

FORT MONROE
FEDERAL AREA DEVELOPMENT AUTHORITY
November 27, 2007 ~ Meeting Minutes

The Fort Monroe Federal Area Development Authority (FMFADA) meeting, held at the Bay Breeze Community Center on Fort Monroe, was called to order at 1:11 p.m.

I. ADMINISTRATIVE MATTERS

A. Roll Call

Present:

Secretary Viola Baskerville, Dr. Alvin Bryant, Secretary Preston Bryant, Robert Crouch, Dr. Rex Ellis, Delegate Tom Gear, Secretary Patrick Gottschalk, Robert Harper, Delegate Phil Hamilton, Dr. Kanata Jackson, Dr. Wayne Lett, Senator Mamie Locke, John Quarstein, Robert Scott, Tommy Thompson, David Von Moll for Secretary Jody Wagner.

Interim Executive Director, Conover Hunt, Hampton City Council Liaisons Joe Spencer and Charlie Sapp, Army Liaison Colonel Jason Evans were also present.

Absent:

Ms. Catharine Gilliam and Senator Marty Williams.

B. Approval of Minutes

APPROVAL OF MINUTES: Chairman Bryant asked if there were any additional corrections or additions to the minutes. Hearing none, he called for approval. Preston Bryant moved to approve the minutes as submitted. The motion was seconded and approved.

II. PUBLIC COMMENT

Chairman Bryant stated the Authority would hear comments from the public (See Appendix I).

III. REPORTS & BRIEFINGS

A. Remarks by Interim Executive Director Conover Hunt

1. Financial Report – Ms. Hunt gave a financial report to the Board (see Appendix II). The FMFADA has spent about 33% of the budget allocated for the first quarter. We seem to be current on all payables. She stated that we should see an increase of personnel costs in 2008, but overall we are well within the budget for the year.

2. Logo – Ms. Hunt asked the Board members for approval of a logo design (see Appendix III). Once approved the logo designer can move forward with color choices, so the Board may inspect it for final approval. Mr. Robert Harper moved for approval on logo sample 3C, seconded by Mr. Robert Crouch. The motion was approved to proceed with logo 3C.

Ms. Hunt said we have received part of the grant money from OEA, of which \$25,000 will go towards the NPS Recon Study. She thanked the office of Congresswomen Thelma Drake for getting the money. The first site meeting for the study will be December 6th & 7th. The NPS will have a public hearing on December 6th at the Northampton Community Center and suggested that anyone with any interest attend.

On January 2 & 3rd the FMFADA will be sponsoring a Civil War Symposium; she will send an email with more information. The Hampton History Museum and the Museum of the Confederacy will cooperate with those efforts. She thanked the steering committee of the Symposium: Rex Ellis, John Quarstein, Mamie Locke, Viola Baskerville,

Charlie Cureton from Tradoc, Waite Rawles from the MOC, and Professor Ervin Jordan from the University of Virginia. There is a stellar group of scholars coming for the Symposium, and they will help the Board to make decisions on how interpretation and education on Fort Monroe should be done in the future.

Ms. Hunt encouraged the Board members to look at the Programmatic Agreement Draft provided by Kathleen Kilpatrick. She said this Programmatic Agreement is the groundwork on how Fort Monroe will look in the future, and how it will be preserved and developed. Ms. Hunt asked if there were any questions, and there were none.

IV. UNFINISHED BUSINESS

A. Executive Search Update

Delegate Phil Hamilton said that Korn/Ferry was conducting the search for the Executive Director. They had over 50 people who were interested in the position. They reviewed the applications and narrowed it down to a list of 10. After reviewing the resumes of this group the Executive Search Subcommittee reduced it down to 5 applicants, who will be interviewed on November 30th at Hampton City Hall.

Chairman Bryant asked the Board if there were any questions for Phil Hamilton on the selection process. Hearing none the Chairman went on to the next report.

B. Consultant Subcommittee Report

Chairman Bryant introduced Delegate Gear who said the subcommittee met and recommends that the board rehire Hanbury Evans. He invited Ms. Hunt to give a quick overview. She said Hanbury Evans was the Historic Preservation consultant that worked with the Hampton FADA. She has asked Hanbury Evans to send an updated perspective, and that they will be helping the NPS with the Recon study and will advise the Board on issues that have come up that need to be examined to forward studies for the Reuse Plan.

Mr. Gear made a motion to hire Hanbury Evans as the Historic Preservation consulting firm, and Robert Harper seconded. The Chairman asked for a vote from the Board; the vote was passed unanimously to hire Hanbury Evans. Chairman Bryant asked if there were any questions from the Authority for the Consultant Subcommittee. Delegate Hamilton asked what the budget was for hiring Hanbury Evans. Ms. Hunt replied the budget for Hanbury Evans in the original Reuse Plan was \$20,000. She said they anticipated there would be less work for the new Reuse Plan. She said that the money is in the budget.

Mr. Thompson asked if Hanbury Evans could try to locate Fort Algernourne. He said that we should make an attempt to locate the site. Chairman Bryant said perhaps the group could get into a discussion on that later. John Quarstein added that to locate Fort Algernourne would require more archeological studies as opposed to architectural.

Chairman Bryant asked if there were any more questions for Delegate Gear on the Consultant Subcommittee. Delegate Gear questioned whether John Quarstein's position as a FMFADA Board member was a conflict of interest with his being a paid consultant for the City of Hampton. Chairman Bryant said he was not able to answer that, but that it was something the Board could look into later. Delegate Hamilton asked Chairman Bryant if it would not be incumbent upon him to request an opinion of the Attorney General. Chairman Bryant said he will make the request of the Attorney General's office and that he would work with Delegate Gear in order to frame the question correctly, to put it before the Attorney General to get a good response. He said they would talk to Mr. Quarstein as well and move forward. Mr. Thompson asked if any elected officials on the Board would be considered to have a conflict of interest, and that he did not see a difference. Chairman Bryant said he would work with Delegate Gear to get an answer to his question and get the response back to the Authority members.

V. BOARD ROUND TABLE DISCUSSION

Before initiating the discussion Chairman Bryant introduced the following consultants who were attending the meeting in order to answer any Board questions as the discussion progressed and asked them to describe what role they play:

Karen McPherson of Kimley Horn & Associates

Structural engineering

Margaret Flippen of Dover Kohl & Partners Town planners
Blount Hunter of Hunter Retail & Real Estate Research Co.
Greg Rutledge of Hanbury Evans
David Dutton w/Dutton & Associates
Julie Carver of Matrix Design Group

David Knisely of Garrity & Knisely
Alisa Bailey
Kathleen Kilpatrick

Prepared Draft Reuse Plan
Commercial/retail Economic analysis
Historic Preservation Architect
Section 106
Environmental engineer on Reuse Plan & represents
FMFADA at base cleanup
BRAC counsel
President of Virginia Tourism Corporation
Department of Historic Resources

Chairman Bryant advised all the Board members to use the list in their packets of discussion items as a guideline (Appendix IV).

Secretary Bryant reminded the Authority about what the Governor's interests were. He said the Governor's principal goals: 1) Respect Fort Monroe's history, 2) Improve public access, and 3) Economic sustainability. The crux of the debate is what is the right mix of uses to achieve economic ends that will contribute to Phoebus, Hampton and the region?

The history of Fort Monroe and what we need to keep in mind during development of the Reuse Plan: Mr. Quarstein stated he thought the architectural history is significant and that the tourism history of Fort Monroe is overlooked and needs to be rekindled. He detailed many other aspects that he thought were important Fort Algernourne and Old Point Comfort, the arrival of Africans in 1619, the beginning of Fort Monroe after the War of 1812, the various people that were here, the Civil War, the Contraband of War as a tremendous turning point in the Nation's history, etc. Chairman Bryant asked Mr. Quarstein what buildings he thought must be preserved and what is expendable. Mr. Quarstein replied that in his opinion none of the buildings are expendable, that we need to look at adaptive uses for all of them. If he had to narrow down what buildings must be set aside for public access and interpretation his list would be as follows: the Casemates, the lighthouse, the Chapel of Centurion, Old Quarters #1, Quarters 17, and probably one of the Endicott Batteries from a historic standpoint. He thought other buildings could be used for other type of educational and interpretive activities. Chairman Bryant asked what he thought about Wherry Housing. He said he does not find any historical significance to them, and that if they can only preserve a certain amount of space, then Wherry Housing should go. Mr. Harper asked if Mr. Quarstein thought Walker Field should be preserved. Mr. Quarstein said he did not have experience in preserving air fields but the view shed overlooking Walker Field should be maintained.

Dr. Ellis went back to the question whether the original Draft Reuse Plan was respectful of the history of Fort Monroe. He agreed that it was and that most of the challenge will be how we "frame" the master narrative and how we intermix the space and the history. He also added there is much history other than the Civil War and Contraband history, and that many of the events were not just isolated to Fort Monroe. He thinks we can learn a great deal from the Symposium on January 2nd – January 4th, how we begin to tell that larger story. Dr. Ellis thinks the Board can do a better job of connecting with the African American community and that we should especially connect with Hampton University. Dr. Ellis stated that the history of Fort Monroe is not absolute, and that it is ongoing and we need to keep that in mind.

Dr. Bryant expressed concerns of a building inside that moat that according to the Draft Reuse that would be demolished. After some discussion Mr. Quarstein said that the building in question had been struck by lightning and had been condemned after Isabelle, although the building still has historic merit and impacts the view shed inside the moat.

Open space and public access: Chairman Bryant asked Dr. Bryant what his thoughts were on public access. He said he thought the entrance to the post's appearance should be considered for redevelopment. Dr. Bryant said the North End should be opened up to Buckroe. Mr. Harper agreed with Dr. Bryant to make the gate by Mill Creek more presentable. He also agreed that the other side of Dog Beach at the North end be accessible to Buckroe and that would be a great stimulus for the area. Chairman Bryant asked Senator Locke who represents Buckroe what she thought the impact would be in opening up the North End of Fort Monroe? She said she thinks the community would like to see that happen to have access to the Fort and that would contribute greatly to the idea of having public access.

Chairman Bryant then asked what areas should be considered for open space? Dr. Bryant said he believed the North recreational area should be preserved and the wetlands to prevent flooding. He believes the waterfront should never go to private ownership, and it should be open to the public as much as possible to encourage tourism. He said he has received correspondence from many of the slip holders at the marina, and that they would like to be able to maintain those slips after the post closes. He thinks we should expand the marina up to Mill Creek, and that the present slip holders should have first preference as slip holders. Dr. Bryant circulated a letter from marina tenants urging that their access be maintained in the future (See Appendix V). Mr. Harper asked to keep in mind the use of open space would that allow for improvements like an amphitheatre.

Dr. Jackson said she hoped the Board would not only think of public access for the local area, but would start thinking on a National/International level. She said when Dover Kohl works on the Reuse Plan the Board must think of what the Fort will look like so the public would want to come.

Dr. Sapp reminded the Board that many of the open areas like Dog Beach are owned by the Federal Government, and that how those areas are developed may depend on funding. Chairman Bryant asked the consultants if they had any information on this. BRAC Attorney David Knisely said he had information on this and he is looking into it, and should be able to report on this by the next meeting. Dr. Bryant said that issue came up at the BRAC summit meeting and that there is controversy as to who owns it the Federal Government or the Commonwealth, and shouldn't this issue be sent to the Attorney General to get it solved? Colonel Evans stated that this issue is currently being worked on by the Attorney General's office.

Economic sustainability:

The Chairman asked the Board members if they thought they were keeping this thought in the forefront of their minds. Mr. Harper answered that he believed they were but with a clear message with some tax incentives and asking local leaders to encourage reuse of the facilities by large and small companies, must be a part of how we look at the economic sustainability of Fort Monroe. There may be things the Commonwealth could do to encourage linkages between academic institutions within the state and region. He added that the current uses of the buildings offer great insight into how we would reuse them.

Chairman Bryant asked the Board members who were legislators how important was Fort Monroe to being economically sustainable? What role do you see the legislature playing as far as contributing to the economics of Fort Monroe? Delegate Hamilton said he did not envision the Commonwealth underwriting the preservation of Fort Monroe in any way. He said the real challenge is developing a plan that creates economic sustainability without impacting the Historic nature of Fort Monroe. He believes that they can use the historic preservation of Fort Monroe to generate revenue. He stated that he thinks an industry like Lockheed Martin coming in would destroy the historic nature of Fort Monroe. He also added he did not see the Federal Government playing a big part in the economic future of Fort Monroe.

Delegate Gear asked Mr. Hunter if he could come up with a report that details how much money could be generated at Fort Monroe with the current existing buildings without going into new construction and what type of uses would work with the present buildings? Mr. Hunter said that type of report can be done and one of the most important factors is confirmation of the real cost of preservation and operational support. In other words we need to know what it is we have to be in support of and how solid are the budget numbers of what needs to be done?

Delegate Gear asked for an example of what a Bed & Breakfast brings into Fort Monroe and what would be a realistic number with all the office space? Chairman Bryant said they are working closely with the Army to get that information and Virginia Tourism Corporation is helping also. Mr. Scott voiced concerns about the cost of maintenance, for the Army it costs 15 million dollars to run the post, which is a different operation than preserving and presenting a historic piece of property to the public. We do need to know exactly what that number is. If we are looking at \$15,000,000 worth of revenue, there will be substantial capital outlay required to put the property in a display type of mode and we need to know that number. Mr. Scott stated that he thinks we will have trouble coming up with any reuse plan that would cover "the nut" of what it takes to run a historic property. He added we need to find out what those numbers are so we can approach it in a realistic way.

Mr. Quarstein said we need to look strongly at beach tourism and heritage tourism. The number of \$15 million the Army gave us does not include what it will cost to transform buildings into a usable state and that is a big issue. We

have to figure out what made Fort Monroe the place to go 100 years ago when it was a leading attraction in America.

Dr. Locke agreed with Delegate Hamilton that she had little faith in the State or Federal governments in supporting this. We must keep in mind is that the biggest economic loser when the Army leaves is the City of Hampton. She asked how does the city recoup this loss? She believes if we work hard enough we can find a way to balance this. She added part of the FMFADA's responsibility is to figure out how to help the city to regain this income.

Dr. Jackson said the FMFADA Board has all agreed on the importance of historic preservation. She stated now they need to spend more time on economic sustainability. She said the level of \$15,000,000 is not going to be sufficient. She thinks they are looking at a bigger number, and that it could be \$100,000,000 or more. She believes they need to think on a grander scale to get where they need to be.

Tourism, real estate and types of uses: Chairman Bryant said as a group they really need to spend time on the push pull tension between historic preservation and economic sustainability. How do we generate the money without destroying the ambience? Mr. Harper said part of the reason the Presidio was successful was they had congressional support to get the buildings revamped. He asked if California can do that why can't the Commonwealth? He added that we need to come up with some concept of what Fort Monroe will be used in the future and give the Army guidance on this. We do not want the Army to make decisions in a vacuum.

Dr. Bryant said we need to look at the 3 building zones; and that he would assume every building within the moat would be preserved, except for the one damaged building. He said we need to go ahead and find reuse for each one of the buildings. Outside of the moat in the built up areas there should be some limited infill and that we should take advantage of that. He understood that the Chamberlin will be going to a medically assisted facility and that we need to plan facilities for the people using it.

Environmental Cleanup: Chairman Bryant began this discussion by asking what is the appropriate level of environmental cleanup? He said that DEQ is working very closely with the Army and DOD on that. We are in a chicken & egg type of situation i.e., the environmental cleanup plan depends on the reuse, then some say the Reuse Plan depends on how much is cleaned up. Chairman Bryant said they are working through that debate. He asked David Knisely if he had anything to say on this. David Knisely said that the DEQ, the Army, FMFADA and the city are moving ahead well. He agreed with Mr. Harper it is absolutely critical now for the FMFADA to assess what their vision is and get the Reuse Plan done because that will continue to move us forward. We need to stay focused on getting our plan down the road, and to have more discussions.

Chairman Bryant asked Mr. Knisely to comment on the NEPA process. Dr. Bryant said he learned at the Fort Monroe Summit meeting that the process had stopped when they changed from the Hampton FADA to the FMFADA. Dr. Bryant said the Board needs to find out what will get the NEPA process restarted. He referred the Board to a diagram that he had passed out (See Appendix VI). He said the 106 Process is ongoing and that it was not essential that the Board have a complete plan. He said on the other hand the Army will need more detailed guidance for the NEPA to continue. He said many of the questions they have already been answered in the Reuse Plan. He said we need to look at the original Draft Reuse Plan and make some decisions so that NEPA may be continued. He said with the information they already had they need to make the following decisions. As far as open space – how much? He said the hardest question they had to answer on the North end was how much residential or infill to include? Inside the moat he thought it was unanimous as to how it should be dealt with. He thought they have already agreed the built up area outside of the moat to include limited infill. He stated that the FMFADA needs to come up with a modified version of one of the three plans that they already have, and that the only item not considered in those plans was tourism.

Chairman Bryant thanked Dr. Bryant and commented that much of the information on the handout they either had or will have to get through the NEPA process. The homeless study will be finished in March or April. Secretary Bryant told Dr. Bryant that they were already on schedule to modify the very good baseline document that had been done, and that he hoped it could be done by June. Mr. Knisely stated that Dr. Bryant had brought up some good issues, and that they would be coordinating even more at this point providing the Army with the information they need to restart the process, and that we need to focus on getting the reuse plan done so the Army may finish. Chairman Bryant asked Mr. Knisely to reiterate that we are on schedule, we are sticking with our plan and that everything is OK. Mr. Knisely replied that it is and that we just need to stick with our Reuse Plan schedule.

Maximizing Use of Recreational Opportunities: Mr. Scott asked if there was a possibility of a golf course in the North end? Chairman Bryant said that is a very good point and we can discuss the possibility with the planners as we move on. Senator Locke said that as we have more recreational uses that will open the area up more to the public, which was one of the primary concerns. Chairman Bryant moved on to the subject of tourism and what would be appropriate uses of the property. He asked the Authority what level of importance tourism had to them. Dr. Jackson said she feels tourism is the only way they will be able to sustain Fort Monroe if done correctly. She asked the Chairman if all the consultants were working together on this. The Chairman said they do talk to each other as needed. The Chairman also directed the consultants to make a list of any questions or issues that were not addressed and they could use the end of the meeting to answer. Dr. Jackson added if we think of tourism as an afterthought Fort Monroe will not survive.

Dr. Ellis stated that tourism will be part of the challenge that we have, as far as sustainability. He said that in his position on the Colonial Williamsburg Foundation that they are challenged every day as to how to get tourists to come back again and again. He said every year they have to entice tourists with something new to get them to come back. He added that is the kind of sustainability that Fort Monroe will need to move forward. He said for Williamsburg that fundraising has been a part of the whole operation along with an endowment. He said he doesn't know any museum that isn't challenged with how to sustain audiences that have been declining since 9/11. He said it all goes back to economic sustainability and how they will use tourism in conjunction with other strategies to create a business plan that makes sense. Chairman Bryant added that it is not enough to open up a couple of bed & breakfasts, that tourism is hard work.

Delegate Hamilton reinforced this by saying that the historic triangle has had a very good year, but that it took 400 years to have this very good year. He added that what helped them was a better working partnership with Busch Gardens. The challenge: Fort Monroe needs to have mixed uses, and ~~that~~ it will have to be a balancing act. He said Colonial Williamsburg, even with its endowment, still faces some of the same significant challenges. He said again it comes back to how to balance economic sustainability without destroying Fort Monroe's ambience. Chairman Bryant concluded this discussion by saying overall the Board members thought tourism would play a vital part in Fort Monroe's economic sustainability, but that it would be hard work. John Quarstein stated that tourism is the leading industry in Virginia and that historic preservation tourism and beach tourism can work together in powerful way, and that we need to make sure we can provide the support for it that will allow it to build.

Alisa Bailey of Virginia Tourism Corporation added that the Draft Reuse Plan talked a lot about the natural and historic assets of Fort Monroe that are virtually unknown, and that there is great potential to create a tourism economy here. She reminded the Board that tourists now do not just want to look; they want to live the culture. She said that Phoebus is very complimentary to what could happen at Fort Monroe. She said they are trying to bring in the expertise to overlay on the Reuse Plan so that it can be less short sighted. A few B&B's will not cut it, but that also doesn't mean you will have high rises. She stated you must have all these aspects, the retail aspect, the restaurant aspect, she said where you will reap your benefits is where they will be staying, eating and shopping. She said once you preserve the buildings you must market them, and that this is not one of those if you build it they will come. Mr. Scott asked if she thought the tourism infrastructure needed to be on Fort Monroe or in Phoebus or Hampton. She said there will have to be something on Fort Monroe or you will have to start thinking about transportation issues. She thinks there are some historic buildings here that are sacred and will be preserved. She also said there are some wonderful historic buildings that could be reconfigured for other uses, and we could get some income out of them.

Secretary Gottschalk stated that economic sustainability and tourism are part of the Commerce & Trade department's mission. He stated that he thinks the tourism consultants can be very helpful, but that the FMFADA needs to paint the "bull's eye" or target that they think Fort Monroe can be. Once that is done the tourism can be very helpful. The Secretary said based on what was discussed that there would be some mixed use that includes some companies that use research and development or clean office types of operations. He envisions their signs for identification of the building would be consistent with the character of Fort Monroe. He said there would probably have to be some sort of business here to help achieve the numbers, along with tourism development.

Dr. Ellis agreed with Delegate Hamilton's idea to not lose sight of potential partnerships. He stated that the partnership between Jamestown, Williamsburg and Yorktown was responsible for creating them numbers of visitors they received in 2007.

Types of use for the property: Chairman Bryant asked the Board members how much residential development should there be? John Quarstein said we should try to maintain the feeling of a close knit community, because that

is one thing that made Fort Monroe a great place to live. Chairman Bryant asked again how much residential should there be, and to not forget along with residential areas there are costs like education for the estimated 2.4 kids per family. Dr. Lett said the Presidio Trust's income was generated from 60% residential. Dr. Lett said the Presidio does not pay taxes. He said we need to look at the costs to the City of Hampton for educating each child and to take those costs into consideration when we come up with how much it costs for maintenance. He added to not forget other city services.

Chairman Bryant asked how many residents are currently living on Fort Monroe. Ms. Hunt replied there were 222 residences. Delegate Gear asked how much residential space is available. Colonel Evans stated there were approximately 850 people living on post now.

Mr. Spencer also said keep in mind that the state of California has more political representation and therefore more clout when it comes to getting funding. He also reminded the group that in the early 90's there was more funding available. He said that he found it chilling to think that the Federal Government won't be able to help as well as the Commonwealth, leaving the City of Hampton "holding the bag." He said there were so many unknowns about who is going to pay for it.

Mr. Harper said the 850 residents they have now could be viewed as a baseline, and any income generated from any infill can be used to help offset cost. Kathleen Kilpatrick said you can increase the number of residents with the adaptive uses of preexisting buildings for housing, and if the Board wanted the planners to look at that. She also said we needed to look very carefully at the ability to use state and federal tax credits. These could be a marketing tool for both residential and nonresidential uses. John Quarstein added that some of the office buildings have the greatest views and it would be a better value to transform them into housing.

Commercial: Chairman Bryant asked how much, where, what type? Mr. Quarstein said when he lived on Fort Monroe there were 8 different places you could eat, and they were always busy. He said if you look back at old photos of the Chamberlin that it is amazing. Mr. Thompson stated that we should aim at more than 900 people living here, because even when the Fort was very active most of the people that worked here did not live here. He said if we had more units and increased the density of the housing that would leave more open space intact. He added that the stories of condos on the waterfront were not true and had never been in the plans and they had always left the waterfront open. He thinks the cost of running the Fort is substantially higher than all of us have predicted. He is in the property management business, and that he spends at least as much on the properties he manages. He said he guarantees that it will take more than \$10,000,000 to maintain Fort Monroe. He said this is only talking about the operational expense, not the capital expense. Each time you revitalize a building that is a capital expense, so the money could be substantially higher than what is estimated. As for fire, police, public works, education the local governments cannot take care of those without taxes. He stated we would need some private ownership to collect taxes to run these services, even if it is not 100%.

Mr. Spencer reminded the Authority that George Lucas spent \$50 million on his property at the Presidio. He agreed with Tommy Thompson that we must have some private ownership to generate tax dollars. He said the shops that go along with tourism must be unique and not compete with the shops in the local area. They need to be specialty retailers who cater to those with discretionary money. Chairman Bryant stated that according to Alisa Bailey while those shops are necessary for tourism, they do not yield alot of money.

Chairman Bryant stated that at the December 14th meeting they will need to go back and talk in more specific detail about some of these issues.

Cultural, Maritime & Resort potential property uses: Chairman Bryant stated that he thought the marina is a great money generator. Colonel Evans agreed the marina has 354 slips, pays for itself and makes a profit. Colonel Evans said the Army raised the cost per foot for each slip a dollar, and that they are still below the average prices. The slip rates are currently \$4.00 p/ft. Colonel Evans added that the Army is limited to renting slips to a target market: active duty military and retirees. He said in the FMFADA's case they could open it up to the outside. Chairman Bryant asked what Colonel Evans thought a possible expansion might include 1/3 to 1/2 more? The Colonel replied that he is not an engineer but he thinks the marina certainly could support an expansion. He also commented on tourism: before 9/11 they had 10-12 thousand people just coming to the museum, they are about 8 thousand p/year now. He thinks opening up this to the public will see the museum attendance going back to at least 10-12 thousand p/yr or more. Preston Bryant asked the Colonel what his thoughts were on the property's resort amenities. The Colonel stated that they have lodging, but that even though they are restricted to active duty and retired military they stay full. He said they have an RV park that stays filled, and do a lot of wedding receptions and parties at the

clubhouse. They particularly make money in the summer months with the outdoor pool and the beach. Dr. Ellis added that there is also considerable business in conferences, and that could be huge based on how they deal with that. Dr. Ellis also made a comment on branding or how they can create an identity of the Fort Monroe, and how to make it different from other destinations.

Chairman Bryant once again stated that the agenda for the December 14th meeting needs to come back to these issues in more depth and detail.

Chairman Bryant asked the Board if they see Fort Monroe primarily residential, commercial, or primarily tourists to set up some kind of priority in the planning process. Dr. Ellis said that it would have to revolve around tourism first, because with tourism comes education. He thinks Fort Monroe's story needs to be made global and that people need to know its substantial contribution made to the development of America. He said Fort Monroe will not be known an international level if they focus on residential or commercial, but it will happen if they focus on tourism that brings in as many people about the contribution and the significant piece of history that is here. Mr. Harper said as for him the priority should be historical and to build other reuses. He thinks there is room for residential, commercial and tourism but that it all revolves around the history of Fort Monroe and the place it played in our nation. Delegate Hamilton said let's not forget that the Old Point Comfort aspect of Fort Monroe has tremendous marketing potential. It was a place people would come to relax. We have two wonderful opportunities, the idea of a resort/conference destination and while you are there you get a tremendous dose of history. He thinks these ideas could be blended into an easy marketing campaign.

In preparation for December 14th's meeting Chairman Bryant would like the consultants to have a better sense of reuse of the buildings. This would help us answer questions about new construction, if so where and those types of issues. He asked if the consultants had any questions for the Authority today, and if they think of them later to us.

V. ADDITIONAL PUBLIC COMMENTS

The Chairman called for any additional public comments. (See Appendix I)

VI. ADJOURNMENT

Chairman Bryant announced the next meeting on December 14th.

Chairman Bryant again asked for any parting comments. Hearing none he thanked the Authority members and the consultants for their time and adjourned the meeting at 4:02 p.m.

Respectfully submitted:

The Honorable Mamie E. Locke
Secretary/Treasurer

MEL/jfb

APPENDIXES

APPENDIX I – PUBLIC COMMENT:

Alec Gould – Representing: Yorktown Branch, APVA and Citizens for a Fort Monroe National Park

Mr. Gould's presentation is attached.

Mark Perrault – Citizens for a Fort Monroe National Park

Mr. Perrault agreed with Mr. Gould's presentation, and believes that the majority of people think that Fort Monroe should be a National Park. He said the idea of Fort Monroe being a National Park is the only alternative for the Fort, as there is no line item in the Commonwealth's or the City of Hampton's budget for Fort Monroe. He suggested that everyone encourage the National Park Service to support Fort Monroe.

Public Comment (continued)

Christine Gergely – United Daughters of the Confederacy

Ms. Gergely stated that the only Board members who spoke about adding neighborhoods were from the City of Hampton, and about modifying the original Draft Reuse Plans. She thinks the plan does not need to be modified, but rewritten because the plan does not include tourism.

John Gergely – Representing: Self

Mr. Gergely said the Board needs to come up with numbers, as far as housing, tourism, etc. The Board needs to weigh those numbers against what it takes to run Fort Monroe.

Louis Guy – Representing: Norfolk Historical Society

Mr. Guy stated that based on the meeting the two major worries are sustainability and transition. He believes since the Federal Government built Fort Monroe and that they are responsible, and we should not give up getting transition costs from the Federal Government like the Presidio did.

H.O. Malone – Representing: Citizens for a Fort Monroe National Park

Mr. Malone stated that Wherry Housing is not considered historic. He also stated that the Recon Study will lead to a more thorough study, and it just takes members of Congress to ask for it.

APPENDIX II – Financial Report

APPENDIX III – Logo samples

APPENDIX IV – Discussion topics

APPENDIX V – Fort Monroe Shores Concept Letter

APPENDIX VI – Fort Monroe Transition to Closure