meet the needs of senior citizens, including assisted living and medical support services, a large majority, or 75% supported this idea. 16% opposed it and 9% had no opinion.

#### **Jobs and shopping-related development**

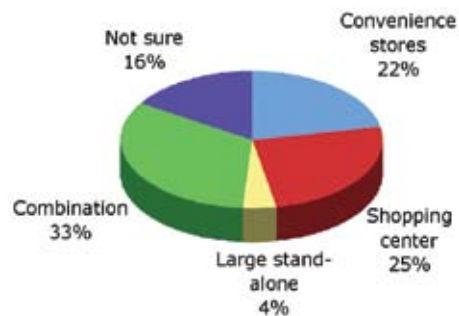
Respondents were told that due to current market conditions there is less interest in building offices and

other job creating facilities than in building homes. They were told this means that if some of the land is reserved for offices it would have to sit vacant for 10 or 15 years and cost the city in lost revenue. Given this situation, respondents were asked if they thought the land should be held in reserve or developed sooner for other uses.

Respondents were split with 38% saying the land should be reserved for job-creating businesses while 36% said it should be developed sooner for other purposes. Those most likely to want to reserve the land for future job-related development included those who believe the city is good at ensuring openness in its meetings and decision-making, those who support building homes at the NWS, those who believe increased traffic can be prevented, Republicans and those who vote in every election. Those most likely to prefer developing the land now for other uses included city residents of five years or less, those who mentioned parks as their first choice for the NWS and those who had not heard of plans for the NWS.

When asked about types of retail, 22% preferred small convenience stores and 25% preferred a shopping center but only 4% supported large

**Type of Retail Preferred**



stand-alone retail stores. A third preferred some combination of retail establishments and 16% were not sure. Those supporting small convenience stores were most likely to include respondents who had not heard of plans for the NWS and those who preferred to leave the land the way it is. Those most likely to support a shopping center included residents of five years or less, those who said that having shopping at the NWS was important and those aged 18-34. Respondents most likely to support large stand-alone stores included those aged 65 or more.

#### **Possible guiding principles for allocating the land**

Respondents were given a list of eight possible “guiding principles” that the city could follow. For each one, respondents were asked if it was of primary importance, secondary importance, important but not essential or not at all important.

As is often the case in opinion research, all the ideas are appealing. However, there are differences in the intensity of the responses which the mean scores help illustrate. As noted previously, the numerical value of the mean is based on a five-point scale in this case with 5 =

	Primary Importance	Secondary Importance	Don't Know/ Not Sure	Important/ Not Essential	Not at all Important	Mean
Make sure there is enough development to pay for services at NWS without burdening existing residents.	59%	20%	3%	9%	9%	4.11
Include places to live and to work	53	24	1	10	12	3.96
Include a mix of housing types and price ranges	41	32	3	10	14	3.82
Integrate NWS land with the rest of Concord	39	29	7	11	15	3.65
Develop some land very intensively to pay for open space on the rest	33	35	5	13	13	3.62
Keep the land in undeveloped open space	40	25	2	15	18	3.53
Provide financing to improve the rest of the city when the NWS is developed	28	33	8	13	19	3.39
Hold some land out for a future big idea to put Concord on the map	24	26	5	15	29	3.00

primary importance, 4 = secondary, 3 = not sure, 2 = not essential and 1 = not at all important.

Survey respondents believe the NWS should pay for itself but not subsidize the rest of the city. By a significant margin respondents believe it is most important that enough tax money be raised from property at the Naval Weapons Station to pay for the services needed there without burdening existing city residents. However, respondents are less interested in using revenue from development at the NWS to pay for additional services in the city.

Respondents also like the idea of balanced development. They like the idea of both a place to live and a place to work and the idea of a mix of housing types and prices. They also support the concept of develop-

ing some land intensively to pay for open space on the rest, although the idea of keeping the land as undeveloped open space appeals to a significant number of the respondents.

The idea of holding land out for a future “big idea” was of primary importance to a quarter of the respondents and of secondary importance to another quarter. While it tested the least well of the eight principles, it also was the least familiar to respondents as it was the only one that had not been discussed earlier in the survey.

### Conclusions

Respondents have very positive attitudes toward the direction in which things in Concord are going.

The convenience of the city’s location and its proximity to places

of interest is the most important description of those tested. This suggests the importance of traffic, since getting around is a high priority for Concord residents.

Respondents believe the city does a good job. The data indicates that how well respondents think the city does affects their attitudes towards development at the NWS.

There is a great deal of awareness of what is happening with the NWS; the 80% awareness figure is very significant.

When initially asked what they think should happen at the NWS, respondents were evenly split between some form of development and some form of open space; and 16% were undecided.

When those who initially wanted open space, including those who supported doing nothing, providing open space and providing parks, were told that some development was necessary to enable the city to pay for its responsibilities at the NWS, a plurality of this group wanted a combination of homes, stores and offices.

10% of the total sample continued to feel that no development should occur on the site.

Traffic emerges as a key issue. Half the respondents believe if land at the NWS is developed traffic on existing city streets will increase and become a problem. These respondents are more likely to oppose the development ideas tested in the survey.

Job-related development emerged as the type of development of most interest to respondents. However, all forms of development were considered of primary or secondary importance by a majority of respondents.

Retail was the least important choice with particularly weak support for “big box” stand-alone stores.

Respondents were supportive of all types of housing, although, when asked specifically about single-family detached versus more urban town homes, there was significantly more support for detached single-family homes than for town houses.

Rentals and owner-occupied units, below market and market-rate, and especially senior housing, all received support.

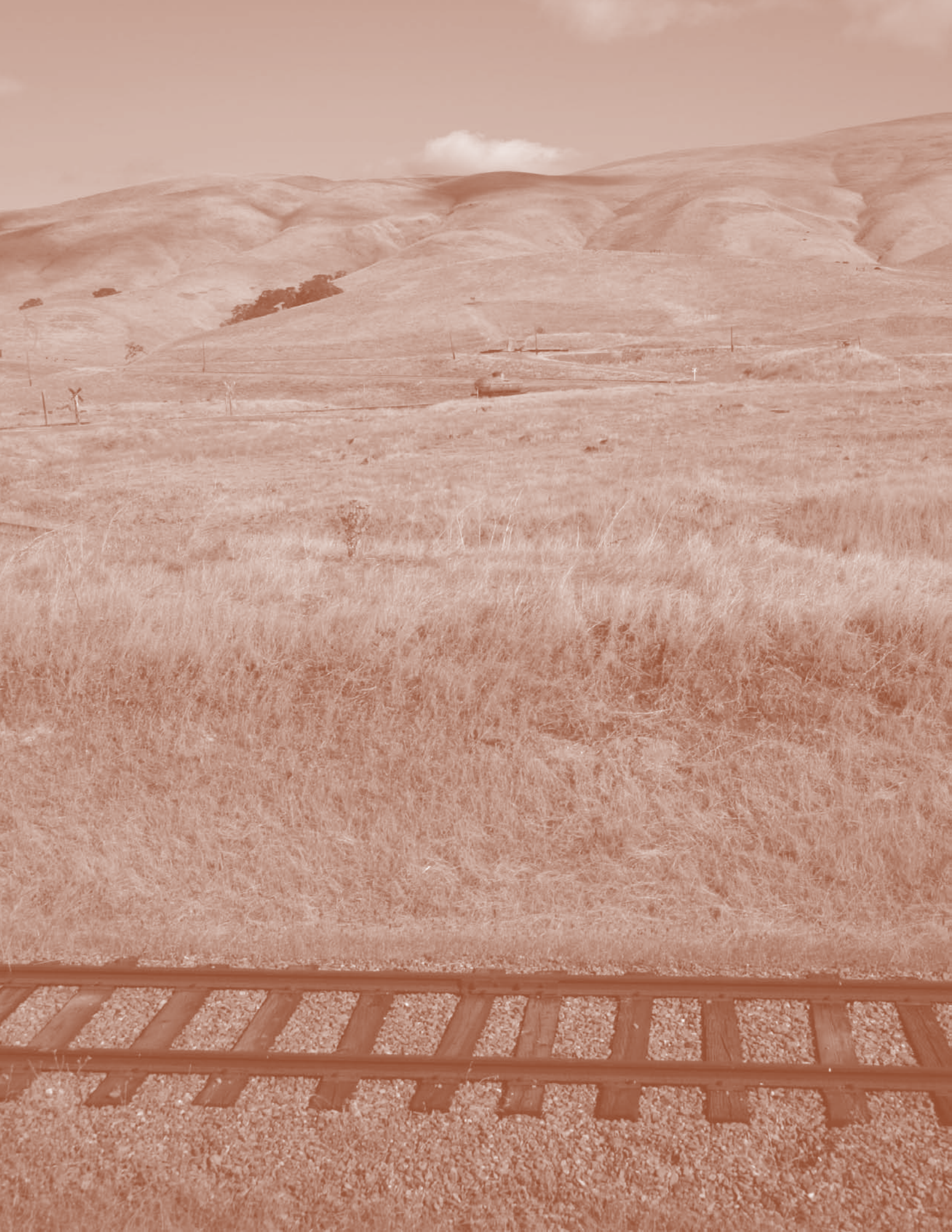
Residents were split evenly on the question of whether land should be set aside for job-related development or developed more immediately for uses that are in greater demand today.

Respondents wanted the city to cover its costs related to the NWS so that they are not burdened by them. However, they were less interested in paying for additional services in the city from development on the NWS.

Generally speaking, throughout the survey, respondents expressed support for a balanced approach with a variety of different land uses and types of development.









## APPENDIX B . City Council Working Session Notes



▲ CITY COUNCIL WORKING SESSION #1, JUNE 10, 2006



▲ CITY COUNCIL WORKING SESSION #2, JUNE 20, 2006

CITY COUNCIL WORKING SESSION #3  
JULY 11, 2006

25/11/2006



CITY COUNCIL WORKING SESSION  
AUGUST 1, 2006

CITY COUNCIL  
AUGUST 1, 2005







For More Information

Name _____	
Street Address _____	
City _____	State _____ Zip _____
Phone _____	Email _____

☐ I would like to be added to the Reuse Plan contact list for notification about upcoming meetings.  
☐ I would like to receive an application for the Citizen's Advisory Committee.

Submit this information on-line at [www.cityofconcord.org/about/cnws.htm](http://www.cityofconcord.org/about/cnws.htm) or clip out this form and mail to City of Concord, Attn: Leslye Aserra, MS/1A, 1950 Parkside Drive, Concord, CA 94519 or fax to (925) 798-0636.  
 For more information about the LRA and the Reuse Plan, visit the City's Web site at [www.cityofconcord.org](http://www.cityofconcord.org) and select "Concord Naval Weapons Station Information" from the Quick Links list on the home page.

**City of Concord**  
1950 Parkside Drive MS/01  
Concord, CA 94519-2578

Susan Bonilla	Mayor
Mark A. Peterson	Vice Mayor
Helen M. Allen	Councilmember
Laura M. Hoffmeister	Councilmember
William Shinn	Councilmember
Mary Rae Lehman	City Clerk
Thomas Wentling	City Treasurer
Lydia E. Du Borg	City Manager
Leslye Aserra	Community Relations Manager and Editor

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# Concord City News Brief

A NEWS BRIEF FROM THE CITY OF CONCORD  
Winter 2006

## Community encouraged to participate in base reuse plan

Concord residents and business owners, elected officials and the Navy are about to embark on a multi-year project to plan for the reuse of the Concord Naval Weapons Station Inland Area.

The opportunity to guide the civilian use of this piece of property that makes up one quarter of the city land area is remarkable. The property has been fenced off for the last 60 years as the rest of the City has evolved. How the property is reused will strongly influence what Concord looks like 30 years from now. Residents can play an important role in deciding the future of their city through participation in the reuse planning process. This newsletter is the first in a series of communications to residents, designed to keep readers informed at every step of this multi-year process.

The City has met with the Navy team assigned to assist with the complex reuse planning process and looks forward to a continued productive relationship with the team. The Navy and the LRA will be working on land disposition issues, and with state and federal regulators on matters related to environmental clean up.

The 12,800-acre weapons station is divided into two separate parts, the Tidal Area and the Inland Area. The Tidal Area of approximately 7,630 acres to the north

The Inland Area, covering approximately 5,170 acres, has been approved for closure. This area is located entirely within the Concord city limits and makes up about one quarter of the land area of the city. The property was used as a weapons storage and maintenance facility, but was mothballed by the Navy in 1959 and no longer stores munitions. The Navy will retain ownership of the property while the Concord community prepares a Reuse Plan.

The redevelopment of the base represents a significant opportunity for Concord and for the region. Parks, recreational facilities, trails, open space, a community center, a library, schools, housing and job-providing businesses could be developed on the base through a well-integrated and funded Reuse Plan. The process to prepare a Reuse Plan will be conducted over several years in three major phases.

See Reuse page 2



Reuse from page 1

In Phase I, a broad vision for the base will be established. In Phase II, the LRA will appoint a Citizens Advisory Committee and will prepare the Reuse Plan. In Phase III, the creation of the Detailed Reuse and community facility plans will complete the process.

## Three-phase process produces a vision, a plan, and fills in the details

**Phase I – Create a Vision**  
The City Council, acting as the Local Reuse Authority (LRA), will be conducting community meetings and workshops this year to establish a vision that will form the basis for the Reuse Plan. The meetings will be open to the public. The policies and principles developed through this process will be used to guide the entire reuse planning process.

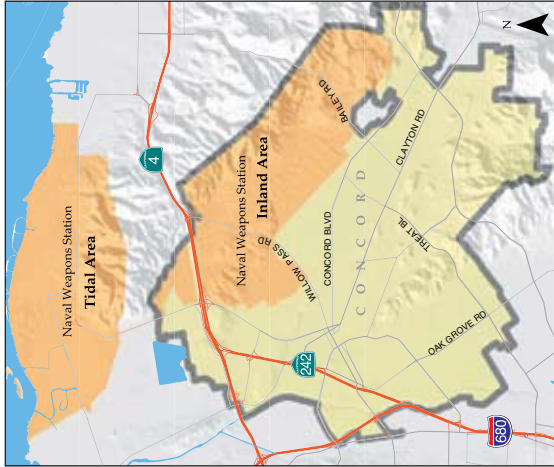
In addition to thinking about uses that address local needs, residents are encouraged to “dream big,” and to contribute ideas that reach beyond the Bay Area, California and even the United States. The unprecedented size and Bay Area location of the property offers extraordinary opportunities for reuse in many areas of endeavor.

During Phase I, the LRA will also review the City’s draft General Plan policies

## Reuse Plan Goals

The City Council has expressed several preliminary goals related to the development of the base Reuse Plan.

- The community will be involved in developing a Reuse Plan that will benefit the residents of Concord and the region as the plan is implemented over the next 30 years
- Approximately 50 percent of the property will be reserved for parks, trails, recreation facilities and open space
- A transit village will be developed near the underutilized North Concord BART station
- New development will be integrated with the existing community to avoid “two Concord’s”
- Civilian reuse will pay its own way and will not burden current residents or the City’s General Fund with financial support for infrastructure (streets, water lines, etc.), maintenance or public facilities.



Residents are encouraged to participate in the process to develop a Reuse Plan for the Inland Area of the Concord Naval Weapons Station, shown above. The Inland Area is inside Concord’s city limits. Phase I of the process begins this year.

	2005	Phase I 2006–09	Phase II	Next Steps
CNWS approved for closure	●			• Phase III – Detailed Reuse Plan developed
Federal agencies can request portions of base from Navy	■			• LRA and Navy negotiate and implement environmental remediation and property disposition
City Council appointed Local Reuse Authority (LRA)	●			• Reuse of the property controlled through Reuse Plan and City zoning
Community workshops held to develop a vision for Reuse Plan		■		• Infrastructure and public spaces designed and implemented
LRA conducts outreach to homeless provider organizations		■		• Property improvements constructed
Citizens’ Advisory Committee appointed by LRA		■		
Reuse Plan prepared (gather site information; analyze opportunities and constraints; work with regulators; prepare environmental analysis and fiscal impact studies)		■	■	

■ Completed ■ Scheduled for 2006–09

that address the base property. The General Plan provides a broad framework for land use, open space, environmental resource management, transportation and housing choices. The LRA will reconfirm or modify these policies, drafted before the base closure was announced, and resolve any policy differences.

### Phase II – Make a Plan

In the second half of the year, the LRA will begin Phase II of the process. Work will begin on the Reuse Plan. A Citizen’s Advisory Committee will be appointed to assist the LRA with this process. Under the current proposal before the LRA, committee members would be appointed to represent neighborhood interests, the business community, environmental, recreation, sports and cultural organizations, the education community, the faith community, labor organizations, social equity and community-based organizations and health organizations. In addition, staff is recommending two members to serve “at large.”

Members of the committee will be asked to commit to attending regular meetings over a two-year period. Organizations are encouraged to select a representative to apply for the committee. Interested residents will find information about how to apply for this committee on the last page of this publication.

In addition to the Citizen’s Advisory Committee, a Technical Committee process will begin with the many service providers for the area (fire, water, sewer, schools, transportation etc.), as well as representatives from regional and neighboring jurisdictions. Federal law requires that the LRA also consult with local homeless service provider organizations to arrive at a mutually agree-upon plan to balance homeless needs with other community development objectives.

The Department of Housing and Urban Development (HUD) must approve the homeless plan. Local providers are exploring a range of services from emergency housing support to entry-level housing opportunities.

An environmental assessment of the site will affect many aspects of the Reuse Plan. Studies will be conducted to discover what contaminants are present, what clean-up methods can be employed and how much clean-up will cost. Endangered species protection measures will also be defined. Also during Phase II, the state-mandated Environment Impact Report and the federal Environment Impact Statement will be prepared for the Reuse Plan.

### Phase III – Details, Details, Details

In Phase III, the LRA will prepare, finalize and adopt the Detailed Reuse and community facilities plans. Phase III includes detailed infrastructure plans, dividing the property into parcels, zoning the parcels, and an implementation strategy and related development agreements for specific land use and fiscal structures. The start date for this phase will not be determined until Phase II is complete. At the completion of Phase III, the Navy will dispose of the property in accordance with the Reuse Plan.



## CONCORD COMMUNITY REUSE PROJECT

THE PLANNING PROCESS FOR THE CONCORD NAVAL WEAPONS STATION

Spring 2006

### Concord Embarks on a Plan for the Naval Weapons Station

The City of Concord recently launched a three-part process to plan for community reuse of the Concord Naval Weapons Station (CNWS).

**Phase 1: Engage the Community**  
Before planning begins, the City Council will engage the community in developing overall goals and guiding principles for the reuse plan. The City Council will also develop strategies for engaging and involving residents and community leaders at all stages of the planning process.

**Phase 2: Develop the Plan**  
In the planning phase, the City Council will appoint a Citizens Advisory Committee to develop recommendations for the reuse plan and a community outreach and involvement process. By the end of Phase 2, the City Council will produce a Community Reuse Plan that outlines a conceptual master plan and a set of implementation strategies.

*Continued inside*



*Is right? Another on the Concord Naval Weapons Station.*



*Is right? Another on the Concord Naval Weapons Station.*

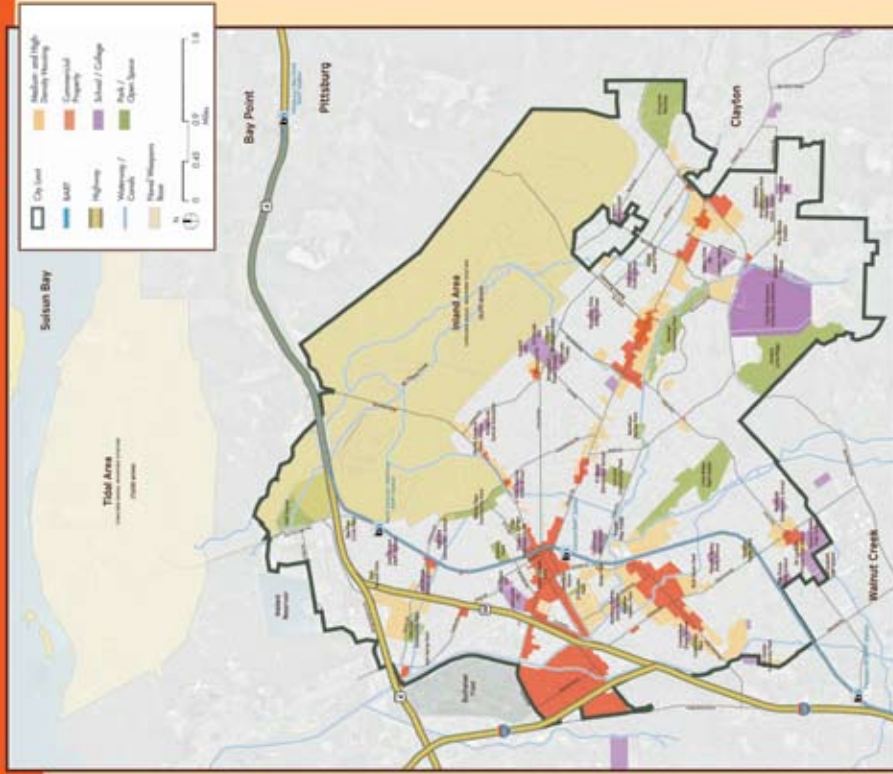


**We want to know what you think!** Throughout the planning process, you will be invited to participate in public meetings, workshops and forums to share your ideas on the Concord Community Reuse Project.

**Join Us!** The first round of community meetings are being held in May, June and July. For more information on the project and these events, contact the Concord Community Reuse Project website:

[www.concordreuseproject.org](http://www.concordreuseproject.org)

## The City of Concord





### What is the Concord Naval Weapons Station?

The Concord Naval Weapons Station (CNWS) was, at one time, the United States Navy's primary ammunition port on the Pacific coast. The CNWS covers 12,000 acres, including a Tidal Area and an Inland Area. The port in the Tidal Area has most recently been used by the Army and is not being closed. The Inland Area lies entirely within the City of Concord (see map on facing page) and was approved for closure in 2005 through the Base Realignment and Closure (BRAC) process. It occupies 5,170 acres (approximately 8 square miles), and makes up nearly one quarter of the City's total 31 square mile area.

### Phase 3: Refine the Reuse Plan

In the final phase of the planning process, the City Council will develop a detailed plan that includes implementation strategies such as zoning codes and development guidelines.

### Project Management

The Navy will follow established base closure procedures to promote a sustainable, community-oriented transition from military to civilian use. As part of the Base Realignment and Closure (BRAC) process, the Navy recognizes a Local Reuse Authority (LRA) as the sole point of contact for planning. The Concord City Council is the LRA for this project, and will ensure that land use plans reflect the interests of local residents.

The City Council will address the following key areas during the reuse project:

- Comprehensive planning
- Parks, recreation and open space
- Environmental and hillside protection
- Economic development
- Regional and local transportation
- Housing
- Job creation
- Public facilities and services
- Activities for youth and seniors
- Education
- Inter-agency collaboration
- Capital improvements and maintenance

The City will receive financial and technical support from the Department of Defense Office of Economic Adjustment Program to implement widespread community outreach and a thorough planning process.

*Left: View of the city from the Concord Naval Weapons Station. Above: Aerial view of the station.*

▲ REUSE PROJECT BROCHURE

## U.S. Navy Responsible for Environmental Cleanup

The Navy is conducting an environmental analysis for the entire site to identify potential cleanup areas and sensitive habitat. The City Council may authorize an independent assessment of environmental issues on the property.

The City and Navy expect this analysis will lead to comprehensive environmental remediation. The cleanup will comply with federal and state environmental regulations.

Environmental remediation is costly and may affect future land use possibilities.

### Looking for ways to get involved?

- Attend City Council (URA) Working Sessions: Concord Senior Center, 2727 Parkside Circle  
Saturday, June 10, 9:30 a.m. – 12:30 p.m.  
Tuesday, June 20, 6:30 – 9:30 p.m.  
Tuesday, July 11, 6:30 – 9:30 p.m.

The Working Sessions will be televised live on Concord Cable TV channels 28 (Comcast) and 29 (Astound). See the chart below for meeting topics.

- Visit the Web site: [www.concordnavproject.org](http://www.concordnavproject.org)
- Leave comments
- Sign up for E-mail alerts
- Apply to be a member of the Citizen Advisory Committee (CAC).

In the Fall, the City Council will appoint members of the CAC, made up of residents and community leaders, to advise the planning process in Phase Two.

- Call for more information: (925) 671-3272

*View of the site.*

## Phase One Planning Process

ASSESSMENT	GOALS AND PRINCIPLES	COMMUNICATION
<ul style="list-style-type: none"> <li>COMMUNITY-WIDE SURVEY</li> <li>FOCUS GROUPS</li> <li>STAKEHOLDER INTERVIEWS</li> </ul>	<ul style="list-style-type: none"> <li>COMMUNITY IDEAS FAIR (May 6)</li> <li>COUNCIL WORKING SESSION #1 (June 10)</li> <li>COUNCIL WORKING SESSION #2 (June 20)</li> <li>COUNCIL WORKING SESSION #3 (July 11)</li> </ul>	<ul style="list-style-type: none"> <li>DRAFT FRAMEWORK DOCUMENT</li> <li>COUNCIL PRESENTATION (August 1)</li> <li>FINAL FRAMEWORK DOCUMENT</li> </ul>

Website: [www.concordnavproject.org](http://www.concordnavproject.org)

Timeline: MAY-JUN 2006 | JUL-AUG 2006

Join us at the **ideasfair!**  
A COMMUNITY FORUM ON THE FUTURE OF THE  
CONCORD NAVAL WEAPONS STATION

**Saturday, May 6 | 9:30 a.m. to 12:30 p.m.**  
**Concord High School Gym**  
**4200 Concord Boulevard**

**JOIN US!**

- Drop In and leave your written comments.
- Participate in a facilitated discussion at 10 a.m., repeated at 11:30 a.m.
- Visit the **Beir** Project information, maps and displays. **PLUS** children's activity area, information about City programs, summer activities and events.

**FUTURE MEETINGS:** June 10, 9:30 a.m. - 12:30 p.m.; June 20, 6:30 - 9:30 p.m.; July 11, 6:30 - 9:30 p.m.  
Concord Senior Center, 2727 Parkside Circle

**FOR MORE INFORMATION**  
Web: [www.cityofconcord.org/about/cnws.htm](http://www.cityofconcord.org/about/cnws.htm)  
Phone: 925-671-3272

# ¡Reúnete con nosotros en la feria de ideas!

UN FORO DE LA COMUNIDAD ACERCA DEL FUTURO DE LA  
ESTACIÓN DE ARMAS NAVALES DE CONCORD

**Sábado, 6 de mayo de 2006**

**9:30 a.m. a 12:30 p.m.**

**En el Gimnasio de Concord High School  
4200 Concord Boulevard**

## ¡ÚNASE A NOSOTROS!

- Pase por la feria y deje sus comentarios por escrito
- Tome parte en una discusión facilitada a las 10:00 a.m., repetido a las 11:30 a.m.
- ¡Escuche la Realidad! Información sobre el proyecto, mapas y muestras, MAS área de actividades para niños, información acerca de programas de la Ciudad, actividades y eventos del verano.

**REUNIONES FUTURAS:** 10 de junio, 9:30 a.m.-12:30 p.m.; 20 de junio 6:30-9:30 p.m.; 11 de julio, 6:30-9:30 p.m.


Centro para personas de la tercera edad, 2727 Parkside Circle

PARA MAS INFORMACIÓN acerca de la reunión

Sitio de Internet: [www.cityofconcord.org/about/cnws.htm](http://www.cityofconcord.org/about/cnws.htm)

City of Concord  
1950 Parkside Dr, MS/1A  
Concord, CA 94519-2578

PERMIT STD  
U.S. POSTAGE  
**PAID**  
CONCORD, CA  
PERMIT NO. 207




Welcome to the **ideas fair!**

A COMMUNITY FORUM ON THE FUTURE OF THE  
**CONCORD NAVAL WEAPONS STATION**

**Saturday, May 6, 2006**  
**9:30 a.m. to 12:30 p.m.**

Concord High School Gym,  
Concord High School  
4200 Concord Boulevard

Presented by the City of 

▲ IDEAS FAIR PROGRAM (ENGLISH)


# ideas fair

## Program

<b>9:30 am</b>	Open House
<b>10:00 am</b>	Facilitated Discussion <i>(Repeated at 11:30am)</i>
<b>11:00 am</b>	Open House
<b>11:30 am</b>	Facilitated Discussion <i>(Repeat of 10:00am)</i>
<b>12:30 pm</b>	Open House
<b>1:00 pm</b>	CLOSE

**FUTURE MEETINGS**  
Concord Senior Center  
2727 Parkside Circle  
**June 10**, 9:30 a.m. - 12:30 p.m.  
**June 20**, 6:30 - 9:30 p.m.  
**July 11**, 6:30 - 9:30 p.m.

**FOR MORE INFORMATION**  
Web: [www.concordreuseproject.org](http://www.concordreuseproject.org)  
Phone: 925-671-3272




Bienvenidos a la

# feria de ideas!

UN FORO DE LA COMUNIDAD ACERA DEL FUTURO DE LA  
**ESTACIÓN DE ARMAS NAVALES DE CONCORD**

**Sábado, 6 de mayo 2006**  
**9:30 a.m. a 12:30 p.m.**

En el Gimnasio de Concord High School  
4200 Concord Boulevard

Presentado por la ciudad de 

▲ IDEAS FAIR PROGRAM (SPANISH)

# feria de ideas!

## Programa

<b>9:30 am</b>	Casa Abierta al Público
<b>10:00 am</b>	Discusión Facilitada <i>(Repetido a las 11:30am)</i>
<b>11:00 am</b>	Casa Abierta al Público
<b>11:30 am</b>	Discusión Facilitada <i>(Repetición de las 10:00am)</i>
<b>12:30 pm</b>	Casa Abierta al Público
<b>1:00 pm</b>	CIERRE

**REUNIONES FUTURAS:**  
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**10 de junio**, 9:30 a.m.-12:30 p.m.  
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**11 de julio**, 6:30-9:30 p.m.

**PARA MÁS INFORMACIÓN** acerca de la reunión  
Sitio de Internet: [www.concordreuseproject.org](http://www.concordreuseproject.org)  
Teléfono: 925-671-3113



Other Comments:



Concord Community Reuse Project  
THE PLANNING PROCESS FOR THE NAVAL WEAPONS STATION

## community ideas fair

MAY 6, 2006  
9:30 A.M. – 12:30 P.M.  
CONCORD HIGH SCHOOL GYM  
4200 CONCORD BOULEVARD

### Comment Sheet

Please provide your ideas and feedback on each topic listed below, and on the following pages.  
Return this sheet to one of the project team members or drop it in the comments box.  
Thank You!

#### Tell us about yourself *(Optional)*

- |                                       |                                 |   |  |
|---------------------------------------|---------------------------------|---|--|
| <b>Age</b>                            | <b>Gender</b>                   | <b>Ethnicity</b>                              | <b>Years lived in Concord</b>                  |
| <input type="checkbox"/> Less than 18 | <input type="checkbox"/> Male   | <input type="checkbox"/> White (non-Hispanic) | <input type="checkbox"/> Less than 5 years     |
| <input type="checkbox"/> 18 to 35     | <input type="checkbox"/> Female | <input type="checkbox"/> African American     | <input type="checkbox"/> More than 5 years     |
| <input type="checkbox"/> 35 to 55     |                                 | <input type="checkbox"/> Hispanic or Latino/a | <input type="checkbox"/> All my life           |
| <input type="checkbox"/> Above 55     |                                 | <input type="checkbox"/> Asian                | <input type="checkbox"/> Don't live in Concord |

**Please hand in your comment sheet at the meeting, drop it in the comments box or send to:**  
Leslye Asera, Community Relations Manager, 1950 Parkside Drive, Concord, CA 94519  
Fax: (925) 798-0636

For more information, call **(925) 671-3272**  
or visit [www.concordreuseproject.org](http://www.concordreuseproject.org)

What is the most effective way for the City to keep you informed about the planning process?  
*(Check all that apply.)*

<input type="checkbox"/> City News Brief	<input type="checkbox"/> Newspaper Ads
<input type="checkbox"/> Project Website and Email Updates	<input type="checkbox"/> Other (please specify):
<input type="checkbox"/> Flyers and Postcards	

#### Contact information *(Optional)*

☐ Yes! I would like my name added to the Concord Community Reuse Project email update list.

Name \_\_\_\_\_

Address \_\_\_\_\_

Email \_\_\_\_\_

#### What are your Goals and Desired Outcomes for the future of the Concord Naval Weapons Station?

To achieve the Goals and Desired Outcomes, what  
Guiding Principles would you recommend? Please  
consider the following categories in providing your input:

#### Goals and Desired Outcomes

Concord Community Reuse Project | CONCORD NAVAL WEAPONS STATION



Types of Uses (e.g., retail,  
housing, office, etc.)



Parks, Recreation, Buffer  
Zones, Open Space and  
Natural Resources



Transportation



Economic  
Development



Community  
Character



Other

Otros Comentarios...



## feria de ideas de la comunidad

6 de Mayo de 2006  
9:30 A.M. – 12:30 P.M.  
GIMNASIO DE CONCORD HIGH SCHOOL  
4200 CONCORD BOULEVARD

### Comentarios

Por favor, utilice esta hoja de comentarios para darnos sus opiniones e ideas acerca de cada tema listado abajo y en las páginas siguientes. Por favor, entregue esta hoja a uno de los miembros del equipo del proyecto, o póngala en la caja para comentarios. Gracias!

#### Díganos algo acerca de usted mismo (Opcional)

- |                                      |                                 |  |   |
|--------------------------------------|---------------------------------|--|---|
| <b>Edad</b>                          | <b>Género</b>                   | <b>Pertenencia étnica</b>                        | <b>Años vivido en Concord</b>               |
| <input type="checkbox"/> Menos de 18 | <input type="checkbox"/> Varón  | <input type="checkbox"/> Blanco/a (no-hispano/a) | <input type="checkbox"/> Menos de 5 años    |
| <input type="checkbox"/> 18 a 35     | <input type="checkbox"/> Hembra | <input type="checkbox"/> Afroamericano/a         | <input type="checkbox"/> Más de 5 años      |
| <input type="checkbox"/> 35 a 55     |                                 | <input type="checkbox"/> Hispano/a or Latino/a   | <input type="checkbox"/> Toda mi vida       |
| <input type="checkbox"/> Más de 55   |                                 | <input type="checkbox"/> Asiático/a              | <input type="checkbox"/> No vivo en Concord |

Por favor, entregue esta hoja de comentarios durante la reunión, póngala en la caja para comentarios, o envíela a:

Leslye Asera, Community Relations Manager, 1950 Parkside Drive, Concord, CA 94519  
Fax: (925) 798-0636

Para más información, llame (925) 671-3113  
o visite [www.concordreuseproject.org](http://www.concordreuseproject.org)

¿Cuál es la manera más efectiva para la Ciudad para mantenerle informado acerca del proceso?  
(Verifique todo que aplica)

- |  |  |
|--|--|
| <input type="checkbox"/> Noticias Informativas de la Ciudad                                  | <input type="checkbox"/> Anuncios en el Periódico    |
| <input type="checkbox"/> El Sitio de Internet del Proyecto y Noticias por Correo Electrónico | <input type="checkbox"/> Otra (especifica por favor) |
| <input type="checkbox"/> Circulares y Tarjetas Postales                                      |  |

Información para contactarle (Opcional)

☐ ¡Sí! Me gustaría añadir mi nombre a la lista de envío para el Proyecto de Re-Usos de la Comunidad de Concord.

Nombre: \_\_\_\_\_

Dirección: \_\_\_\_\_

Correo Electrónico: \_\_\_\_\_

¿Cuáles son sus Metas y Resultados Deseados para el futuro de la Estación de Armas Navales de Concord?

¿Para lograr estas Metas y los Resultados Deseados, qué Principios recomendaría usted para Guiar el proceso? Considere por favor las categorías siguientes para proporcionar sus respuestas:

### Metas y Resultados Deseados

Concord Community Reuse Project | CONCORD NAVAL WEAPONS STATION



**Tipos de Uso** (por ejemplo, viviendas, la venta al por menor, oficinas, etc.)



**Parques, Recreación, Zonas Restringidas, Espacio Abierto y Recursos Naturales**



**Transporte**



**Desarrollo Económico**



**Carácter de la Comunidad**



**Otros Comentarios...**



Join us at the **ideas fair!**  
A COMMUNITY FORUM ON THE FUTURE OF THE  
**CONCORD NAVAL WEAPONS STATION**

**Saturday, May 6**  
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**FOR MORE INFORMATION**  
Web: [www.cityofconcord.org/about/cnws.htm](http://www.cityofconcord.org/about/cnws.htm)  
Phone: 925-671-3272

Para más información acerca de la reunión, llame por favor 925-671-3113  
o visite [www.cityofconcord.org/about/cnws.htm](http://www.cityofconcord.org/about/cnws.htm)

Presented by the City of 

▲ IDEAS FAIR ANNOUNCEMENT POSTER



Join us at the **ideas fair!**  
A COMMUNITY FORUM ON THE FUTURE OF THE  
**CONCORD NAVAL WEAPONS STATION**

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Phone: 925-671-3272

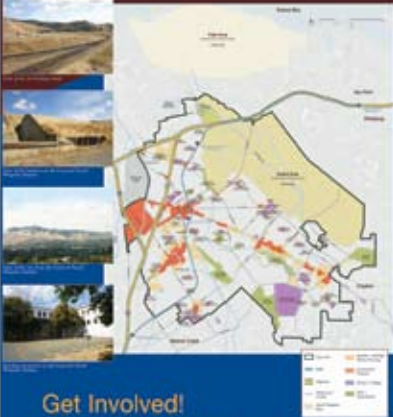
Presented by the City of 

▲ IDEAS FAIR NEWSPAPER AD



**Concord**


Give us your ideas on the future of the Concord Naval Weapons Station



**Get Involved!**

- Fill out a Comment Sheet
- Call (925) 671-3272
- Visit our website: [www.concordreuseproject.org](http://www.concordreuseproject.org)

Para más información  
 Sitio de Internet: [www.concordreuseproject.org](http://www.concordreuseproject.org)  
 Teléfono: 925-671-3113





**Concord**

The City of Concord has begun a multi-year process to plan reuse of the Concord Naval Weapons Station

The Concord Community Reuse Project will include:

- A process guided by Concord residents
- Reuse consistent with City policies and plans
- Parks, trails, recreation facilities, open space and other community amenities
- Integrated development with the existing community to avoid "two ConCORDs"
- Financially feasible reuse that will not burden current residents





**Concord**

The Concord Community Reuse Project will consist of three phases

**Phase 1. Engage the Community**

- Develop overall goals and guiding principles
- Use community input to develop a framework for the planning process




**Phase 2. Develop the Plan**

- Appoint a Citizens Advisory Committee to oversee preparation of the Reuse Plan
- Prepare Plan and implementation strategies

**Phase 3. Refine the Reuse Plan**

- Develop a detailed plan, including zoning codes and design guidelines



▲ INFORMATION KIOSK

A P P E N D I X D . LRA Resolution 06-3, Establishing the Community Advisory Committee  
for the Concord Reuse Project

**ORIGINAL**

**BEFORE THE CITY COUNCIL SITTING AS THE LOCAL REUSE AUTHORITY OF  
THE COUNTRY OF CONTRA COSTA, STATE OF CALIFORNIA**

**RESOLUTION NO. 06-3**

**A RESOLUTION ESTABLISHING A COMMUNITY ADVISORY COMMITTEE  
FOR THE CONCORD REUSE PROJECT**

**WHEREAS**, the Concord Local Reuse Authority (LRA) has embarked on a multi-phase planning process for civilian use of the former Concord Naval Weapons Station (NWS); and

**WHEREAS**, Phase I of this multi-phase process has involved engaging the community through an extensive outreach effort to develop a vision and planning framework consisting of a set of goals and guiding principles attached as Exhibit A; and

**WHEREAS**, the LRA is desirous of establishing a Community Advisory structure consisting of a Project Management Team, a Community Advisory Committee (CAC), a Technical Advisory Group, and the existing City Boards and Commissions; and

**WHEREAS**, the LRA has successfully completed Phase I and is about to embark on Phase II; and

**WHEREAS**, Phase II of this process involves the preparation of a Reuse Plan and the continuation of community outreach efforts.

**NOW, THEREFORE, THE CITY OF CONCORD SITTING AS THE LOCAL REUSE  
AUTHORITY DOES RESOLVE AS FOLLOWS:**

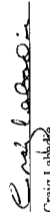
**Section 1.** Authorizes establishing the Community Advisory Committee (CAC) to provide input on planning for the civilian reuse of the former NWS as generally described below;

- a. **CAC Membership and Composition:** The CAC shall consist of up to 21 members appointed by the City Council and no alternates shall be appointed. To ensure the desired broad balanced representation on the CAC, member selection criteria shall include: diversity and breadth of interest, broad representation of the community, geographic balance, understanding of CAC function and role, and commitment to Reuse Project goals and guiding principles. Approximately 80% of the appointed CAC

1	members shall be Concord residents. Non-resident stakeholder interest groups are
2	encouraged to designate applicants related to their particular interest.
3	<b>CAC Operation:</b> The CAC will operate within the framework of the City's existing
4	Mission, Vision and Values (MVV) and be guided by operating principles and ground
5	rules consistent with existing City policies for boards and commissions.
6	<b>CAC Term of Appointment:</b> Members shall serve at the pleasure of the City Council.
7	Terms of CAC members shall be two years, excepting for initial appointments wherein
8	the Council shall appoint approximately one-half of the members to one-year terms and
9	the remaining members to two-year terms to establish overlapping membership on the
10	committee. Mid-term vacancies will be filled according to existing City procedures.
11	<b>CAC Functions and Roles:</b> The CAC shall apply the Reuse Project Goals and
12	Guiding Principles from Phase I, evaluate and comment on potential reuse alternatives,
13	serve as a communication link between the Reuse Project and the community-at-large
14	by actively engaging the public, and be representative of the community and the
15	region.
16	<b>CAC Application and Selection Process:</b> Individuals interested in serving on the
17	CAC shall be asked to complete and submit a written application specifying their
18	background, affiliations, and areas of interest related to the Reuse Project. The City
19	Council shall review the applications, conduct interviews, and appoint CAC members.
20	<b>CAC Meeting Frequency and Organization:</b> The CAC shall meet monthly in the
21	evenings with potential additional meetings on weekends and other times. CAC
22	meetings will be convened and supported by City staff, and shall be open to the public.
23	<b>Appointment of Chair and Vice Chair:</b> After introductory meetings, the CAC
24	members shall select a Chair and Vice Chair.
25	<b>Duration of CAC:</b> Upon completion of Reuse Planning Process, the CAC shall be
26	disbanded.
27	<b>Section 2.</b> This resolution shall become effective immediately upon its passage and adoption.
28	//

LRA Res No. 06-3

2

1	<b>PASSED AND ADOPTED</b> by the City of Concord Local Reuse Authority on August 1,
2	2006, by the following vote:
3	<b>AYES:</b> Authoritymembers - H. Allen, L. Hoffmeister, M. Peterson, W. Shinn, S. Bonilla
4	<b>NOES:</b> Authoritymembers - None
5	<b>ABSTAIN:</b> Authoritymembers - None
6	<b>ABSENT:</b> Authoritymembers - None
7	<b>I HEREBY CERTIFY</b> that the foregoing Local Reuse Authority Resolution No. 06-3 was
8	duly and regularly adopted at a regular joint meeting of the City Council, the Redevelopment Agency
9	of the City of Concord and the City of Concord Local Reuse Authority on August 1, 2006.
10	
11	
12	
13	
14	<b>APPROVED AS TO FORM:</b>
15	
16	
17	
18	Craig Labadie
19	Authority Counsel
20	Exhibit "A" - Concord Community Reuse Project Planning Framework
21	
22	
23	
24	
25	
26	
27	
28	

LRA Res No. 06-3

3





**A message to all interested applicants to  
Concord's Community Advisory Committee  
for the Concord Reuse Project**

Dear Applicant:

The City of Concord is seeking applicants to serve on the Community Advisory Committee (CAC). This committee is being formed as part of a multi-year process to provide input to the City Council serving as the Local Reuse Authority on planning for the civilian reuse of the former Concord Naval Weapons Station. The CAC will apply the Reuse Project Goals and Guiding Principles from Phase I, evaluate and comment on potential reuse alternatives, serve as a communication link between the Reuse Project and the community-at-large by actively engaging the public, and be representative of the community and the region.

Applicants will be interviewed and appointed by the Concord City Council. Approximately 80% of the appointed members will be Concord residents. Non-resident stakeholder groups are encouraged to designate applicants related to their particular area of interest.

The CAC will consist of up to 21 members appointed by the Council. No alternates will be appointed. In an effort to ensure a broad, balanced representation on the committee, member selection criteria will include: diversity and breadth of interest, broad representation of the community, geographic balance, understanding of the Community Advisory committee function and role, and commitment to Reuse project goals and guiding principles as recently established by the City Council.

The CAC will operate within the framework of the City's existing Mission, Vision and Values (MVV) and be guided by operating principles and ground rules consistent with existing policies for all of the City's Boards and Commissions. Members will serve at the pleasure of the City Council for two-year terms. The initial appointments to the Committee will be approximately one-half of the members to a one-year term and the remaining members to a two-year term to establish overlapping membership on the committee.

Applications for the Committee are subject to the Public Records Act and will become a public record. All information contained in the application is available for public scrutiny and names, addresses and telephone numbers of committee members may be requested and will be made available to the public.

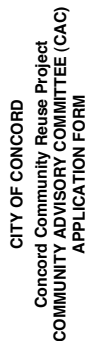
All members of the Community Advisory Committee will be subject to State and City *Conflict of Interest* laws and are required to complete a Statement of Economic Interests at the time of appointment, annually, and at the end of the term of service. These documents will be made available to the public upon request. If you have any questions, please contact the Administrative Services Office, at (925) 671-3495.

The CAC will meet monthly in the evenings, with the potential for additional meetings on weekends and at other times. Meetings will be convened and supported by City staff and will be open to the public.

Thank you for your interest in applying for a position on the Concord Community Advisory Committee. Please fill out the application carefully and completely and return it to the City offices by Friday, September 15, 2006. You are requested to limit your application to the two pages provided.

Mayor and Members of the Concord City Council

Attachment



The City Council is seeking broad representation from the community.

11) Please mark your one primary area of interest with a "P" and mark up to two secondary areas of interest with an "S".

Neighborhoods	Transportation	Seniors
Business / Economic Development	Education	Youth
Natural Environment	Health and Public Safety	Other:
Parks, Recreation and Open Space	Social Equity/Faith Community	Other:
Arts / Culture / History	Housing	Other:

2) Are you aware of any potential conflict of interest which might prevent you from serving on the CAC? If so, please explain:

**Note:** The deadline for submitting completed applications is

**Note:** The deadline for submitting completed applications is Friday, September 15, 2006 at 5:00 p.m. to the City Offices located at 1950 Parkside Drive.

**Do not attach any supplemental sheets. This form constitutes the entire application.**

Please mail your application to: City of Concord, City Clerk's Office, 1950 Parkside Drive, MS/03, Concord, CA 94519-2578,  
Or e-mail to: [BandC@ci.concord.ca.us](mailto:BandC@ci.concord.ca.us) Please type "CAC application" in the subject line of the e-mail

City Clerk/Administrative Services Coordinator at (925) 671-3375

If you have any questions, please telephone the City Clerk at (925) 671-3495.

On January 31, 1996, the City of Concord adopted the Mission, Vision and Values listed below. Since that time the City has developed many programs and services using the MVV as a foundation. They have stood the test of time and we look forward to continuing to build the City on these beliefs.

#### **Mission Statement for the Organization**

Our mission is to join with our community to make Concord a city of the highest quality. We do this by providing responsive, cost-effective, and innovative local government services.

#### **Our Vision for the Future**

- We will be a customer based, performance driven, results oriented organization, focused on finding the answer, solving the problem, and achieving positive outcomes.
- We will partner with the Concord community to maximize resources, deliver high quality services, and be recognized as setting the standard for excellence.
- We will be trustworthy guardians of the public's resources.
- We will make Concord a premier business location.
- We will collaborate to provide "seamless" services that benefit both our external and internal customers, streamlining our work processes and removing barriers wherever they arise.

- We will accept the challenge of change and be committed to continually enhancing the safety, environment, quality of life, and economic vitality of our community.
- We will constantly look for new and better ways to deliver services. We will seek to be innovative, take reasonable risks, learn from our mistakes and always strive for excellence.
- We will welcome diversity in our community and our work place.
- We will conduct our work in an atmosphere of trust, respect and courtesy with open doors and open communication for our customers and each other.
- We will provide ethical, dynamic and effective leadership, establish clear direction and priorities, and model the mission and values in support of our common Vision.
- We will be accountable for our performance and our organization's success, and be recognized for our achievements.

#### **Organizational Values**

##### *Integrity and Trust –*

We say what we mean and mean what we say. We honor our word and keep our commitments. We are worthy of the public's and each other's trust.

##### *Commitment to Service –*

We put our customers first. We respond to our internal customers and treat them with the same courtesy and respect as our external customers. We facilitate, enable, and problem-solve.

##### *Partnerships –*

We place a high value on building partnerships with members of our community to assure we understand their needs and continue to deliver the services they desire in the most effective manner possible.

##### *Innovation and Continuous Improvement –*

We strive for excellence in the quality and productivity of our work. We create a work environment in which we look for new solutions and experiment with innovative ways to do things—even if they don't always work the first time. We recognize the need to be dynamic in meeting the community's changing needs. Each and every employee is given the opportunity to develop and grow.



### *Performance Accountability—*

We set measurable performance goals which support the priorities of the City and our individual work groups. We are given the necessary authority, training and resources to enable us to achieve these goals. Performance reviews are conducted in a timely and effective manner. Employee advancement and other incentives are based on performance. We are proud of the professionalism, competency and dedication that exist throughout the organization.

### *Long Range Planning—*

We conduct long range strategic and financial planning to maximize service delivery and build the economic stability of the City. We practice sound fiscal management to protect the public's resources.

### *Team Work—*

We respect each other as individuals, and we take the time and effort to show it. Although certain positions have more decision-making authority, we treat all members of the organization with the same consideration for their ideas and concerns. We really listen to, and give each other honest feedback. We recognize partnerships among work groups and employees as essential to effectively maximizing resources and delivering high quality services.

### *Individual Worth and Diversity—*

We recognize and appreciate the uniqueness of each individual. We value the contribution made and the synergy created by different experiences and perspectives. We are committed to treating each and every person within the organization and the larger community with respect and dignity.

### **City of Concord Corporate Goals**

**Goal 1** Continue to make Concord a desirable place to live, work, and raise a family.

**Goal 2** Be responsive to the needs of Concord citizens, maintain a high level of customer satisfaction, and provide quality public information and outreach.

**Goal 3** Promote and improve Concord as a premier location for existing, expanding and new businesses.

**Goal 4** Ensure a balanced budget for a ten-year planning period with adequate reserves and with adequate replacement funds for buildings and equipment.

**Goal 5** Preserve and enhance the livability of Concord's residential neighborhoods with opportunities for a broad range of housing options.

**Goal 6** Offer an array of recreation, leisure and cultural events and programs to meet the needs of citizens of all ages with an emphasis on the well-being of youth.

**Goal 7** Maintain a safe and efficient traffic circulation system.

**Goal 8** Have Concord be among the safest cities of comparable size in California and have citizens feel safe in their homes, places of work, and throughout the City.

**Goal 9** Maintain City parks, recreation facilities, streets, buildings, and other infrastructure to meet high standards of condition and appearance.

**Goal 10** Guide Concord's development according to the General Plan and manage physical resources based on sound environmental principles.



**CITY OF CONCORD**

Number: 89  
Authority: Council Motion  
Effective: 12-11-78  
Revised: 07-05-05  
Reviewed: 2005  
Initiating Dept.: CM

**COUNCIL APPOINTMENTS TO BOARDS AND COMMISSIONS**

**1. PURPOSE**

To establish procedures to be used in accepting applications for and making appointments to fill openings on the various Council-appointed Boards and Commissions (Municipal Code, Chapter 2, Article V ).

**2. SUBMISSION OF APPLICATIONS**

- 2.1 Applications for Boards or Commissions shall be available in the Department of City Management and on the City's website.
- 2.2 Applications shall be considered active for one year from the date of receipt.

**3. ANNUAL NOTIFICATION OF OPENINGS**

- 3.1 The Department of City Management shall schedule City Council agenda items for the announcement of expiring terms of members at least three months prior to expiration dates. Terms for all Boards and Commissions expire as shown on the schedule (Section 6). Expiring terms shall be considered as automatically extended beyond the expiration to the date the City Council makes new appointments.
- 3.2 The City Council shall call for new applications, setting a date certain during the months indicated in Section 6 as the closing deadline for the receipt of applications. Public notice of openings shall be made in advance of the closing deadline and interested parties and organizations shall be notified.
- 3.3 Following the closing deadline, the City Council shall receive copies of the applications and a summary listing of applicants for each Board or Commission.
- 3.4 The City Council or Council Committee shall review applications and may conduct interviews.
- 3.5 The Department of City Management shall schedule a City Council agenda item as indicated in Section 6 to publicly appoint persons to a designated term.
- 3.6 The Department of City Management shall prepare appropriate letters confirming appointments and prepare, for the Mayor's signature, letters to those not appointed.
- 3.7 In making appointments, the City Council shall make appointments that result in the influx of new ideas and perspectives while, at the same time, ensuring continuity and expertise.
- 3.8 No individual shall be appointed to serve as a member on more than one City Board or Commission, unless such dual membership is provided for in Chapter 2, Article V of the Municipal Code.
- 3.9 The City Council may appoint one or more alternates to any Board, Commission or Committee as provided for in Chapter 2, Article V of the Municipal Code.

**4. APPOINTMENTS**

- 4.1 Members of a City Board or Commission serve at the pleasure of the City Council. An appointment to a Board or Commission is revocable at any time, without cause, by a majority vote of the City Council. A Council Committee review or recommendation is not required for the Council to consider or take such action.
- 4.2 In the event openings occur prior to expiration of a member's term, the City Council may call for new applications and/or existing applications may be considered when making appointments to fill an unexpired term. Openings may also be filled from the list of Council-appointed alternates as provided for in Chapter 2, Article V of the Concord Municipal Code.

**5. ATTENDANCE**

- 5.1 Any member of a City Board or Commission who absents him/herself from three consecutive meetings without being excused will be deemed to have resigned his/her office, and the City Council may appoint a new member to serve in the place of such absent member. The City Council shall make the ultimate determination of whether the absence was excused.
- 5.2 Should the unexcused absence of any Board or Commission member reach the 3 consecutive meeting threshold, support staff is to provide pertinent information to the Director of City Management who will notify the member of their resignation and begin the process to fill the vacancy.
- 5.3 Each January 15, and July 15, the Department of City Management will summarize the attendance records of all slated Board members and Commissioners and provide a report to the City Council.

**6. SCHEDULE**

Board or Commission	Announce Openings 1st available Council Meeting in	Deadline for Applications: 60 days following announcement or 1st Friday of	City Council Appointments 1st available Meeting in	Terms Begin	Terms Expire
Board of Appeals	November	January	February	March 1	February 28
Mobilehome Rent Review Board	November	January	February	March 1	February 28
Planning Commission	November	January	February	March 1	February 28
Personnel Board	November	January	February	March 1	February 28
Design Review Board	November	January	February	March 1	February 28
Parks, Recreation & Open Space Commission	March	May	June	July 1	June 30
Human Relations Commission	March	May	June	July 1	June 30
Community Services Commission	March	May	June	July 1	June 30
Commission on Aging	March	May	June	July 1	June 30
Youth Members on the Parks, Recreation & Open Space Commission	Appointed annually by the Parks, Recreation & Open Space Commission				

- 6.1 Scheduling may be operationally adjusted.



## A P P E N D I X H . List of Phase 1 Materials on the Project Web Site

### Documents

- LRA Resolution 06-3, Establishing the Community Advisory Committee for the Concord Community Reuse Project
- Community Advisory Committee Application Form and Cover Letter
- Reuse Plan Goals and Guiding Principles
- Community-Wide Survey: Attitudes Toward Concord Naval Weapons Station

- Phase 1 Meeting Schedule (process graphic)
- Concord City News Brief, Winter 2006
- Concord Reuse Project Frequently Asked Questions
- Phase 1 News Releases
- Phase 1 E-mail Notifications

### Maps

- Inland Area of Concord Naval Weapons Station, Seal Beach
- Tidal and Inlands Area
- Inland Area, Concord Map

## A P P E N D I X I . List of Web Sites with Information on Base Closure

### Department of Defense Sites

Base Realignment and Closure (BRAC)  
[www.dod.mil/brac/](http://www.dod.mil/brac/)

Office of Economic Adjustment (OEA)  
[www.oea.gov](http://www.oea.gov)

Association of Defense Communities  
[www.defensecommunities.org](http://www.defensecommunities.org)

### Military Facilities Undergoing Conversions to Civilian Use

El Toro Marine Corps Air Station,  
Orange County, CA  
Orange County Great Park  
[www.orangecountygreatpark.org](http://www.orangecountygreatpark.org)

Mare Island, Vallejo, CA  
[www.ci.vallejo.ca.us/GovSite/](http://www.ci.vallejo.ca.us/GovSite/)  
[www.discovermareisland.com](http://www.discovermareisland.com)

Fort Ord Military Installation,  
Monterey Bay, CA  
[www.fora.org](http://www.fora.org)

Marine Corp Air Station, Tustin,  
Orange County, CA  
[www.tustinlegacy.com](http://www.tustinlegacy.com)

Lowry Air Force Base, Denver, CO  
[www.lowry.org](http://www.lowry.org)

Naval Air Station, South  
Weymouth, MA  
[www.ssttdc.com/index.html](http://www.ssttdc.com/index.html)

## **Phase 1 Planning Support**

### **Concord City Council**

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Mark A. Peterson, *Vice Mayor*

Helen M. Allen, *Councilmember*

Laura M. Hoffmeister, *Councilmember*

William Shinn, *Councilmember*

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Amy Hodgett, *Housing Manager*

Qamar Khan, *Director of Public Works*

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