FORT ORD REUSE AUTHORITY

REGIONAL URBAN DESIGN GUIDELINES

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FORT ORD

REGIONAL URBAN DESIGN GUIDELINES

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Introduction & Policy Application

Building the Vision

Base Reuse Plan

The Fort Ord Reuse Authority (FORA) adopted a federally required Base Reuse Plan (BRP) in 1997. Under state law, FORA is responsible for planning, financing, and implementing reuse and recovery programs described in the 1997 BRP. These Regional Urban Design Guidelines (RUDG) further that effort.

The 1997 BRP states:

"The vision for the future of the former Fort Ord is that a community will grow up on the former Base, having a special character and identity. This community, at the same time, will fit with the character of the Peninsula, complementary with the scale and density of the existing communities from Marina to Carmel. It will demonstrate a respect for the special natural environment of the Peninsula and the scenic qualities of the Bay, coastal dune areas, and upland reaches. It will also be complementary to the rich tradition and reality of agriculture in the Salinas Valley, which forms such an important part of the regional character and economy, while enhancing the experience of visitors to the Peninsula. Most importantly, the community will be a special place for living and working. It will provide a diversity of experience and opportunity, with a development approach that is sustainable and appropriate."

- Base Reuse Plan, p. 56

Figure 1.1: A new residential street in Monterey County which followed Base Reuse Plan Design Principles exemplifies the kind of development encouraged by the Design Guidelines.

Design Guidelines

The Design Guidelines are intended to apply to centers, gateways, corridors, trails, public open spaces, and regional transit facilities. The BRP refers to these Design Guideline areas in terms of how they affect community form:

"Community form should be well defined and discernible."

-Base Reuse Plan, p. 62, Community Form

Design Principles

The following BRP Design Principles were included to guide former Fort Ord land development:

- ***Design Principle 1**. Create a unique identity for the community around the educational institutions.*
- ***Design Principle 2**. Reinforce the natural landscape setting consistent with Peninsula character.*
- ***Design Principle 3**. Establish a mixed-use development pattern with villages as focal points.*
- ***Design Principle 4**. Establish diverse neighborhoods as the building blocks of the community.*
- ***Design Principle 5**. Encourage sustainable practices and environmental conservation.*
- ***Design Principle 6**. Adopt regional urban design guidelines.*

-Base Reuse Plan, p. 56-61

Visual quality and character of centers, gateways, corridors and trails are critical to regionally cohesive character of existing and new developments. Whenever possible, it is recommended that Village and Town centers:

- *"Maintain the fine-grained development pattern of existing areas of the Main Garrison.*
- *Encourage a development pattern which mixes uses horizontally and vertically for an active streetscape.*
- *Encourage a scale and pattern of development which is appropriate to a village environment and friendly to the pedestrians and cyclists.*
- *Minimize the scale of streets to facilitate pedestrian movement while providing adequate circulation and parking opportunities.*
- *Create strong physical linkages from the villages to the CSUMB campus and other major activity areas."*

-Base Reuse Plan, p. 65

Base Reuse Plan Policy Framework

Excerpts from each of the BRP Design Principles are provided below. The Base Reuse Plan supplies the policy framework for the Design Guidelines.

Design Principle 1: Create a unique identity for the community around the educational institutions.

"The centerpiece of the community at the former Fort Ord will be the education centers that have been integrated into the reuse of the former Fort Ord. Three major post-secondary institutions are participating in the reuse of the base. The CSUMB campus, the UC MBEST Center, and the Monterey Peninsula College District will all become significant catalysts to the economic development of the region. In addition, land and/or facilities have been subject to public benefit conveyance for Golden Gate University and the Monterey Institute for Research in Astronomy and the Monterey Peninsula Unified School District (MPUSD). The CSUMB campus, currently planned to ultimately accommodate 25,000 full-time equivalent (FTE) students, will occupy a central site, and will support retail and recreation facilities, housing units, and a variety of services and businesses. In addition, the special facilities found on a major university campus such as art galleries, performance and lecture halls, libraries, athletic facilities, and bookstores will greatly enhance the surrounding community and provide opportunities for access by all age groups. The other educational institutions will offer diverse educational opportunities. The UC MBEST Center will become a unique employment center, complementary to other research institutions in the region and capitalizing on the unique physical and intellectual attributes of the area."

-Base Reuse Plan, p. 56-57

Design Principle 2: Reinforce the natural landscape setting consistent with Peninsula character.

The former Fort Ord is part of the gentle crescent that frames Monterey Bay, situated between the great Salinas River Valley and the dramatic coastal range that juts into the Pacific to form the Peninsula. The historic "cantonment" area within Fort Ord is bounded by State Highway 1, sand dunes and ocean beyond to the west and by the native landscapes of

the upper elevations to the east. The entire Peninsula, as a whole, is characterized by a highly memorable landscape character. The former Fort Ord is a critical centerpiece of this landscape and serves as the entry and introduction to the Peninsula for the visitor arriving from the Salinas Valley to the east or from Santa Clara State Highway 1 to the north.

The natural landscape setting at the former Fort Ord is not only an important visual resource within the region. It is also a key natural resource with significant biological value. As part of the base reuse, 15,000 acres of the site will be managed as open space for habitat resource protection and for limited recreational use. These environmental resources will add significantly to the supply of protected regional open space within the County of Monterey and will provide linkages to other regional open space assets. Approximately 1,000 acres of the coastal area will be conveyed to the State of California Department of Recreation to create the Fort Ord Dunes State Park."

-Base Reuse Plan, p. 57-58

Design Principle 3: Establish a mixed-use development pattern with villages as focal points.

"Consistent with the character of a college town with a vibrant, around-the-clock level of activity and vitality, the former Fort Ord is planned to consist of a series of villages with mixed-use centers. Some will be built around existing and new residential neighborhoods, while other village themes will include: the Marina Town Center with employment, retail and housing; CSUMB with its educational focus and housing; and the East Garrison with a potential mix of employment, housing and recreation. The village pattern will sustain a transit and pedestrian friendly development pattern. The core of each village will consist of services and amenities for districts and neighborhood, from retail and service establishments to transit stops and parks. Higher development densities and a mix of uses (e.g. office and housing over retail) will enhance the vitality of the village centers. The villages will be linked by transit routes and by open space corridors suited for cycling and walking. The villages will be designed to be compact and walkable, each developed with its own identity and character."

-Base Reuse Plan, p. 58-59

Design Principle 4: Establish diverse neighborhoods as the building blocks of the community.

"The special character of the communities in the Peninsula is due, at least in part, to the diversity of their residential neighborhoods. They are typically small scaled, with one and two story buildings. Open space is plentiful, giving the overall impression of a green and lush landscape. In some neighborhoods, historic styles and buildings predominate, including adobes characteristic of the pre-statehood era. A regional vernacular, the Monterey style which evolved during the colonial period, is joined by an array of other architectural styles: Victorian, California bungalow, "Mediterranean", post WWII tract, and more recent modern and post-modern styles."

"Several of the existing residential communities on the former base - including portions of Patton, Abrams, Schoonover, and Frederick housing areas - will be retained and renovated for a variety of housing unit types where feasible. In addition, new residential neighborhoods will be added, ranging from high density units in the Town Center and village centers, to large lot single family areas. In all cases, particular attention will be paid to ensuring that the residential neighborhoods retain or establish special identities and characters, and that they have available a full range of amenities - schools, parks, transit, and shopping - within a convenient and walkable distance."

-Base Reuse Plan, p. 59-60

Design Principle 5: Encourage sustainable practices and environmental conservation.

"Sustainable development means economic growth that we can live with and that future generations can live with too. It means growth that improves human welfare but does not squander the resources of the planet nor undermine the biological systems on which life depends."

-World Resources Institute

"The reuse of the former Fort Ord as a mixed-use community within the larger Peninsula provides the opportunity to demonstrate a wide range of design and planning practices that are consistent with accepted notions of sustainability and environmental conservation. A majority of the area of the former Fort Ord will be set aside for habitat management with limited recreation opportunities included. The remaining portions of the former base will be developed into a balanced community which provides housing and employment opportunities, reducing the need for long distance commuting throughout the region. Major destinations such as employment centers, the university, and regional shopping will be located along transit rights-of-way to ensure the availability of modes of transit besides the automobile. Specific areas of the community will also be designed to include a mix of uses such as housing, shopping and office, and to be pedestrian friendly. In addition, individual sites and buildings should be designed to minimize energy consumption and to take advantage of local climatic conditions to enhance comfort."

-Base Reuse Plan, p. 60-61

Design Principle 6: Adopt Regional Urban Design Guidelines.

"The visual character of the Monterey Peninsula plays a major role in supporting the area's attractiveness as a destination for many visitors every year. The location of the Fort Ord property is such that it functions much like a gateway to Peninsula attractions such as the beach and dunes area which will be a state park; the communities of Monterey, Pacific Grove, Carmel; and the Carmel Valley, Big Sur and points south. Maintaining the visual quality of this gateway to the Peninsula and where necessary enhancing it is of regional importance to ensure the economic vitality of the entire Peninsula.

Regional urban design guidelines will be prepared and adopted by FORA as a separate implementation action to govern the visual quality of the following areas of regional importance. The guidelines will address the State Highway 1 Scenic Corridor, the freeway entrances to the former Fort Ord are from State Highway 1 (12th Street and the Main Gate areas) and from the east, areas bordering the public accessible habitat-conservation areas, major through roadways such as Reservation Road and Blanco Road, as well as other areas to be determined. The urban design guidelines will establish standards for road design, setbacks, building height, landscaping, signage, and other matters of visual importance."
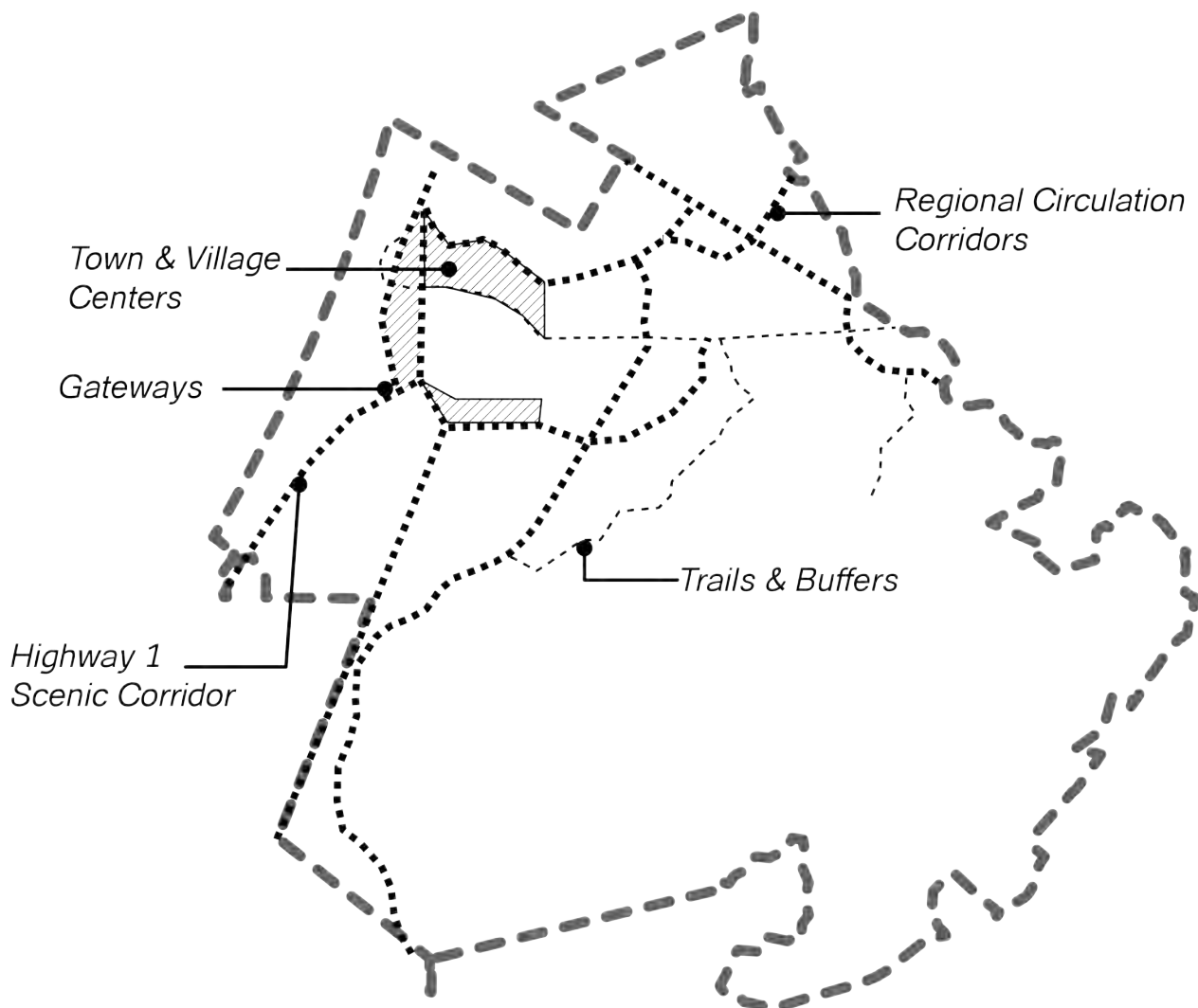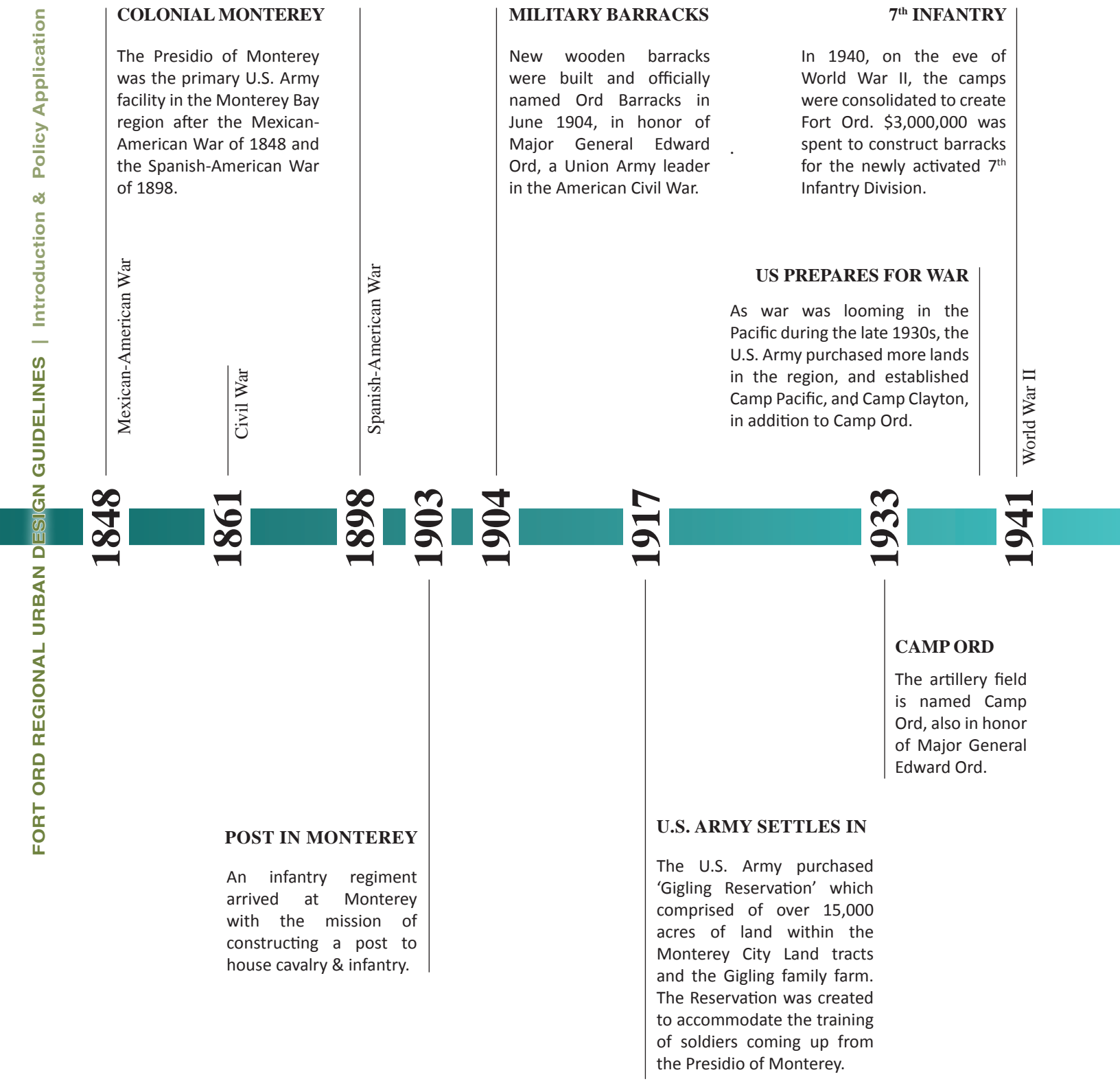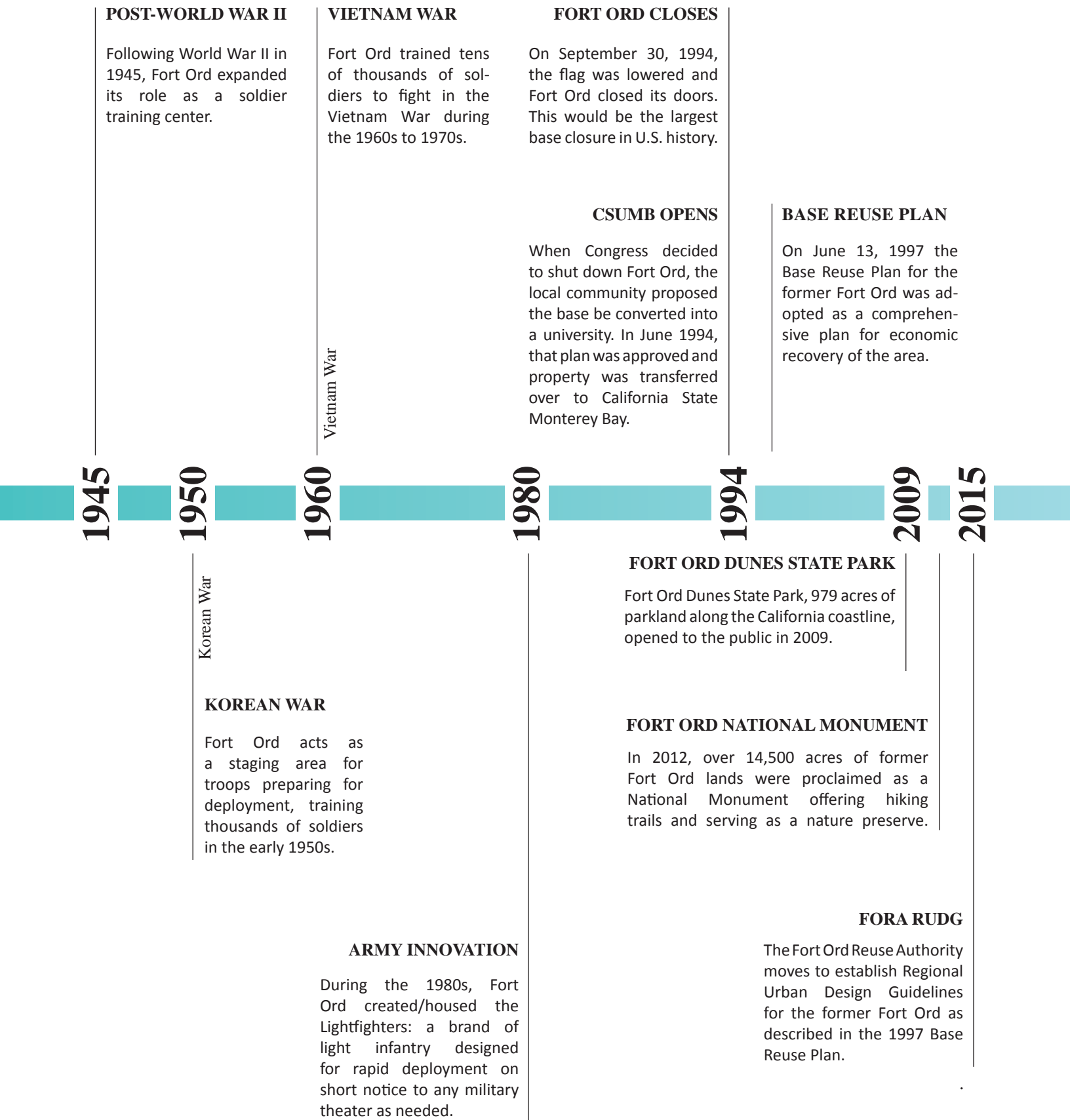
-Base Reuse Plan, p. 61

Figure 1.2: Focus areas in the Base Reuse Plan. Note that this graphic provides some guidance on how the Design Guidelines are to apply but not all. Today there are more centers, corridors, gateways, and trails than this graphic identifies.

1.5

Historic Timeline

COLONIAL MONTEREY

The Presidio of Monterey was the primary U.S. Army facility in the Monterey Bay region after the Mexican-American War of 1848 and the Spanish-American War of 1898.

MILITARY BARRACKS

New wooden barracks were built and officially named Ord Barracks in June 1904, in honor of Major General Edward Ord, a Union Army leader in the American Civil War.

7th INFANTRY

In 1940, on the eve of World War II, the camps were consolidated to create Fort Ord. $3,000,000 was spent to construct barracks for the newly activated 7th Infantry Division.

US PREPARES FOR WAR

As war was looming in the Pacific during the late 1930s, the U.S. Army purchased more lands in the region, and established Camp Pacific, and Camp Clayton, in addition to Camp Ord.

Mexican-American War

Civil War

Spanish-American War

World War II

1848 **1861** **1898** **1903** **1904** **1917** **1933** **1941**

CAMP ORD

The artillery field is named Camp Ord, also in honor of Major General Edward Ord.

POST IN MONTEREY

An infantry regiment arrived at Monterey with the mission of constructing a post to house cavalry & infantry.

U.S. ARMY SETTLES IN

The U.S. Army purchased 'Gigling Reservation' which comprised of over 15,000 acres of land within the Monterey City Land tracts and the Gigling family farm. The Reservation was created to accommodate the training of soldiers coming up from the Presidio of Monterey.

1.6

FORT ORD HISTORIC TIMELINE

The Design Guidelines begin a new chapter in the long story of Fort Ord. The guidelines build from a discussion that has taken place over many years and adds specificity to Base Reuse Plan goals.

POST-WORLD WAR II

Following World War II in 1945, Fort Ord expanded its role as a soldier training center.

VIETNAM WAR

Fort Ord trained tens of thousands of soldiers to fight in the Vietnam War during the 1960s to 1970s.

FORT ORD CLOSES

On September 30, 1994, the flag was lowered and Fort Ord closed its doors. This would be the largest base closure in U.S. history.

CSUMB OPENS

When Congress decided to shut down Fort Ord, the local community proposed the base be converted into a university. In June 1994, that plan was approved and property was transferred over to California State Monterey Bay.

BASE REUSE PLAN

On June 13, 1997 the Base Reuse Plan for the former Fort Ord was adopted as a comprehensive plan for economic recovery of the area.

Vietnam War

1945   **1950**   **1960**   **1980**   **1994**   **2009**   **2015**

Korean War

FORT ORD DUNES STATE PARK

Fort Ord Dunes State Park, 979 acres of parkland along the California coastline, opened to the public in 2009.

KOREAN WAR

Fort Ord acts as a staging area for troops preparing for deployment, training thousands of soldiers in the early 1950s.

FORT ORD NATIONAL MONUMENT

In 2012, over 14,500 acres of former Fort Ord lands were proclaimed as a National Monument offering hiking trails and serving as a nature preserve.

ARMY INNOVATION

During the 1980s, Fort Ord created/housed the Lightfighters: a brand of light infantry designed for rapid deployment on short notice to any military theater as needed.

FORA RUDG

The Fort Ord Reuse Authority moves to establish Regional Urban Design Guidelines for the former Fort Ord as described in the 1997 Base Reuse Plan.

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1.7

Long-Term Economic Success Through Quality Design

By establishing a cohesive community character and improving multi-modal connectivity, the Design Guidelines have the potential to spur local and regional economic development. Town and village centers featuring a mix of uses and an integrated network of pedestrian- and bicycle-friendly streets will help create a unified identity for the former Fort Ord. Well-designed corridors and trails will enhance connectivity between the centers as well as to important destinations such as CSUMB and the national monument. Transit investments will further enhance connections to the broader region. Experience from other communities around the country shows that, taken together, these design features and other improvements envisioned in the Base Reuse Plan can deliver significant economic benefits. These benefits may include:

- Improved retention and attraction of key demographic groups, including the Millennial and Baby Boomer generations. Providing compact, amenity-rich village centers with access to outdoor recreation could help retain younger workers in the region, while also attracting increased demand for post-retirement housing from the older generation. Overall, 62 percent of Americans planning to move in the next five years would prefer to settle in mixed-use communities, according to a national survey conducted in 2013.[1] A national survey conducted in 2012 found that 56 percent of respondents aged 21 to 34 (Millennials in their prime household formation years) "would prefer to live someday in a walkable community, whether an urban, suburban or small town location." Forty-six percent of those aged 50 to 65 (Baby Boomers approaching retirement) expressed this same preference.[2] Seniors and near-retirees also are increasingly interested in moving to communities with access to recreational open space, according to a 2006 study.[3]

"Well-designed streets and walkable neighborhoods that provide access to a range of amenities have been shown to result in higher property values."

- Increased property values. Well-designed streets and walkable neighborhoods that provide access to a range of amenities have been shown to result in higher property values. For example, a 2006 Philadelphia study found that home prices increased by nine percent when located near a new tree planting,[4] while a 2003 study in Cleveland, Ohio, estimated a seven percent increase in commercial office rents associated with quality landscaping.[5] A 2010 national study showed that commercial properties with high Walk Scores were valued an average of 54 percent higher than those with low Walk Scores.[6] A 2007 study of Portland, Oregon, found that homes located within walking distance of neighborhood amenities such as specialty grocery stores and wine parts experienced property value premiums as high as 20 percent.[7]

- Improved leveraging of the national monument for economic growth. Improved access to the Ford Ord National Monument will position the region for growth. In a 2011 report that studied communities adjacent to national monuments in the western United States, two-thirds experienced growth in four economic indicators – population, employment, personal income, and per-capita income – equal to or stronger than comparable communities without monuments.[8] Numerous studies have also

References

1- Urban Land Institute. "America in 2013: A ULI Survey of Views on Housing, Transportation, and Community.",2013.

2- American Planning Association. "Investing in Place.", May 2014.

3- Frey, W.H. "America's Regional Demographics in the '00 Decade: The Role of Seniors, Boomers and New Minorities." The Brookings Institution, 2006.

4- Wachter and Gillen, "Public Investment Strategies: How They Matter for Neighborhoods in Philadelphia." The Wharton School, University of Pennsylvania, April 2006.

5- Laverne, R.J., and K. Winson-Geideman. "The Influence of Trees and Landscaping on Rental Rates at Office Buildings." Journal of Arboriculture 29, 5: 281-290, 2003.

6- Pivo, Gary, and Fisher Jeff. "Walkability Premium in Commercial Real Estate Investments." (Working Paper) Responsible Property Investment Center, University of Arizona. Benecki Center for Real Estate Studies, Indiana University. 2010.

7- Johnson, Gardner. "An Assessment of the Marginal Impact of Urban Amenities on Residential Pricing." Portland Metro. 2007.

recognized a positive relationship between property values and proximity to parks, greenbelts, and open space. A 2009 study, for example, estimated an average 20 percent premium on the value of property adjacent to recreational spaces such as nature preserves in Mecklenburg County, North Carolina.[9] Studies of home values near parks showed a similar relationship in Minneapolis - St. Paul[10] and Dallas-Fort Worth, Texas.[11]

- Growth in tourism, particularly from bicyclists and other outdoors enthusiasts. Providing bicycle trails and other infrastructure can attract more local spending. A 2012 study of bicycle-related travel in Oregon found that the average travel party (a group of cyclists traveling together) spends $116 in a typical day trip and $744 for an overnight trip.[11] Investments in bicycle access and infrastructure in the Pikes Peak region of Colorado resulted in $1.80 to $2.70 in local spending for every $1 spent, according to research published in 2015.[12] A 2011 study in central Florida estimated that a network of bike trails injected $42.6 million into the local economy and supported 516 jobs in one year.[13]

- Employment growth and enhanced property values that result from transit investment. According to a 2009 study, every $1 billion in spending on transit operations and capital supports approximately 36,000 jobs per year.[15] A 2010 review of data on the job creation impacts of the American Recovery and Reinvestment Act (ARRA) found that investing in public transportation produced twice as many jobs per dollar as investing in highways.[16] Transit investment also has the potential to lift property values in its vicinity, depending on context, the type of transit, and economic factors. Recent studies of Pittsburgh and Boston's BRT systems found significant increases in property values associated

According to a 2009 study, every $1 billion in spending on transit operations and capital supports approximately 36,000 jobs per year.

with those cities' respective systems. A single-family home located 100 feet away from a Pittsburgh East Busway station is worth approximately $9,745 more than a property located 1,000 feet away,[17] while a condo located 100 feet away from a Boston Silver Line station is worth $45 per square foot more than a condo located 1,000 feet away.

Long-term economic success means focusing on quality-of-life, character, and connectivity. In this way the Design Guidelines are a powerful tool for local and regional economic development.

8- Headwaters Economics."The Economic Importance of National Monuments to Local Communities.", 2011.

9- Kirschman, Michael. "Know Your Audience, Speak Their Language, and Get the Support You Need." Legacy Magazine, July 2009.

10- Anderson, Soren, and Sarah West. "Open space, residential property values, and spatial context." Regional Science and Urban Economics, 2006.

11- Miller, A.R. "Valuing Open Space: Land Economics and Neighborhood Parks." MIT Center for Real Estate, 2001.

12- Dean Runyan Associates. "The Economic Significance of Bicycle Related Travel in Oregon", Travel Oregon, April 2013.

13- Pikes Peak Area Council of Governments, Trails and Open Space Coalition. "The Economic Impact of Cycling in the Pikes Peak Region.", 2015.

14- East Central Florida Regional Planning Council. "Economic Impact Analysis of Orange County Trails.", 2011.

15- Weisbrod, Glen and Arlee Reno, "Economic Impact of Public Transportation Investment." American Public Transportation Association, 2009.

16- Center for Neighborhood Technology, Smart Growth America, and U.S. PIRG, "What We Learned from the Stimulus.", 2010.

17- Perk, Victoria A. and Martin Catalá. "Land Use Impacts of Bus Rapid Transit: Effects of BRT Station Proximity on Property Values along the Pittsburgh Martin Luther King, Jr. East Busway.", December 2009.

Policy Application

These Design Guidelines provide Base Reuse Plan policy refinements to ensure that former development across Fort Ord lands be cohesive, attractive, functional and sustainable. The Guidelines are to also meet FORA's land use jurisdictions individual community development objectives.

"The urban design guidelines will establish standards for road design, setbacks, building height, landscaping, signage, and other matters of visual importance," according to Base Reuse Plan, page 61. Each of these is a key element in placemaking.

Since 1994, the US Army and FORA have transferred ownership to multiple jurisdictions. The FORA Board has the responsibility to review and certify the underlying jurisdiction's legislative land use documents (General Plan, Specific Plan, Zoning Code) and project specific entitlements for BRP consistency.

Once adopted by the FORA Board, these Design Guidelines will be utilized for land use actions within the former Fort Ord area as follows:

1. Where a local agency has existing legislative land use documents determined consistent with the BRP by the FORA Board, the local agency may apply Fort Ord Regional Urban Design Guidelines (the result would be a design related recommendation).
2. Where the local agency submits an amendment to a legislative land use document for a FORA BRP consistency determination, FORA shall apply the Design Guidelines in determining consistency (the result would be a design related measure).
3. Where a local agency submits a project level/development entitlement for a FORA BRP consistency determination, the project is subject to the local agency's legislative land use documents in effect at the time the project was approved by the local agency.
4. These guidelines apply to centers, gateways, corridors, trails, public open space, and regional transit facilities as shown in Section 2.

References

- **Legal**: Authority Counsel Memorandum, April 2, 2015
- **Definitions**: Master Resolution Chapter 8, Section 1.01.050
- **Consistency Determination Criteria**: Master Resolution, Chapter 8, Section 8.01.020
- **Vision**: Base Reuse Plan, Page 56-61

FORA Municipal Boundaries
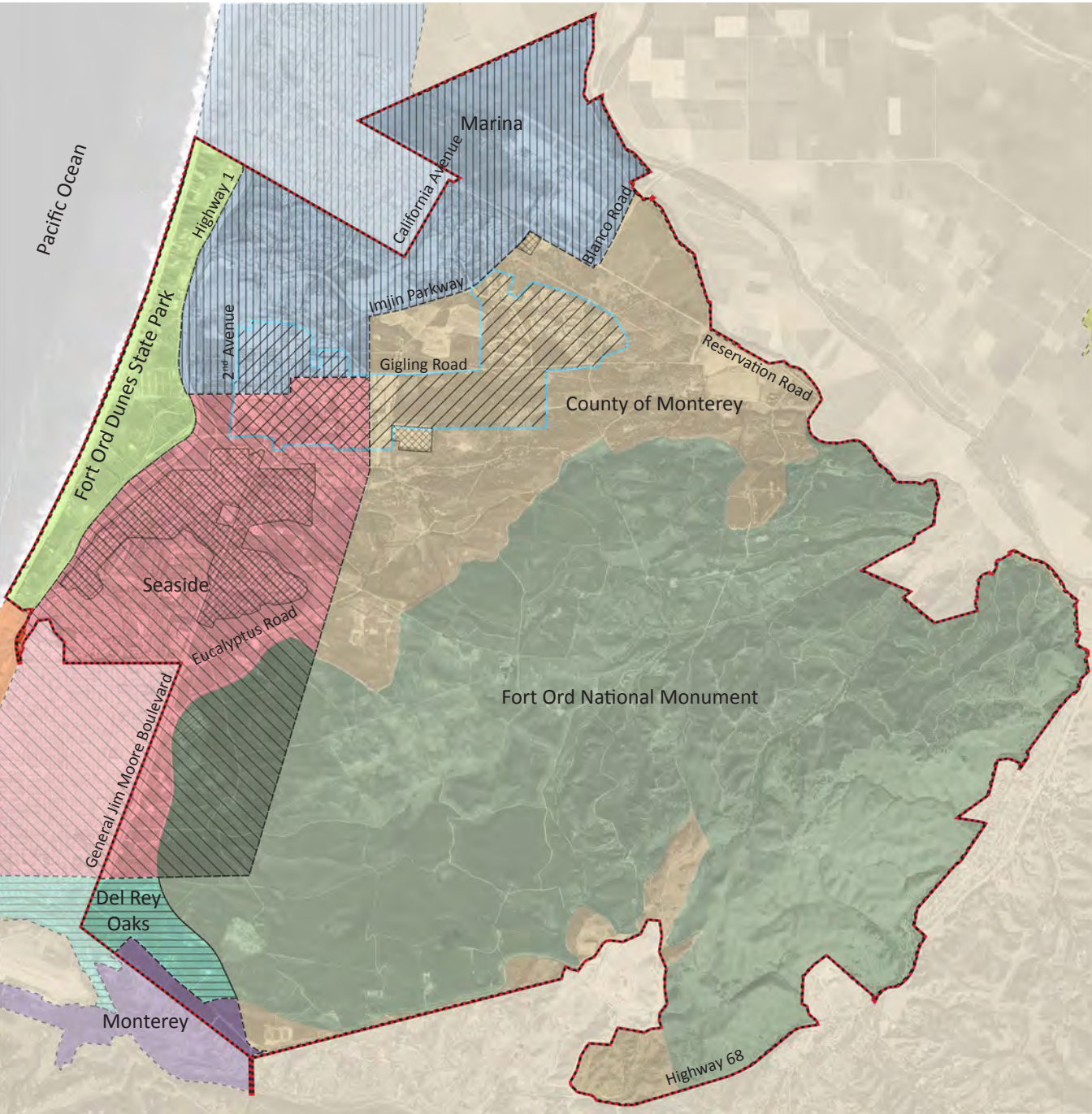
Legend

City of Del Rey Oaks	Fort Ord Dunes State Park
City of Marina	Fort Ord National Monument
City of Monterey	Military/DoD Area
City of Seaside	CSUMB
County of Monterey	Fort Ord Boundary
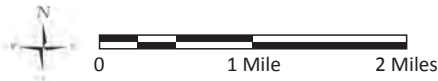
Figure 1.3: Former Fort Ord Municipalities

Once the transfer of former FORA Fort Ord lands are complete, the parcels that were formally Fort Ord will be part of the adjoining municipal jurisdictions as illustrated on the map above.

2

RUDG Focus Areas

Focus Areas

The Design Guidelines inform the visual quality and character of physical improvements within the Focus Areas. The Focus Areas include centers, gateways, corridors, trails, public open spaces, and regional transit facilities.

The Overview Map (Figure 2.1) illustrates how these focus areas work together throughout the former Fort Ord lands. **Additional zoom-in maps** and text descriptions of each focus area are included on the following pages as well as a list of opportunity sites and their locations.

How to Use the Guidelines:

1. Locate your site or project on the Overview Map or on the zoom-in maps which follow. Those maps show each Focus Area individually. Within each Focus Area discussion there are also text boxes which list intersections for the Focus Areas.

2. Identify the Focus Areas that apply to your site. Focus areas include centers, gateways, corridors, trailheads, public open spaces, and regional transit facilities.

3. Review the applicable descriptions of centers, gateways, corridors, trailheads, public open spaces, and regional transit facilities to understand their purpose and application.

4. Each of the Focus Areas has a matrix of Applicable Design Guidelines.

5. Applicable Design Guidelines are described in Section 3.

6. The Applicable Design Guidelines are to serve as instructions when designing your site or project.

Marina

Pacific Ocean

County of Monterey

Highway 1

California Ave

Imjin Parkway

Blanco Road

Reservation Rd

2nd Avenue

Eastside Parkway

Fort Ord Dunes State Park

Eucalyptus Road

Fort Ord National Monument

General Jim Moore

Seaside

Del Rey Oaks

South Boundary Road

Monterey

Highway 68
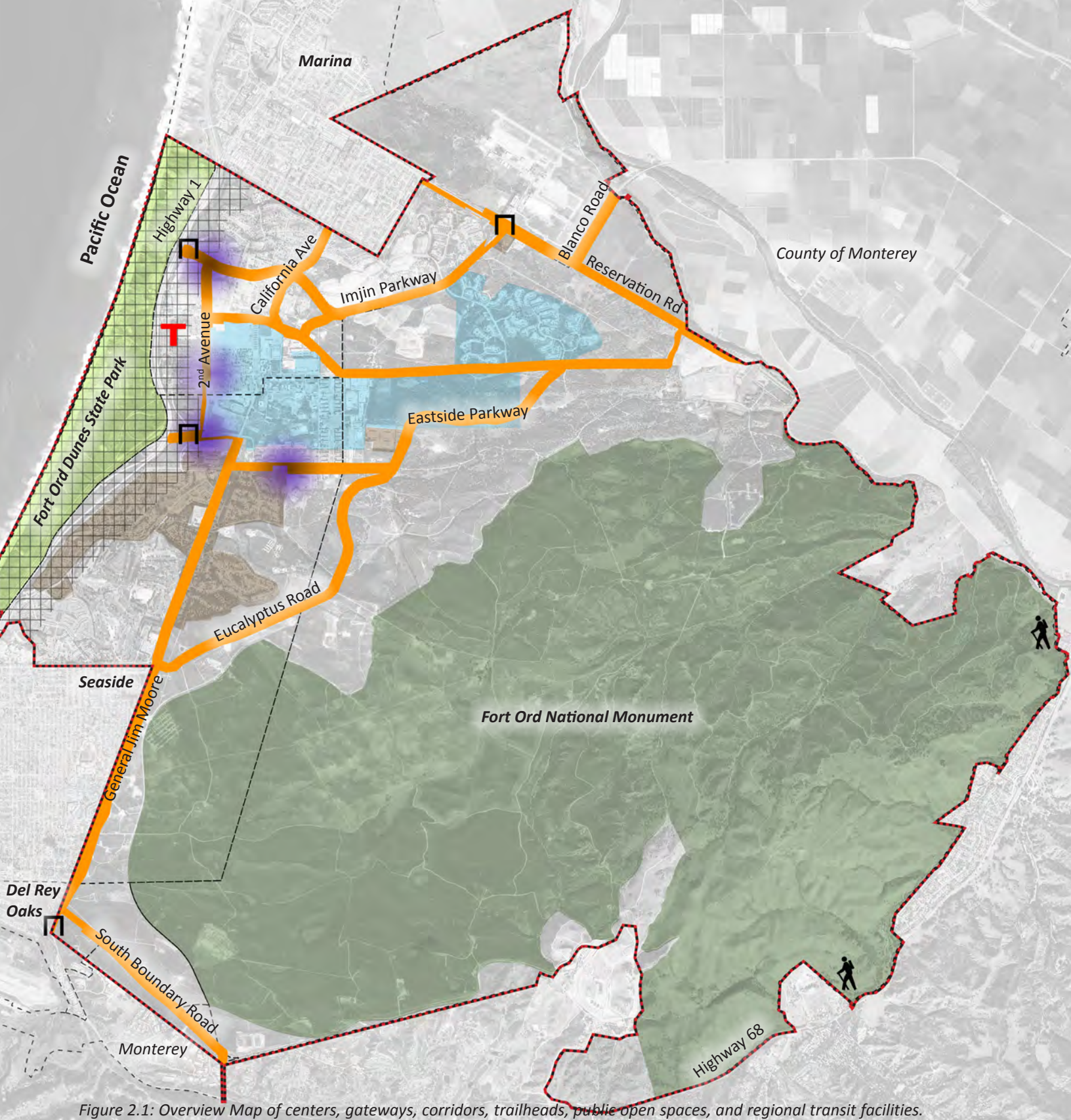
Figure 2.1: Overview Map of centers, gateways, corridors, trailheads, public open spaces, and regional transit facilities.

Legend

Town and Village Center

Gateway Opportunity

Corridors

Trailheads

T Major Transit Center

Public Open Space
- Dunes State Park
- Fort Ord National Monument

Hwy 1 Design Guidelines Corridor

Military/DoD Area

CSUMB Area

Fort Ord Boundary

N

0   1/2 Mile   1 Mile

2.3

Town and Village Centers

What is an ideal center?

Former Fort Ord will need new centers as it develops. Although the parameters of an ideal center vary in terms of size, density, and mix of dwelling types; there are five basic design conventions that provide a common thread linking great centers.

1. Identifiable Center and Edge.

A proper center has places where the public feels welcome and encouraged to congregate. Typically, at least one outdoor public environment exists at the center that spatially acts as a well-defined outdoor room in the center.

2. Walkable Size.

The overall size of centers is typically suitable for walking. Most people will walk approximately one-quarter mile before turning back or opting to drive or ride a bike. Civic spaces requiring a great deal of acreage such as schools and playfields can be situated where they can be shared.

3. Mix of Land Uses and Housing Types.

Great centers have a fine-grained mix of land uses and housing types. This condition enables residents to live, work, socialize, exercise, shop and satisfy daily needs and services within walking distance.

Mixing uses is a powerful way to alleviate traffic congestion, as it reduces the number of car trips needed throughout the day. A mix of housing is better socially, allowing people with diverse lifestyles and incomes to live in the same neighborhood. Residents have the choice to move elsewhere within their community as their housing needs change over time, while families of modest means are no longer forced into segregated concentrations. In addition, households with varied schedules and interests will activate the neighborhood at different times of day, adding both to the vibrancy and security of a place.

Figure 2.2: The Sustainable Neighborhood Diagram shows how the traditional neighborhood block, coupled with new infrastructure, added mix and density of housing, and new transit modes can serve our modern needs.

Source: *Sustainable Urbanism: Urban Design with Nature, p. 126, Fig. 7-3*

Town & Village Center Sites

Town and Village Centers are currently envisioned at the following locations:

- 2nd Avenue and Imjin Parkway
- 2nd Avenue and 3rd Street
- 2nd Avenue and Lightfighter Drive
- Gigling Road and Parker Flats

Potential Town & Village Center Sites

Potential Town and Village Centers could be located at:

- 2nd Avenue and 8th Street
- California Street and Imjin Parkway
- Abrams Drive and Imjin Parkway
- Imjin Parkway and Reservation Road
- Gigling Road and 7th Avenue

Note: These centers are shown on Centers Map that follows. New centers could emerge over time.

4. Integrated Network of Walkable Streets.

A network of streets allows pedestrians, cyclists, and motorists to move safely and comfortably through a neighborhood. The maximum average block perimeter to achieve an integrated network is 1,500 feet with a maximum uninterrupted block face of ideally 450 feet, with streets at intervals no greater than 600 feet apart along any one single stretch.

A street network forms blocks that set up logical sites for private development, provides routes for multiple modes of transportation, and provides non-motorized alternatives to those under the driving age, to those who do not have an automobile, and to senior citizens.

Streets in centers are generally designed to be walkable first, while also serving cars and emergency vehicles. Slow traffic speeds, coupled with features such as narrow curb-to-curb cross sections, street trees, on-street parking, buildings close to the street edge, and tight turning radii at the street corners, all work together to create highly walkable environments. An interconnected web of streets then allows for numerous driving patterns and the orderly management of traffic.

5. Special Sites are reserved for Civic Purposes.

In complete neighborhoods, some of the best real estate is set aside for community purposes. Unique settings such as terminated vistas or locations with greater activity can be reserved for landmark buildings that will act as anchors for community pride. Similarly, special sites are often set aside for parks, greens, squares, plazas, and playgrounds (each of which has its own distinct character). It is recommended that each neighborhood within a center have at least one special gathering place at its core, such as a village green.

Applicable Guidelines	Design Guidelines
Complete Streets	Page 3.4
Connectivity	Page 3.16
Building Orientation	Page 3.18
Mix of Building Types	Page 3.20
Primacy of Open Spaces	Page 3.26
Scale of Public Space	Page 3.44
Identifiable Centers	Page 3.46

One great plaza can create a center.

At the corner of Abrego & Pearl Streets in Monterey is a square that's less than a half an acre. It is thoughtfully paved, planted, has places to sit and, most importantly, is faced by buildings.
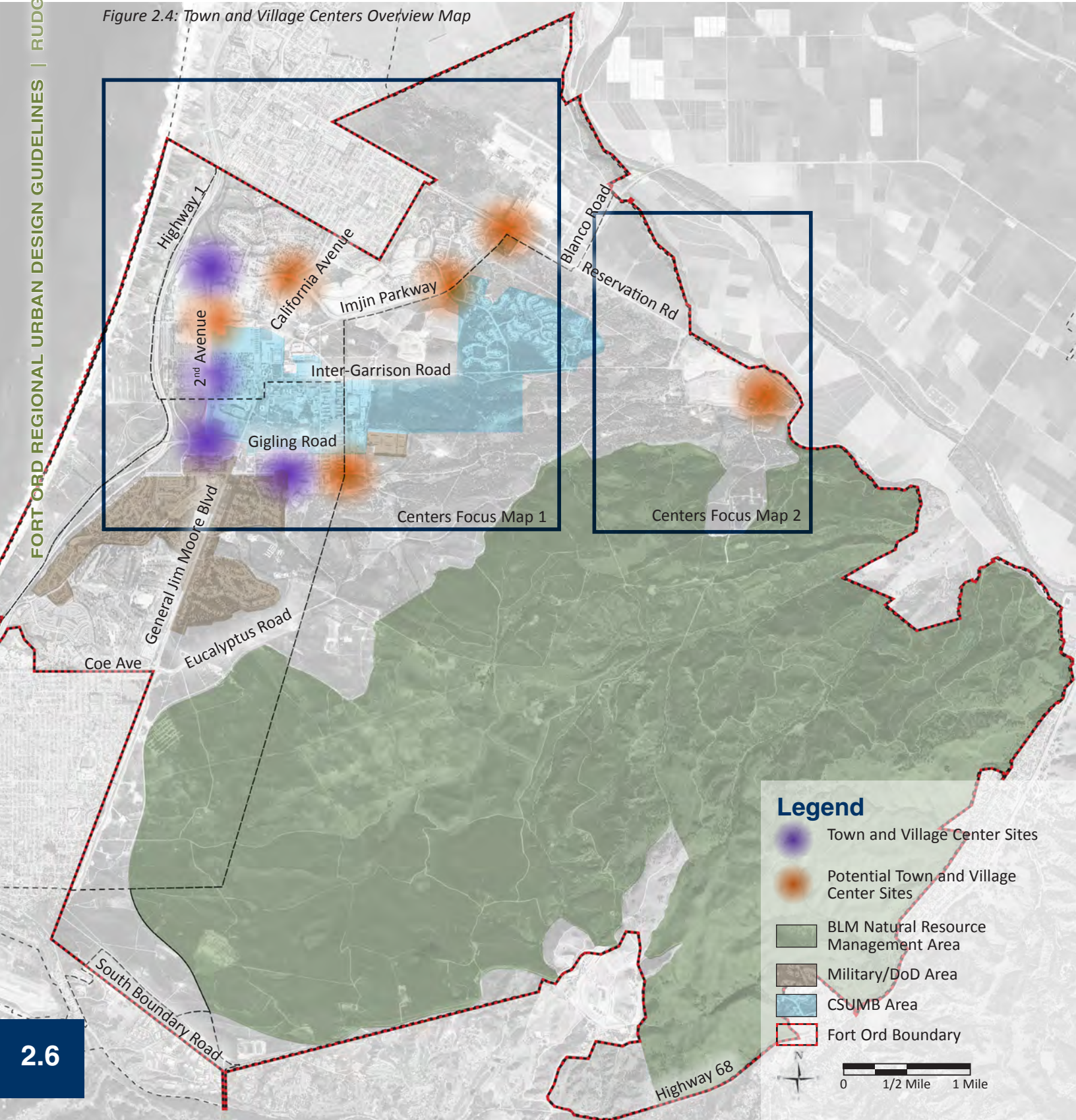

Figure 2.3: Square at the corner of Abrego and Pearl streets.

Town and Village Centers Map

Centers are the main points of interest in settlements. Centers act as gathering spaces for residents and visitors. Centers can include a variety of uses, including commercial, retail, and residential, aligned with effectively designed public spaces and amenities. **Town and Village Center Sites** are first priority sites because they are the main entrances and existing centers of activity on Former Fort Ord. **Potential Town and Village Center Sites** are emerging entrances and centers which, because they are rarely centrally located, may receive less design focus.

Figure 2.4: Town and Village Centers Overview Map

Highway 1

California Avenue

2nd Avenue

Imjin Parkway

Inter-Garrison Road

Gigling Road

Blanco Road

Reservation Rd

Centers Focus Map 1

Centers Focus Map 2

General Jim Moore Blvd

Eucalyptus Road

Coe Ave

South Boundary Road

Highway 68

Legend

Town and Village Center Sites

Potential Town and Village Center Sites

BLM Natural Resource Management Area

Military/DoD Area

CSUMB Area

Fort Ord Boundary

0   1/2 Mile   1 Mile
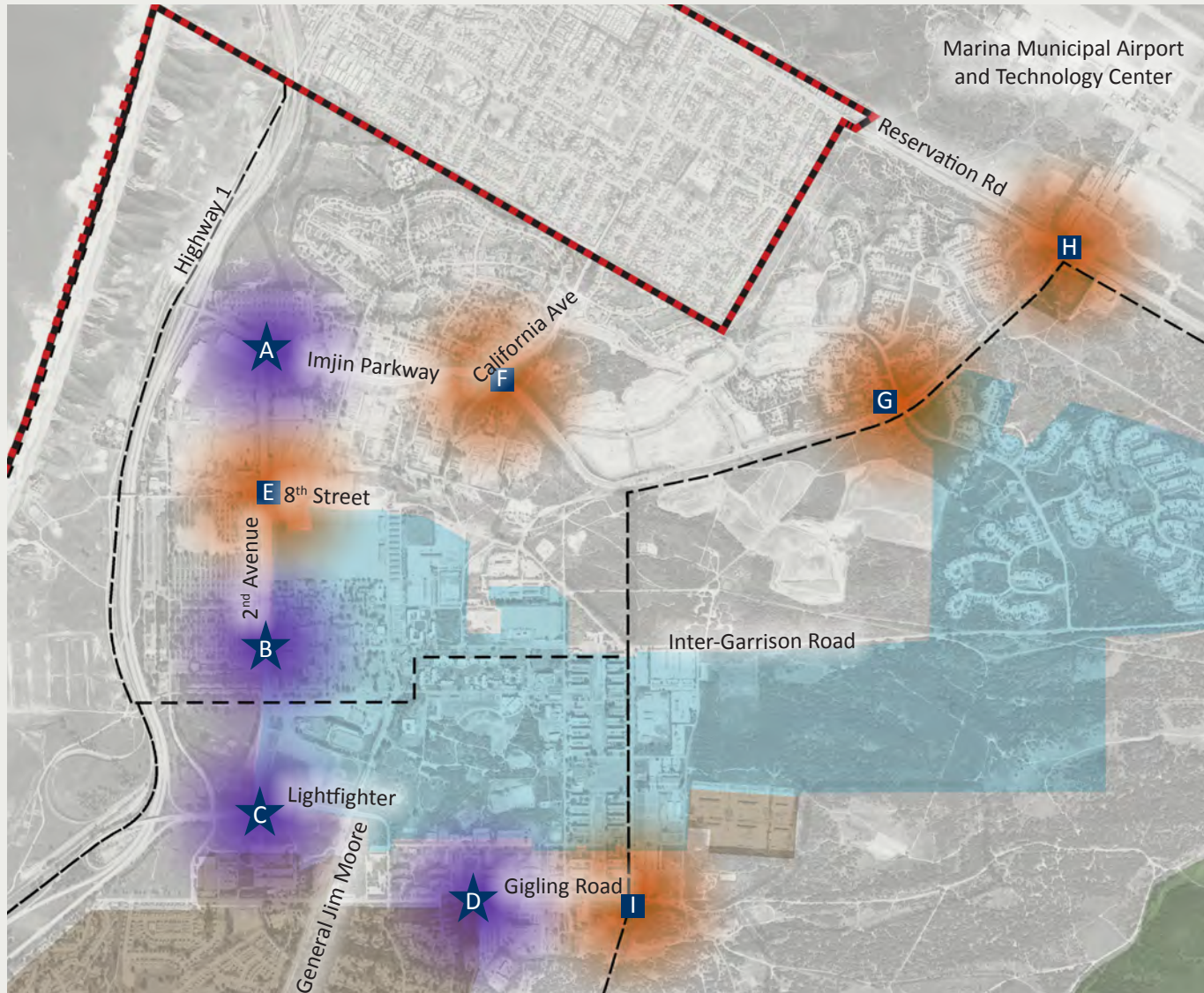
Figure 2.5: Centers Focus Map 1

Legend

- Town and Village Center Sites
- Potential Town and Village Center Sites
- BLM Natural Resource Management Area
- Military/DoD Area
- CSUMB Area
- Fort Ord Boundary

0   1/4 Mile   1/2 Mile

Center Sites

A 2nd Avenue and Imjin Road
Exit off of Highway 1 and intersection of major roads

B 2nd Avenue and 3rd Street
Intersection of major roads

C 2nd Avenue and Lightfighter Drive
Exit off of Highway 1 and intersection of major roads

D Gigling Road and Parker Flats
Intersection of major roads

Potential Center Sites

E 2nd Avenue and 8th Street
Suggested Regional Transit Hub

F California Street and Imjin Parkway
Intersection of major roads

G Abrams Drive and Imjin Parkway
Intersection of major roads

H Imjin Parkway and Reservation Road
Entrance to Marina Airport

I Gigling Road and 7th Avenue
Intersection of roads

2.7

Figure 2.6: Centers Focus Map 2

Legend

Potential Town and Village Center Sites

BLM Natural Resource Management Area

Military/DoD Area

CSUMB Area

Fort Ord Boundary

N

0   1/4 Mile   1/2 Mile

Potential Center Sites

J Reservation Road at East Garrison
Center of East Garrison Neighborhood

Gateways

What is an ideal gateway?

The Former Fort Ord lands should have gateways that give entry points distinction. The entrance, or gateway, into a city, neighborhood, or significant park can vary in form and scale. There are three basic details that create a memorable gateway.

1. Design Element.

Gateways are marked by a design element. The design element could be a sign that instructs, advises, or informs people. In time, the Ford Ord National monument will need both wayfinding signs and signs of arrival and departure. Similarly, new uses within former Fort Ord can announce themselves. However, the Base Reuse Plan envisions gateways especially as reminders of the history of Fort Ord. Well designed gateways will allow travellers from Highway 1 onto Imjin Parkway or onto Lightfighter Drive to recognize that they are entering former Fort Ord Lands.

2. Welcoming.

Gateways are welcoming. Military gateways were designed to exclude the unauthorized guest while civilian gateways in the urban planning sense, are intended to welcome them. They are the first and sometimes the last experience a visitor has of a place. They are intended to be welcoming of visitors no matter what their way of entering: by car, bicycle or on foot.

3. Identifiable Edge.

Gateways delineate the edge. The first gateways were bridges or walls into new towns. New settlement on former Fort Ord lands aspires to be connected more than differentiated, however, there will remain natural boundaries and undeveloped areas as well as a variety of uses like campuses, shopping destinations, residential areas, military areas and natural areas. For these reasons the gateways will serve a wayfinding purpose and help orient visitors to where they have arrived.
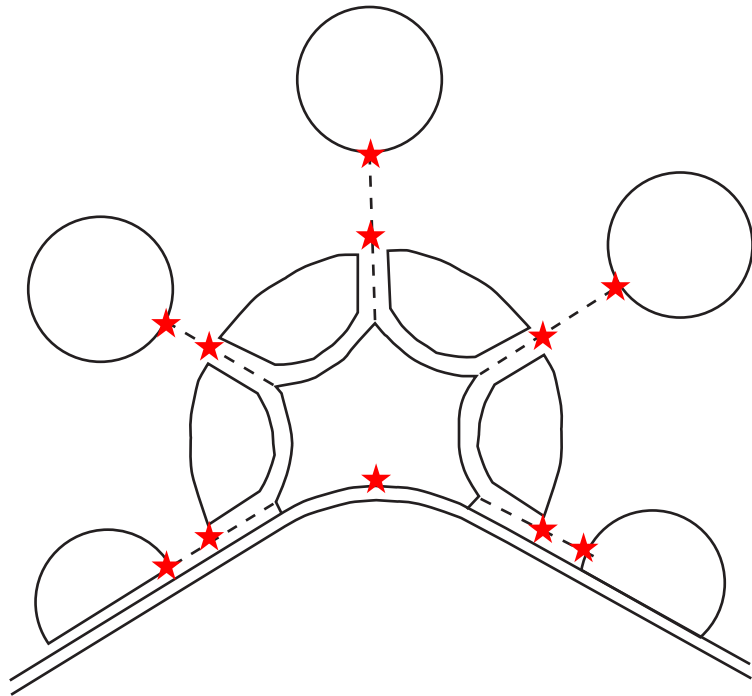

★ Gateway

Figure 2.7: Gateways Diagram
Identifying gateways can be difficult. This diagram shows how multiple gateways can welcome visitors from various locations. The circles above are distinct places (perhaps new subdivisions or public lands). Roadways lead to and pass-through places.

Source: *Town Planning in Practice*

Gateway Opportunity Sites

Gateways opportunities are currently envisioned on the following locations:

- Imjin Parkway and Highway 1
- Lightfighter Drive and Highway 1
- Imjin Parkway and Reservation Road
- 218 and General Jim Moore Boulevard

Secondary Gateway Opportunity Sites

Secondary gateways opportunities are currently envisioned on the following locations:

- North Highway 1
- California Avenue
- 8th Street
- Gigling Road
- Reservation Road at Fort Ord Entrance

Note: These gateways are shown on the Gateways Map that follows. New gateways could emerge over the course of time.

Applicable Guidelines	Design Guidelines
Customized Gateways	Page 3.36
Wayfinding	Page 3.42

Figure 2.8: Gateway to the California State University Monterey Bay Campus

This sign marks the entrance to the campus at the corner of General Jim Moore and Lightfighter Boulevard. It combines rustic and formal elements with rough stone along the pedestal and smooth surfaces and a capitalized font across the sign face. A blue wave crests at the words "Monterey Bay." This sign clearly communicates to visitors that they have arrived at a campus that's proud of its proximity to the coast.

Figure 2.9: Gateway to Mammoth Lakes

The materials and design aesthetic of the gateway at Mammoth Lakes embody the rustic and natural characteristics of a rugged park. Stone, steel and wood are durable materials that still present "warm", natural hues. The sign's "mammoth" size marks ones' arrival at a major destination. The size also allows the opportunity for visitors to take memorable pictures as a souvenir of their visit.

Figure 2.10: Gateway to the Presidio of San Francisco

This sign is relatively small, but large enough to be seen by approaching visitors by foot, bike or car. It uses standard National Park Service elements (the brown background with white typography) which is often touted as "highway-approved" because it does not distract a drivers' attention. A sense of history, and perhaps military order, is communicated with the use of classically proportioned gateposts.

Gateways Map

Gateways provide a sense of arrival and signal that one is entering or leaving a defined location. Gateways are to be located around points of significance, such as National Monument entries, or transitions between centers. Gateways steer the location's first impression and establish the character of the surrounding area. The gateways maps identify locations for gateways and secondary gateways. Secondary gateways are not likely to see as many visitors as the primary gateways yet they deserve attention. They are often the main connection point between local streets and former Fort Ord lands.

Figure 2.11: Gateways Overview Map

Highway 1

Blanco Road

Reservation Rd

California Ave

Imjin Parkway

2nd Avenue

Inter-Garrison Road

Gigling Road

Gateways Focus Map 1

Gateways Focus Map 3

General Jim Moore Blvd

Eucalyptus Road

Coe Ave

Gateways Focus Map 2

South Boundary Road

Highway 68

Legend

⊓ Gateway

⊓ Secondary Gateway

BLM Natural Resource Management Area

Military/DoD Area

CSUMB Area

Fort Ord Boundary

N

0   1/2 Mile   1 Mile

2.11

Figure 2.12: Gateways Focus Map 1

Legend

- ⬛ Gateway
- ⊓ Secondary Gateway
- ▨ BLM Natural Resource Management Area
- ▨ Military/DoD Area
- ▨ CSUMB Area
- ▭ Fort Ord Boundary

N

0   1/4 Mile   1/2 Mile

Gateway

A Imjin Parkway and Highway 1
Main exit off Highway 1

B Lightfighter Drive and Highway 1
Entrance to/from Highway 1

C Imjin Parkway and Reservation Road
Entrance to Marina area

Secondary Gateway

D North Highway 1
Gateway to/from Marina

E California Avenue
Local entrance to/from Marina

F 8th Street
Connection to Dunes State Park

G Gigling Road
Potential entrance to protected lands and/or National Monument
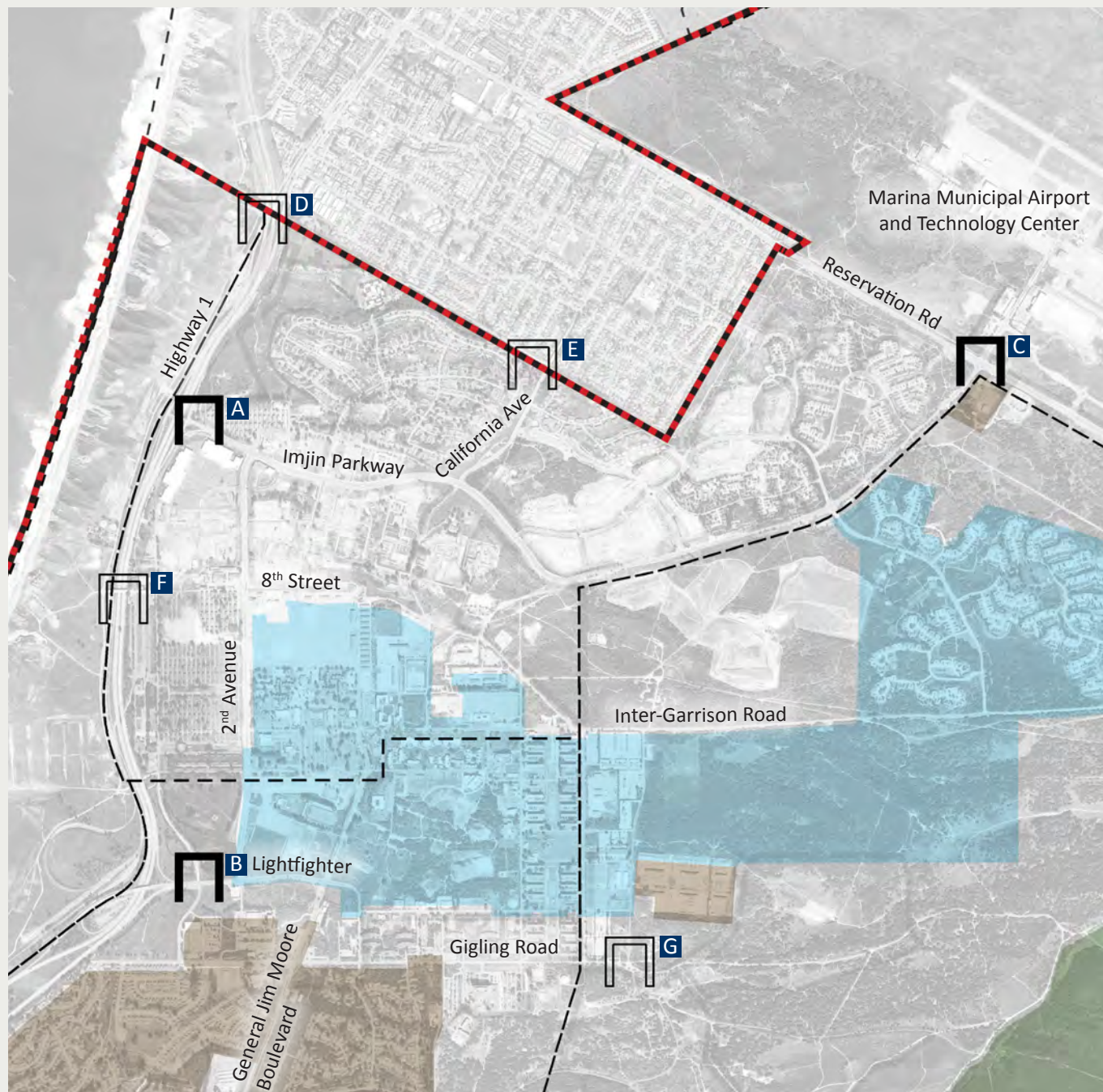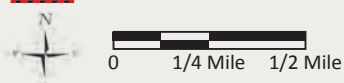
Figure 2.13: Gateways Focus Map 2

Figure 2.14: Gateways Focus Map 3

Legend

⌐ Gateway

⌐ Secondary Gateway

▬ BLM Natural Resource Management Area

▬ Military/DoD Area

▬ CSUMB Area

▬ Fort Ord Boundary

N

0   1/4 Mile   1/2 Mile
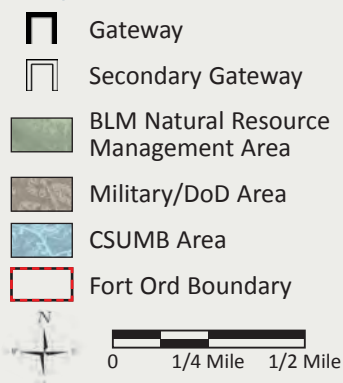
Gateway

H 218 and General Jim Moore Boulevard
Main entrance to former Fort Ord from south

Secondary Gateway

I Reservation Road at Fort Ord Entrance
Entrance to Fort Ord along Reservation Road

Corridors

What is an ideal corridor?

Former Fort Ord lands will host many new streets with a variety of purposes. Corridors move large numbers of automobiles, pedestrians and cyclists. The width of corridors presents design challenges and opportunities.

1. **Design For Pedestrians.**
Great streets are designed to provide a high-caliber experience for pedestrians. Once this is accomplished, great streets may accommodate other modes of travel.

2. **Proportions Matter.**
Streets function as outdoor rooms, surrounding occupants in a space that is welcoming and usable. Quality streets are sized properly for their use and defined by appropriate building sizes.

3. **Design the Street as a Unified Whole.**
An essential distinction of great streets is that the entire space is designed as an ensemble, from the travel lanes, trees and sidewalks, to the very buildings that line the roadway.

4. **Include Sidewalks.**
Appropriately designed sidewalks are essential for active pedestrian life. Pedestrians will be more willing to utilize sidewalks if they are protected from automobile traffic.

5. **Provide Shade.**
Shade provided by canopy trees or architectural encroachment protects pedestrians from heat and sun and contributes to the spatial definition of a street.

6. **Make Medians Sufficiently Wide.**
Where divided thoroughfares are unavoidable, it is recommended that medians be generous enough to serve as a pedestrian amenity.

7. **Plant the Street Trees in an Orderly Manner.**
Great streets are typically planted with rows of regularly-spaced trees, using consistent species. This formal tree alignment has a powerful effect; it at once shapes the space and reflects conscious design.

8. **Use Smart Lighting.**
Widely-spaced, highway-scaled "cobra head" light fixtures do not provide appropriate light intensity and consistency for pedestrian well-being. More frequently-spaced, shorter fixtures are preferable for automobile and pedestrian safety.

Corridors

Corridors are currently envisioned at the following locations:

- Highway 1
- 2nd Avenue
- Blanco Road
- California Avenue
- Eastside Parkway
- Eucalyptus Road
- General Jim Moore Boulevard
- Gigling Road
- Imjin Parkway
- Inter-Garrison Road
- Lightfighter Drive
- Reservation Road
- South Boundary Road

Note: These corridors are shown on the corridors map that follows. New corridors could emerge over the course of time.
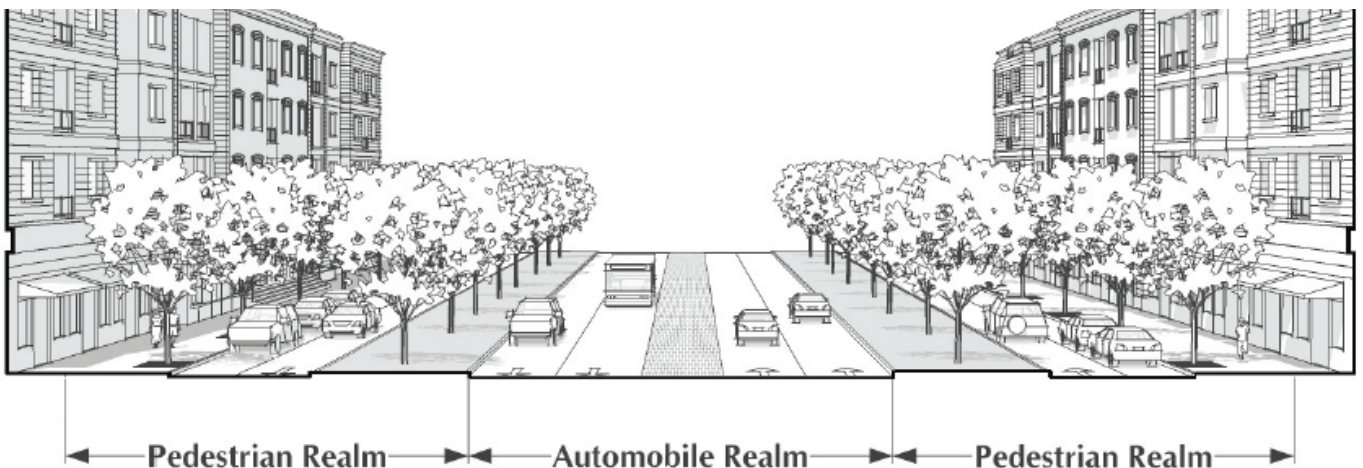

Figure 2.15: Pedestrian and Automobile Realm

Pedestrian Realm — Automobile Realm — Pedestrian Realm

Applicable Guidelines	Design Guidelines
Complete Streets	Page 3.4
Connectivity	Page 3.16
Building Orientation	Page 3.18

9. Allow On-street Parking in Suitable Locations.

On-street parking buffers pedestrians from moving cars and calms traffic. Parking located in front of businesses encourages people to get out of their cars and walk, and is essential to leasing street-oriented retail space.

10. Avoid Parking Lots in Front of Buildings.

The bulk of a building's parking supply can be located behind the building. Placing surface parking lots in front of buildings results in a disconnected pedestrian environment.

CORRIDORS ARE SHARED SPACE FOR ALL FORMS OF MOBILITY.

San Francisco's Octavia Boulevard was designed as a replacement for the Central Freeway which once ran through the city. The Boulevard features two central travel lanes in each direction, separated by a wide tree-lined median with walking paths. Two additional medians separate one-way slow traffic local access lanes including parking. The thoroughfare is 133' wide and carries 45,000 vehicles on an average weekday.

The boulevard is designed to act as a continuous linear open space. The northern end of the boulevard contains an extensively used public park called Hayes Green. The inclusion of a park allows for a smooth transition from the higher speed boulevard traffic into local traffic. The sidewalks and pathways along the boulevard are pedestrian and cyclist friendly, encouraging foot traffic, and resulting in greater commercial and residential activity.
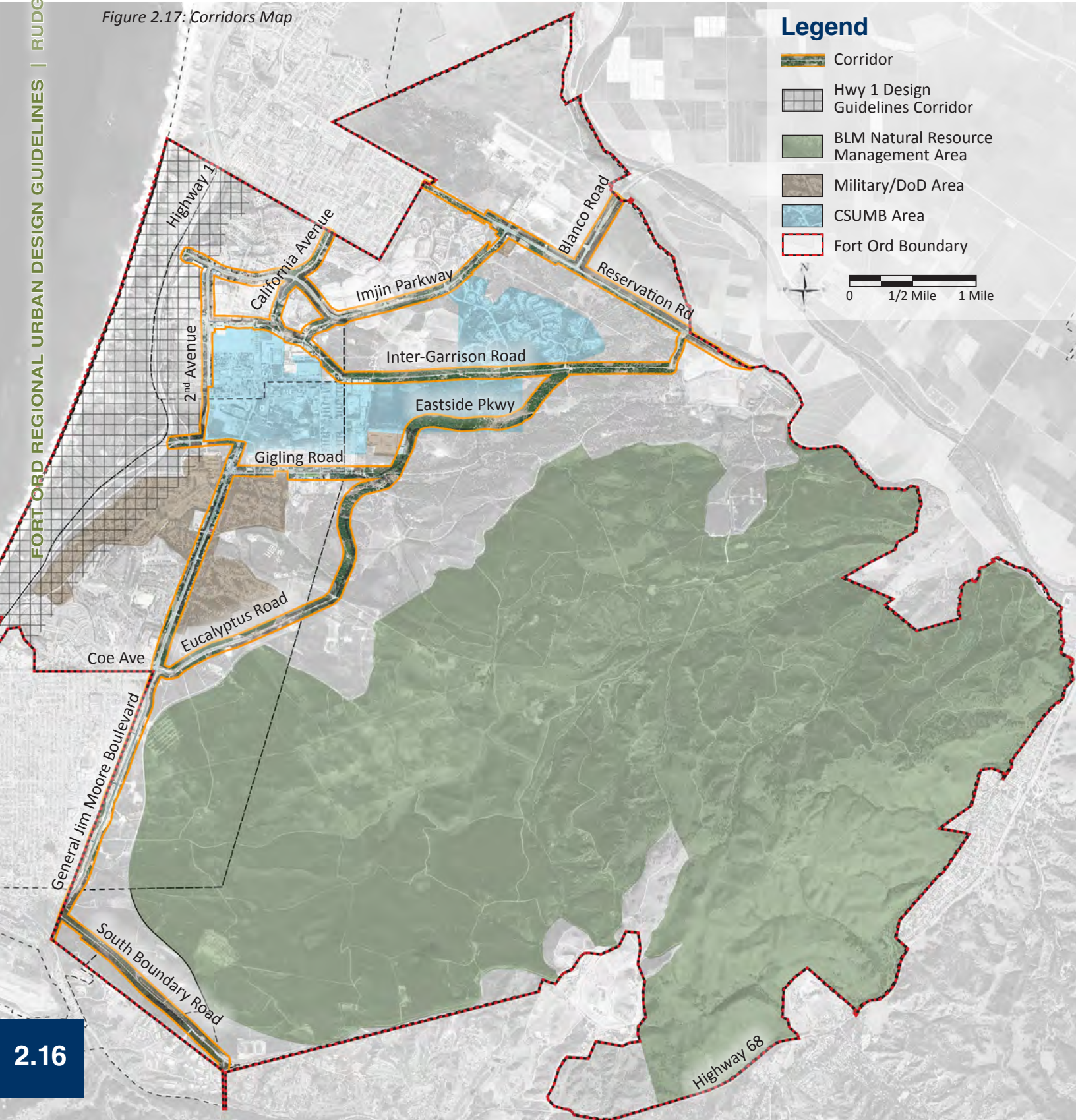

Figure 2.16: Octavia Boulevard, a multi-way boulevard in San Francisco features open green space and local access lanes.

Corridors Map

Major thoroughfares that enable mobility between areas may be called corridors. Successful corridors will include a variety of transportation facilities for motorists, pedestrians, bicyclists and transit users. The scale of corridors will vary and their intensity may be determined by level of usage and location. The corridors map provides an overview of corridors within the former Fort Ord.

Figure 2.17: Corridors Map

Legend

- Corridor
- Hwy 1 Design Guidelines Corridor
- BLM Natural Resource Management Area
- Military/DoD Area
- CSUMB Area
- Fort Ord Boundary

Trails

What is an ideal trail?

The establishment of trails on former Fort Ord lands is its own project independent from Design Guidelines. However, as the Design Guidelines provide a kind of "connecting tissue" between the many disparate activities on the base, the Guidelines can establish key, unifying principles.

A trail is usually a path, track or unpaved lane or road, though the term is also applied to routes along rivers, and sometimes to highways. The character of a trail depends on the nature of the environment around it and its purpose. Trails can be used for recreation or to connect places.

Rural areas typically have meandering paths. As places become more urbanized, trails still cut through natural areas and rivers but they also start to follow alongside roads. As a street network is established trails can either follow alongside the road or become part of the roadway itself.

1. Clearly designated.
A trail is usually an off-street path or designated portion of a street that is easy to follow. This requires continual maintenance. Signage can be made available when multiple options are available.

2. The more users the better.
Some trails are single-use, however, the best trails are multi-use and accommodate a variety of users during different seasons for walking, cycling, horse riding and other uses. Walkers, cyclists and equestrians have different needs and at different times one may be prioritized over another in the design. However the most often used trails are designed to accommodate a variety of people.

3. Trails connect.
Trails are a part of the Monterey Bay region's transportation mix. Every trail can be part of a long-range trail system that allows people to travel as far as possible without a car. Sidewalks connect to multi-use paths, then connect to forest roads or bridal trails, and finally connect to footpaths. Linear-trail systems connect destinations and points-of-interest. Looped-trail systems and spurs detour to noteworthy features.
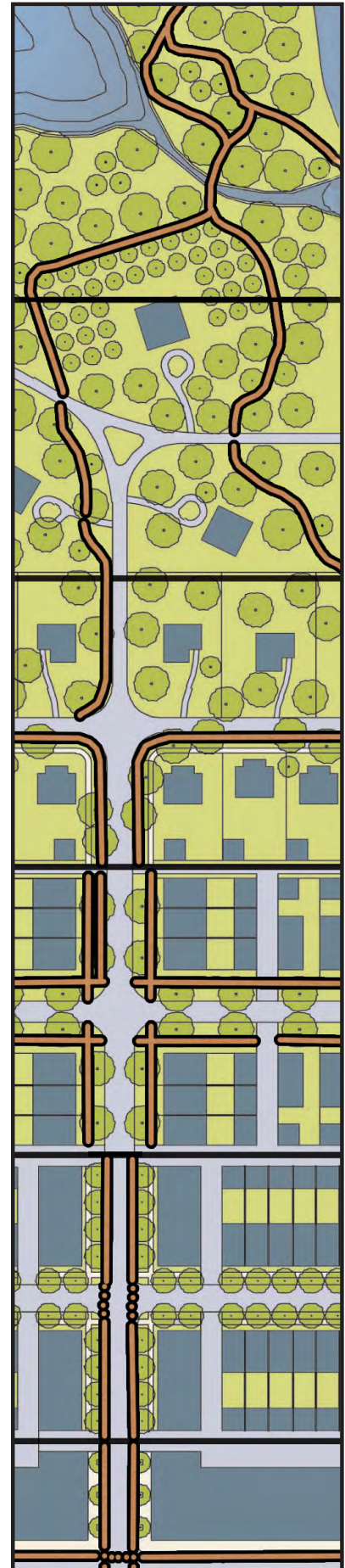
Rural

Suburban

Urban

Figure 2.18: Rural to Urban Trail Diagram

2.17

4. The character of trails change.

Across the urban to rural spectrum trails change in character from formal to rustic. Pavement leads eventually to packed earth, railings transition from metal to wood and finally disappear entirely. Each context will usually have its own materials. Even the fonts of signs could change in keeping with the changing environment.

Trailheads

Trailheads into the Fort Ord National Monument include:

- Creekside Terrace (Highway 68 & Reservation Road)
- Badger Hill (Highway 68 & Toro Creek Road)

Opportunity Trailheads

Opportunity trailheads into the Fort Ord National Monument include:

- Gigling Road & 8th Avenue
- Inter-garrison Road & Schoonover Drive *(Jerry Smith Access Corridor)*

Note: These trailheads are shown trailhead map that follows. Trail planning is an active ongoing process. Potential routes and new trailheads may be identified in time.

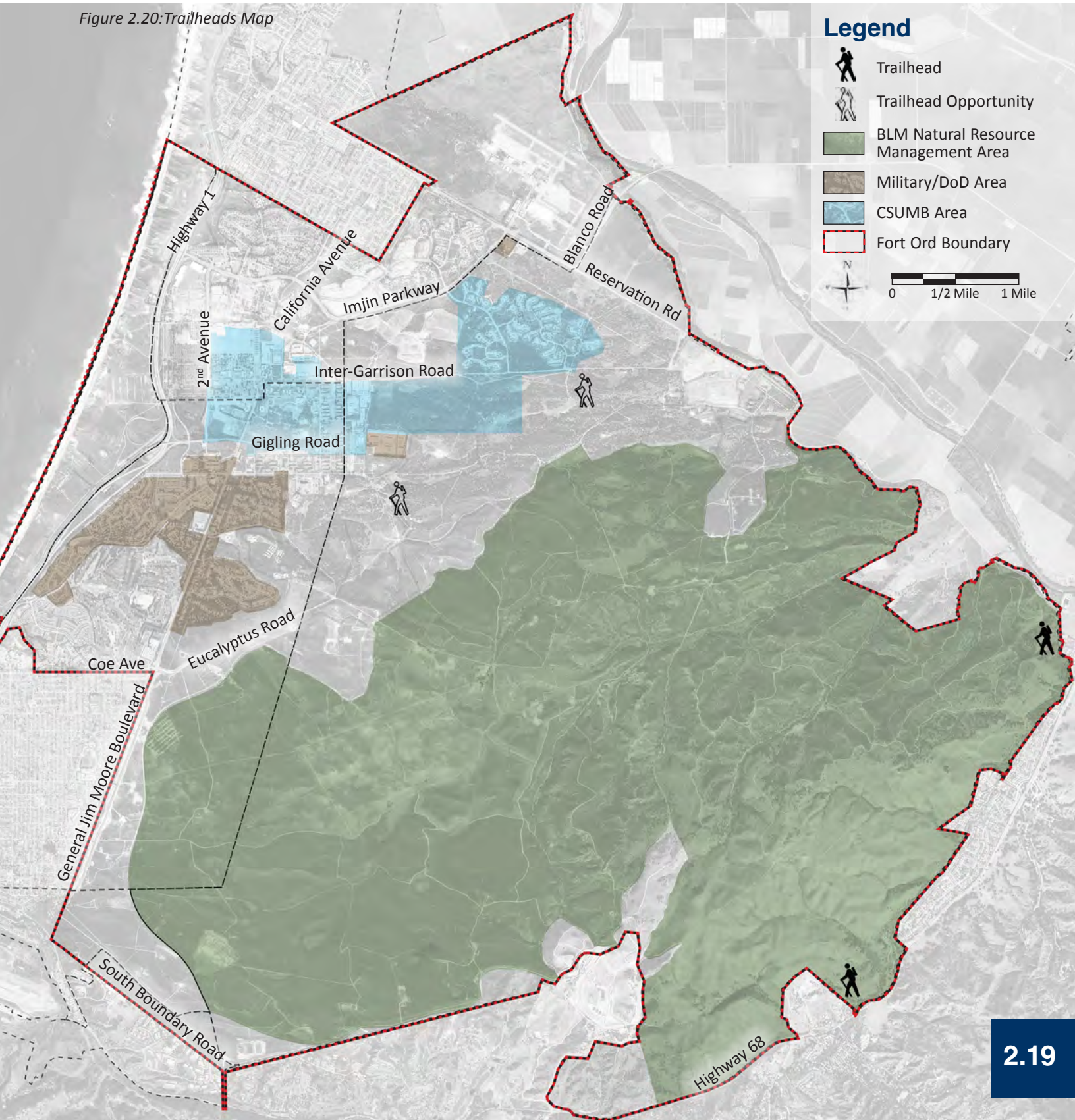| Applicable Guidelines	Design Guidelines
Optimize Trail Network	Page 3.30

Figure 2.19: Rural to Urban Trail Images

Trailheads Map

Specific alignments of bike and pedestrian trails are part of ongoing regional trail planning conversation. However, it is recommended that trails and trailheads take their surroundings into account, from trails along major thoroughfares to natural trails entirely within the habitat areas. The trailhead overview map highlights locations of existing trailheads as well as opportunity trailheads. Formal trailheads are clearly marked by signage, and provide a distinct entrance to the monument, while informal trailheads may have been defined over time by constant use by visitors.

Figure 2.20:Trailheads Map

Legend

- 🥾 Trailhead
- 🥾 Trailhead Opportunity
- ▨ BLM Natural Resource Management Area
- ▨ Military/DoD Area
- ▨ CSUMB Area
- ▨ Fort Ord Boundary

0   1/2 Mile   1 Mile

Highway 1

California Avenue

2nd Avenue

Imjin Parkway

Inter-Garrison Road

Gigling Road

Blanco Road

Reservation Rd

Eucalyptus Road

Coe Ave

General Jim Moore Boulevard

South Boundary Road

Highway 68

2.19

Public Open Space

What are ideal public spaces?

On the former Fort Ord lands public spaces must be deliberately planned. Too often elsewhere in the region public spaces are formed from the undesigned remnant of the subdivision process and go unused.

Integrate high-quality civic spaces into new projects. Plazas and squares are the most urban types of space; they are enclosed by surrounding buildings that form an outdoor room. Parks and greens are more open, bounded on at least one side by buildings, and framed by plantings. Other types of civic spaces, including community gardens and playfields, are more open and only occasionally shaped by buildings or formal plantings.

The illustration below shows a typical neighborhood green that faces the backs of houses. This park does not interact with surrounding properties and reduces natural surveillance.

In Option 1, on the next page, a new layer of development allows buildings to face the green to activate this space and provide proper supervision from the fronts of buildings. One or more walkable tree-lined street would provide an active edge to what would function as a true neighborhood green or park. Shade trees could also be added to adjacent streets, helping to define the edges.

In Option 2, building types are mixed and rowhouses are added to an otherwise single-family neighborhood to add socio-economic diversity, workforce housing and a greater amount of housing options. Ideally, corner stores or offices could be added to create a place where people can live, work, and recreate.

Public Open Space

Public open space are currently envisioned at the following locations:

- Fort Ord National Monument
- Fort Ord Dunes State Park

Note: These corridors are shown on the public open space map that follows. New public open spaces could emerge over the course of time.

Before

Figure 2.21: Before: A potentially lifeless neighborhood green was designed perfunctorily in accordance with the typical open space requirements.

Applicable Guidelines	Design Guidelines
Primacy of Open Space	Page 3.26
Scale of Public Space	Page 3.44

After (Option 1)

Figure 2.22: Option 1: The makings of a lively neighborhood green, featuring public amenities and a range of housing types.
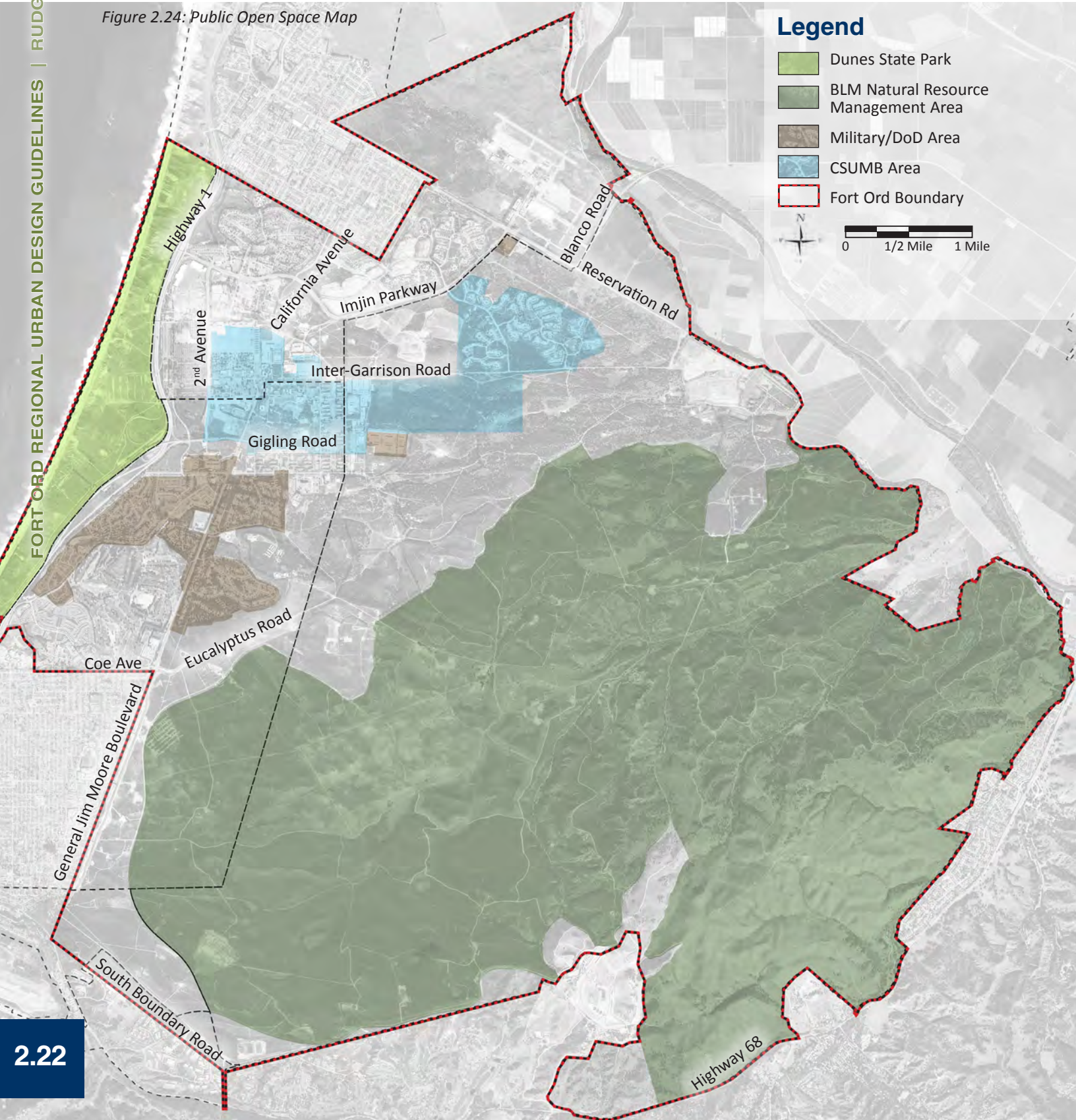
After (Option 2)

Figure 2.23: Option 2: A lively neighborhood green made more lively by adding a corner store (A) and small offices (B). The image shows five types of units: attached, detached, accessory, and apartments above shops and offices. This kind of diversity in housing type would likely lead to a neighborhood of varied ages and incomes – a true neighborhood.

Public Open Space Map

The public open space map shows locations of existing, large, public open spaces. New places for public open space may be determined as the former Fort Lands develop with every new development application.

Figure 2.24: Public Open Space Map

Legend
- Dunes State Park
- BLM Natural Resource Management Area
- Military/DoD Area
- CSUMB Area
- Fort Ord Boundary

Regional Transit Facilities

What makes an ideal Regional Transit Facility?

Transit investments will enhance connectivity between important destinations within the former Fort Ord, as well as to the broader region. Bus Rapid Transit (BRT) with BRT landing platforms and at least one Regional Transit Hub is expected on the corridors of former Fort Ord. The following elements are part of successful BRT projects nationwide:

1. **Frequent Service**
Stops are serviced in no more than 10 to 15 minute intervals. Keeping service convenient and consistent encourages ridership.

2. **Fewer Frequent Stops**
Stops are located approximately 1/2 mile apart. Greater distances between stops results in more efficient service with fewer interruptions.

3. **Accessible Bus Stops**
Stations are level with the bus floor to expedite embarking and exiting the vehicle, while also improving Americans with Disabilities (ADA) accessibility.

4. **Branded Vehicles and Stations**
Uniquely painted buses and stations are instantly recognizable, and allow passengers to easily identify service.

5. **Signal Prioritization**
Buses have the ability to shorten red or lengthen green traffic signals, allowing for consistent service even in peak traffic hours.

6. **Fare Prepayment**
Allowing passengers to pay in advance minimizes delays and reduces vehicle dwell times caused by paying solely on board.

7. **Local Bus Feeder Network**
In the one mile distance between stops, circulators may be used to take passengers to BRT stops faster to reduce overall travel time.

8. **Amenities at Stops**
Stops can be designed to facilitate the most comfortable and efficient ridership experience as possible. Well designed BRT stops may contain the following elements:

- Context-sensitive architectural design
- Sheltered waiting areas with real-time bus schedules and free WiFi service.
- Ticket, vending, and change machines
- Restrooms and water fountains at Regional Transit Hubs

Regional Transit Facilities

Regional transit facilities are currently envisioned at the following locations:

- General Stilwell Drive

Note: This regional transit facility is shown on the regional transit facilities map that follows. New regional transit facilities could emerge over the course of time.

Figure 2.25: The new Monterey-Salinas Transit JAZZ Bus Rapid Transit (BRT) line serves a route between Sand City Station and Monterey Bay. A JAZZ BRT stop is shown above. BRT systems provide a service that combines the speed and capabilities of a rail service, and the lower cost and lesser infrastructure of a bus system.

A change over time...

Applicable Guidelines	Design Guidelines
Building Orientation	Page 3.18
Primacy of Open Space	Page 3.26
Wayfinding	Page 3.42

Figure 2.26: Regional Transit Facilities are often multimodal hubs for transit of all kinds, beginning with pedestrians and cyclists.

Figure 2.27: Regional Transit Facilities can be integrated into the existing urban fabric with sidewalks, street trees and bicycle lanes. Whenever possible, Transit Centers are complete places, hosting mixed income housing and government offices.

Figure 2.28: Private reinvestment follows public. Storefronts with arcades or awnings for pedestrians may accompany new buildings. Potential additional public investment can include crossings and trees.
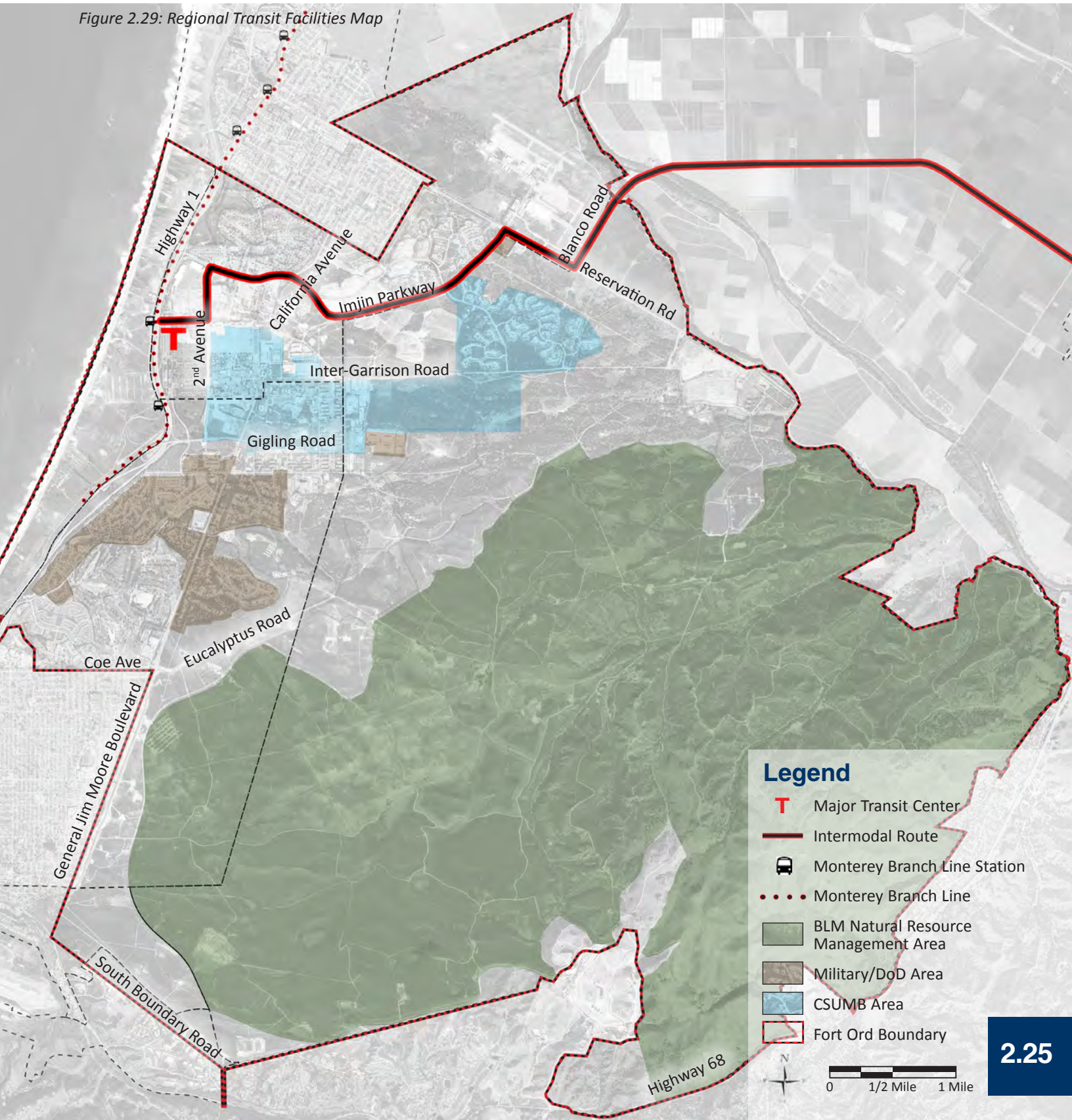
Regional Transit Facilities Map

Regional transit facilities help to connect the region. The regional transit facilities map shows where the major transit facility is located and the major routes that connect the Former Fort Ord area to Salinas and the larger region.

Figure 2.29: Regional Transit Facilities Map

Legend

T Major Transit Center

── Intermodal Route

🚌 Monterey Branch Line Station

••••• Monterey Branch Line

▮ BLM Natural Resource Management Area

▮ Military/DoD Area

▮ CSUMB Area

▯ Fort Ord Boundary

2.25

3

Regional Guidelines

"The urban design guidelines will establish standards for **road design**, **setbacks**, **building height**, **landscaping**, **signage**, and **other matters of visual importance**."

-Base Reuse Plan, p. 61

Guideline Overview

These Design Guidelines are required BRP Policy refinements intended to facilitate community development goals. The guidelines were developed as part of a broadly-inclusive public planning process that included input from residents, property owners and stakeholders. They draw on existing local policy and incorporate national urban design best practices.

1. Complete Streets

Streets are first and foremost public spaces. Until recently, streets were designed primarily around the automobile, creating thoroughfares that discourage all others modes of transportation such as pedestrians and cyclists. The public is now pushing for more mobility options. The national trend for all communities is moving in the direction of complete streets that meet the needs of multiple types of commuters.

2. Connectivity

A complete and connected street network enables a sense of cohesive community, rather than multiple disjointed development pods. The street network can include a variety of thoroughfare types, from large-scale transit corridors to narrow, low-traffic neighborhood streets. A well-connected road system disperses traffic and enables mobility.

3. Building Orientation

When building fronts face streets visitors feel welcomed. When the sides or backs of buildings face streets visitors feel ignored. When pedestrians are faced by the fronts of buildings they are provided an interesting view into windows. When pedestrians are confronted with blank walls their walk is less interesting. Eyes-on-the-street, the continual surveillance provided by storefronts and windows, also create safer environments.

4. Mix of Building Types

Building type variety creates places with aesthetic and functional variety. Buildings can be designed to serve a mix of uses such as residential, commercial, multi-use, live-work, and so on. Purely residential places with a variety of building types serve a variety of people. Buildings may also be designed to be reutilized and evolve over time.

5. Primacy of Open Spaces

Public open spaces act as the heart of communities, and provide gathering places for residents and visitors. Open spaces within development can be designed in many forms. Civic spaces are generally located in the most desirable location within a center to encourage maximum usage.

6. Context-sensitive Trails

The 1997 Base Reuse Plan envisioned a network of interconnected trails linking the new communities and universities emerging on the former Fort Ord. Consistent designs applied across the trail network would enhance its function and visual appeal. Specific consideration may be given to the unique landscape and urban context for these trails.

7. Customized Gateways

Gateways provide the visual signal that one has arrived at a destination. Former Fort Ord lands include many kinds of places. The individual destinations can guide the gateway design. Contextual design celebrates the range of attractions within the region.

8. Wayfinding

Wayfinding relates to the need to orient people as they traverse the former Fort Ord lands by car, bike or on foot as to where they are and where they are headed. By providing clear and ample signage with a consistent theme throughout the former Fort Ord lands we provide visitors a more pleasant and productive experience.

9. Scale of Public Space

Public space should be sized appropriately. When a public space is too large it looks empty no matter how many people are in it and it feels unsafe. When a public space is too small to be used effectively it creates maintenance costs that give no return on investment.

10. Identifiable Centers

Centers are typically located on major intersections or around public spaces and provide the best opportunity for a mix of uses or housing types. Commercial centers provide goods and services. Residential centers provide open space. Centers of all kinds provide a destination for people to come together.

Figure 3.1: Apartment Building (Facing Page)

3.3

Complete Streets

Purpose

Streets are considered walkable if they are safe, comfortable and interesting for the pedestrian. They are bikeable if they accommodate every level of cyclist from Lycra-clad athlete to tricycle-riding toddler. When streets provide for pedestrians, cyclists, automobiles, and emergency vehicles, they are considered complete.

A network of complete streets allows pedestrians, cyclists, and motorists to move safely and comfortably through an area. The maximum, suggested average-block-perimeter to achieve an integrated network is 2,400 feet.

"Design Speed" is the crucial number which engineers officially use to configure streets for orderly traffic movement. The chosen design speed is typically a low figure, usually less than 25 mph, for a walkable environment.

The slow design speed that characterizes walkable streets results in the conscious choice of features such as narrow curb-to-curb dimensions, street trees, architecture close to the street edge, on-street parking, and relatively tight-turning radii.

Figure 3.2: Lighthouse Avenue, Pacific Grove CA

The west side of Pacific Grove near 16th Street is a great example of a sidewalk that is wide enough to share seating, bike storage and space for people to walk. There is a healthy amount of trees as well, which provide some shade as well as an overall welcoming character to the street.

Figure 3.3: Bird's eye view of Alvarado Street in Downtown Monterey. Alvarado Street has all the components of a Complete Street.

D Franklin Street

C

B Alvarado Street

A

B

C

B   D

A	Narrow Streets
B	Shade
C	Sidewalks
D	Crosswalks

Application

This guideline applies to:

- Centers
- Gateways
- Corridors

Intent

To build safe, comfortable, and interesting street environments to encourage daily, physical activity.

Principles

1. Provide continuous sidewalks along both sides of regional corridors. New sidewalks are to be at least 10 feet wide on retail or mixed-use blocks and at least 5 feet wide on all other blocks.

2. Avoid parking lots, garages, or service-bay openings facing regional corridors.

3. Design sidewalks to maintain a safe, walkable, environment that is appropriate for the type of street. This can be achieved by providing street furniture, trees, and lighting at appropriate intervals.

4. Select noninvasive and drought-tolerant street tree species that will still provide shade within 10 years of landscape installation.

5. Provide on-street parking within 1/4 mile of all Centers along both sides of the street.

6. Design streets within 1/4 mile of Centers for a target speed of no more than 25 miles-per-hour. On a multi-way boulevard with through travel lanes separated from access lanes by medians, apply this requirement to its outer access lanes only (through-lanes are exempted), provided pedestrian crosswalks are installed across the boulevard at intervals less than 800 feet.

7. At-grade crossings with driveways are to account for less than 10 percent of the corridor within 1/4 mile of Centers.

8. Provide bicycle facilities (of some kind) on every Corridor.

9. Note that all road designs are subject to environmental & engineering constraints.

Measurement

Generally there are three categories in which choices can be made when designing complete streets, resulting in many different possible combinations. These categories are the number of lanes (2 or 4), presence of parking (none, one side, two sides), and type of bike facility (in-street, parking-buffered lane, and tree-buffered lane). Any combination of choices made from these categories can make a proper complete street, but the proper combination is a function of context and available right-of-way.

On the following pages designs for sample local streets, main streets, avenues, boulevards and parkways which incorporate the principles are provided.

3.5

Sample Street Sections

The following street sections are in accordance with the Intent and Principles of the "Complete Streets" guideline. Street design must account for variety of local conditions, however, and these sections are intended as a guide.

Rural Boulevard

Rural boulevards pass through areas typified by open lands, conservation areas, or parks. They form connections through these sensitive areas while laying lightly on the landscape. Lighting is optional on these facilities, and bicycles and pedestrians are accommodated in an off-road facility such as a shared-use path typically on one side of the street. Drainage is accomplished with open swales on the sides of the street, or through rain gardens or bioswales in the same configuration.
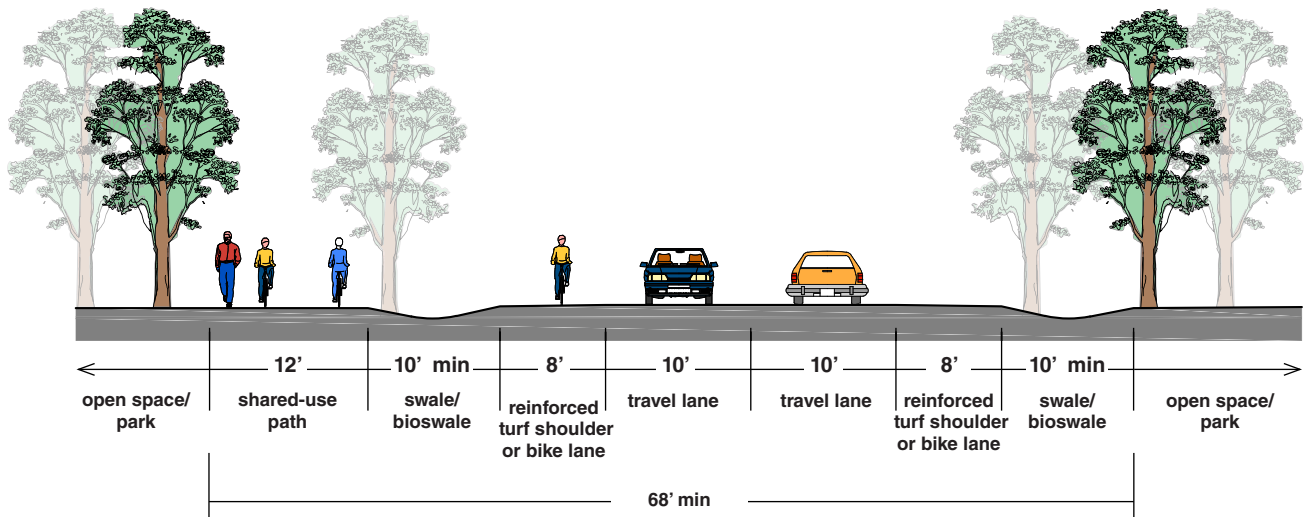

12'	10' min	8'	10'	10'	8'	10' min	
open space/ park	shared-use path	swale/ bioswale	reinforced turf shoulder or bike lane	travel lane	travel lane	reinforced turf shoulder or bike lane	swale/ bioswale	open space/ park

68' min

Figure 3.4: Rural Boulevard Street Section

Local Residential

Local Streets provide access to individual lots, accommodate pedestrians and serve as low speed bicycle and vehicle routes. Local streets are relatively short in total distance related to the other street types, and serve as the street that residential development fronts. The streetscape is more formal, with street trees planted with regular spacing, and sidewalks on both sides of the street.
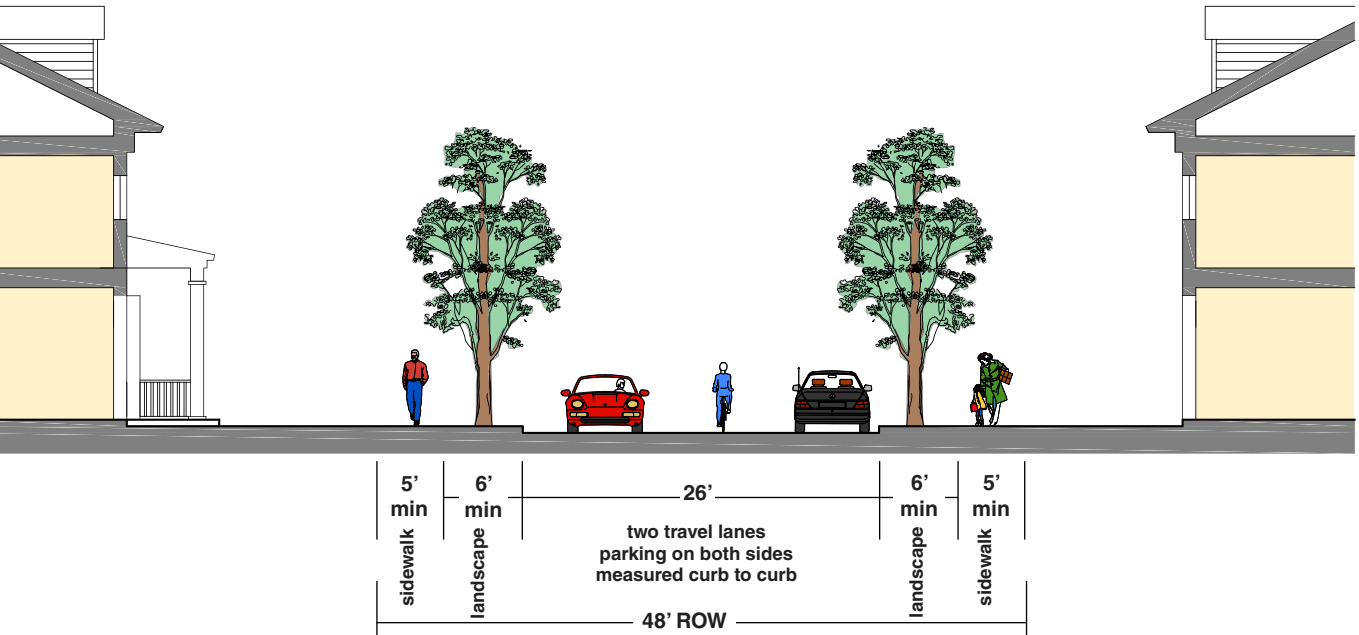

5' min	6' min	26'	6' min	5' min
sidewalk	landscape	two travel lanes parking on both sides measured curb to curb	landscape	sidewalk

48' ROW

Figure 3.5: Local Residential, Single Family Street Section

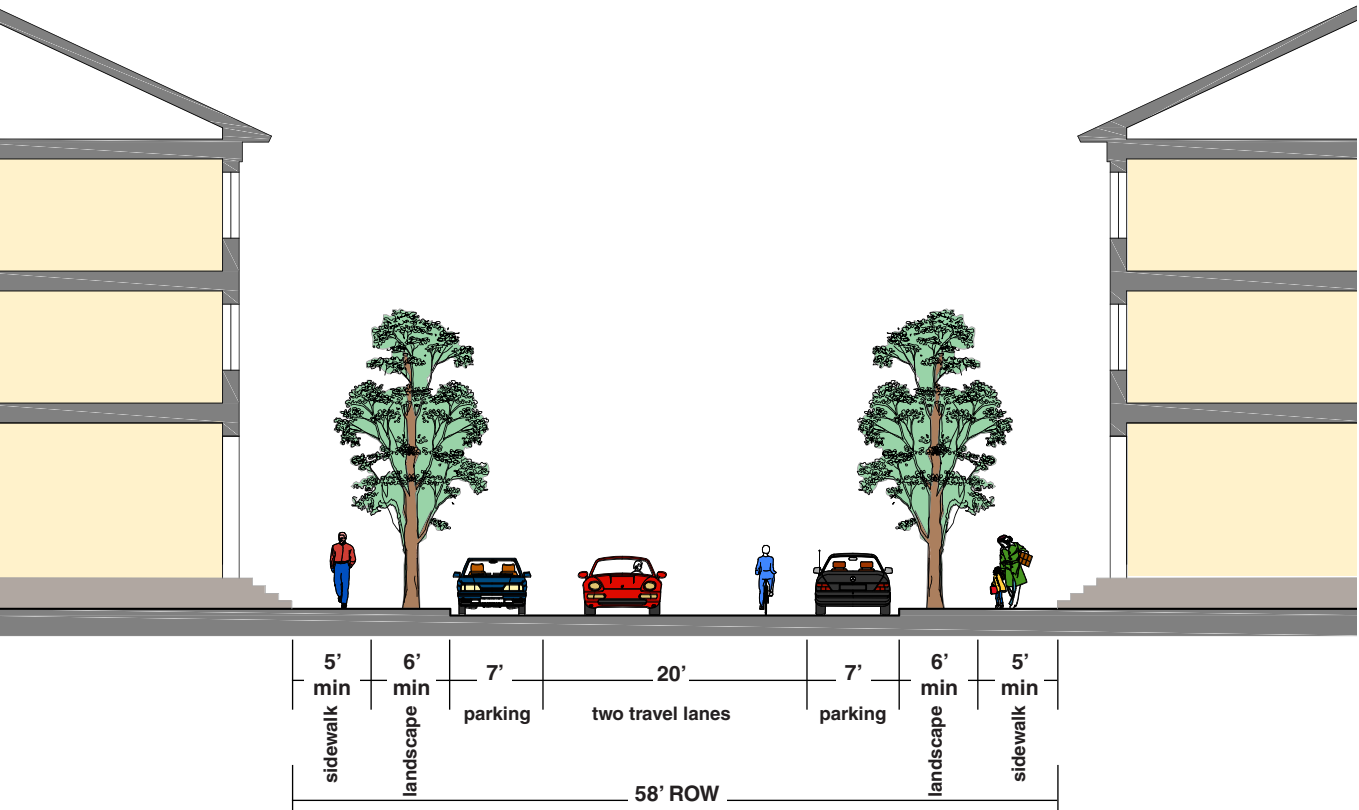| 5' min	6' min	7'	20'	7'	6' min	5' min
sidewalk	landscape	parking	two travel lanes	parking	landscape	sidewalk

58' ROW

Figure 3.6: Local Residential, Multi-Family Street Section

3.7

Avenues

An avenue is a walkable, low-speed street that carries a mixture of through-going and local traffic. Avenues provide access to abutting commercial, residential, and mixed land uses, and accommodate cars, pedestrians, and cyclists. Avenues may have between two and four travel lanes and can have planted medians and side planting strips. They can also have on-street parking, and will have sidewalks and some form of on- or off-street bicycle accommodations. Ideally, avenues host bicycle lanes, cycle tracks, or a shared use path. Avenues have sidewalks on both sides of the street, and a more formal planting scheme with trees on a regular spacing. Target speeds for avenues are typically 30 mph or less.
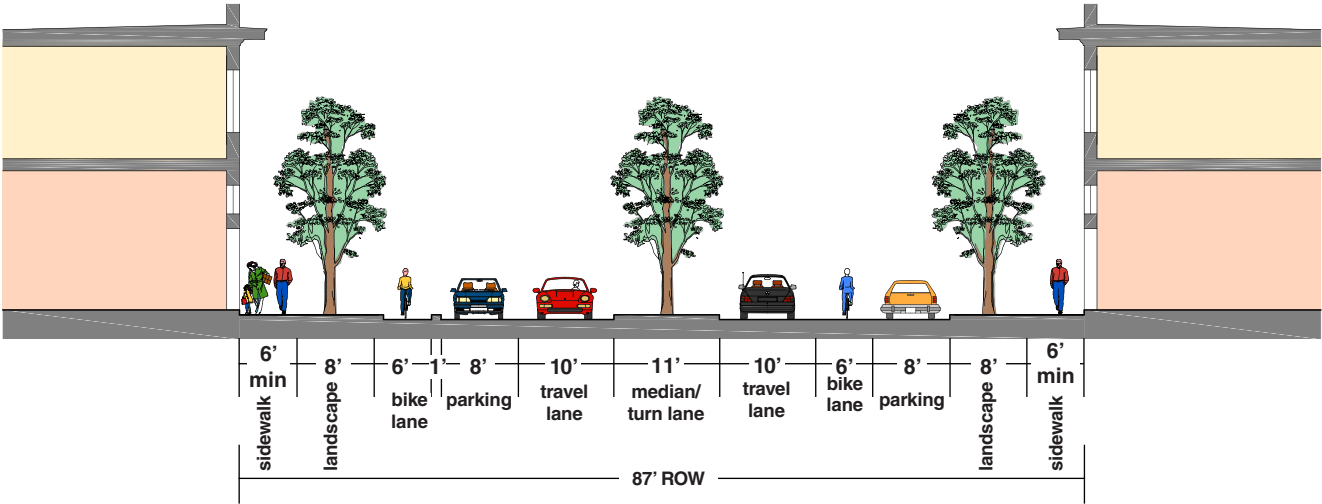

| 6' min | 8' | 6' | 1' | 8' | 10' | 11' | 10' | 6' | 8' | 8' | 6' min |
| sidewalk | landscape | bike lane | | parking | travel lane | median/ turn lane | travel lane | bike lane | parking | landscape | sidewalk |

87' ROW

Figure 3.7: Avenue Option 1: Bike Lanes Street Section

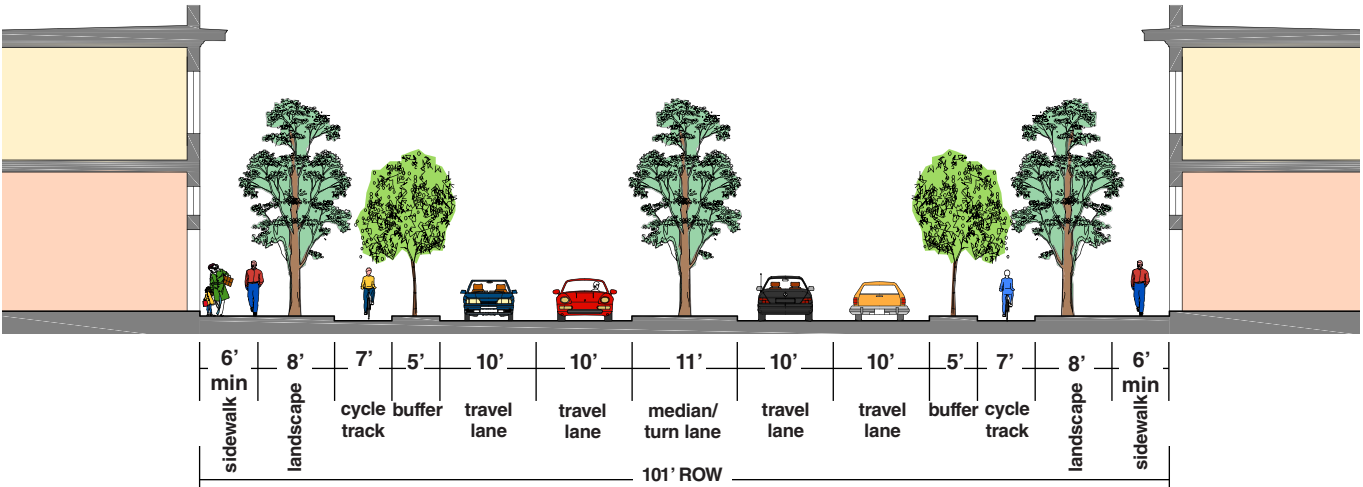| 6' min | 8' | 7' | 5' | 10' | 10' | 11' | 10' | 10' | 5' | 7' | 8' | 6' min |
| sidewalk | landscape | cycle track | buffer | travel lane | travel lane | median/ turn lane | travel lane | travel lane | buffer | cycle track | landscape | sidewalk |

101' ROW

3.8

Figure 3.8: Avenue Option 2: Cycle Track and Multi-Lane Street Section

Main Streets

Main Streets are highly walkable and serve as the primary street for commercial or mixed-use centers. On-street parking can be provided in either a parallel or angled configuration (though rear-in angle parking is safest for cyclists). Given the anticipated pedestrian activity, design speeds are kept low. This condition also allows bicycles to share space with automobiles in travel lanes, reducing the need for distinct bike lanes. However, distinct bike lanes are always the safest option in cases when sufficient width is available.

Additional landscaping and traffic calming techniques that are ideal on Main Streets include street trees in grated wells, curb bulb-outs, and a relatively high density of street furniture and public art. Install pedestrian-scale street lighting, and locate utilities underground, in alleys or along other streets to the greatest extent possible. Sidewalks are recommended on both sides of the street, and be placed at least 16 feet from the back of curb to the building face, to provide space for activities such as outdoor cafes and strolling.
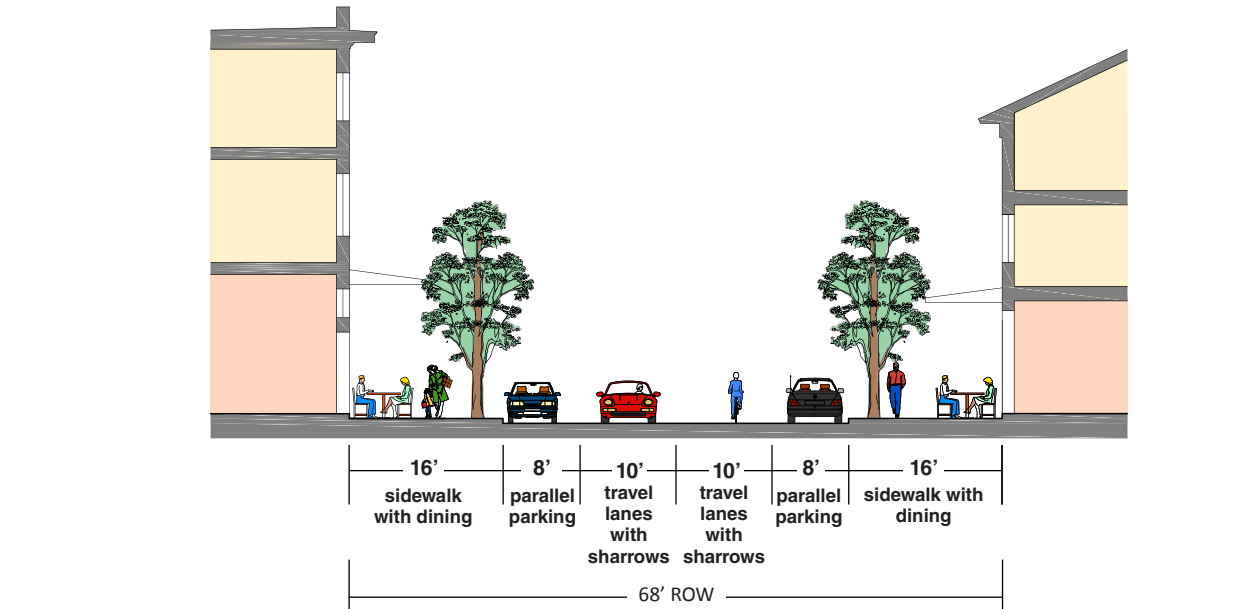

16'	8'	10'	10'	8'	16'
sidewalk with dining	parallel parking	travel lanes with sharrows	travel lanes with sharrows	parallel parking	sidewalk with dining

68' ROW

Figure 3.9: Main Street Option 1 Street Section

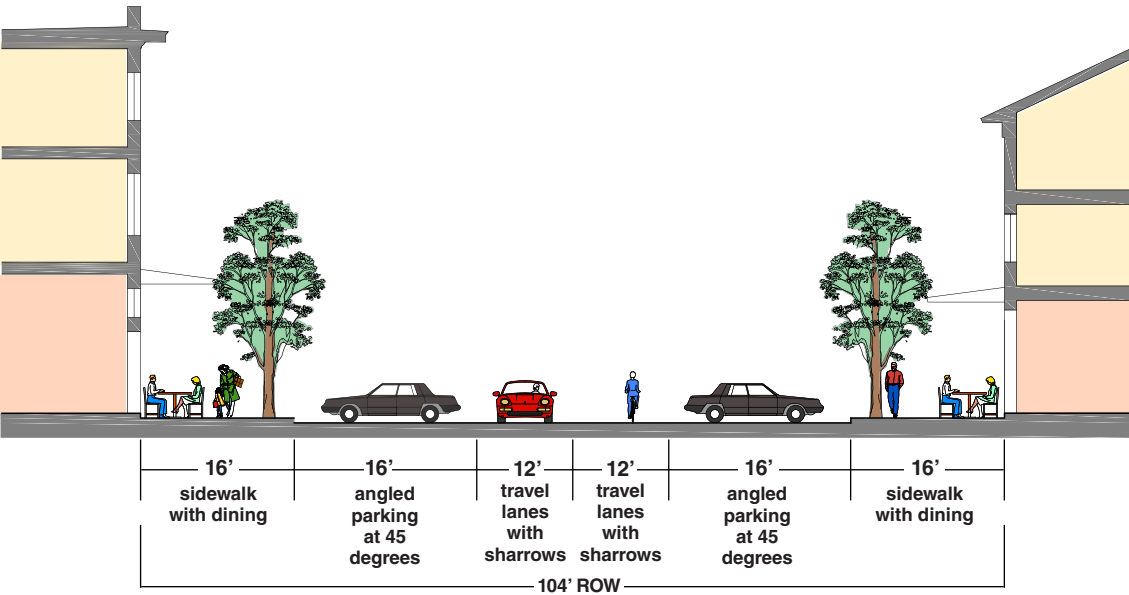| 16'	16'	12'	12'	16'	16'
sidewalk with dining	angled parking at 45 degrees	travel lanes with sharrows	travel lanes with sharrows	angled parking at 45 degrees	sidewalk with dining

104' ROW

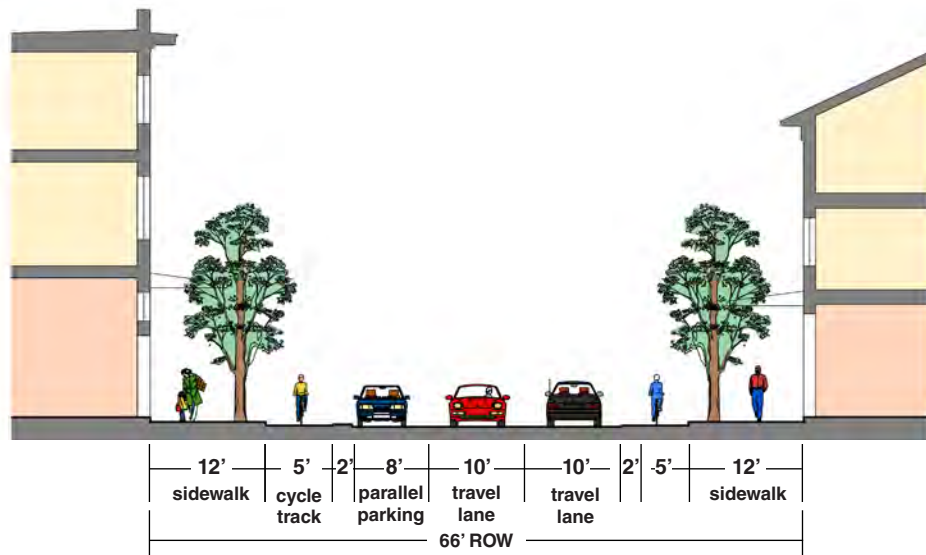*Figure 3.10: Main Street Option 2 Street Section*

3.9

Figure 3.11: Main Street Option 3 Street Section (when parking on only one side is possible. Parking on both is preferred)
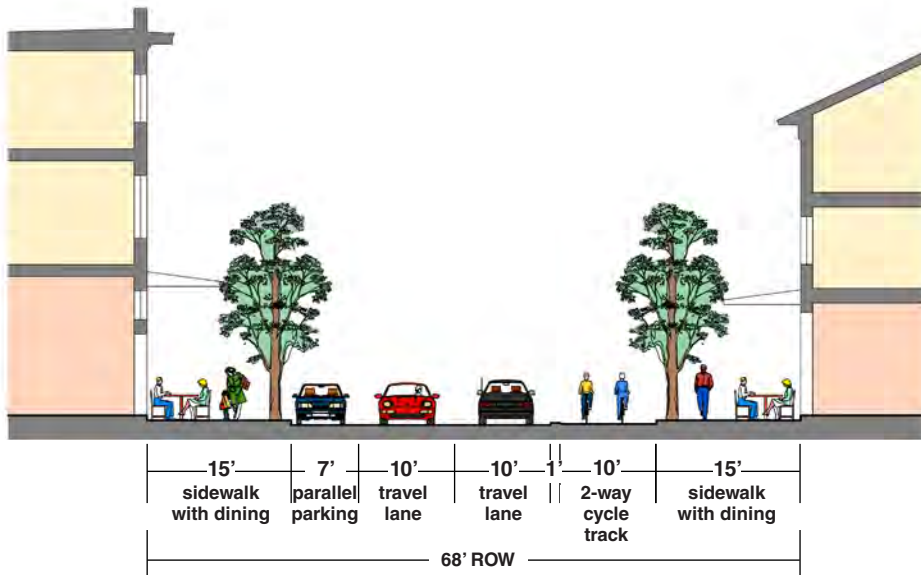

Figure 3.12: Main Street Option 4 Street Section

Boulevards

A boulevard contains central lanes for through-going traffic and two access lanes for local traffic. Boulevards have ample sidewalks, occur in primarily developed areas, and can be fronted by a variety of uses, including residences. Bicycles may be in a path, shared-use lane, mixed with traffic in an access lane, or all three.

Boulevards can handle a great deal of traffic while still providing high-quality commercial, office and residential frontage along the access lanes. Boulevards have long rows of trees which make them attractive and comfortable places to be as well as pass-through.

In the example below a central median is used to accommodate a turning lane, however the ideal boulevard does not expend area on a central median and instead allocates the maximum amount of space to the access lanes and the pedestrian experience.

Boulevard (Dedicated Transit Lane)

The boulevard can also include a dedicated transit lane for buses or light rail vehicles, which can either be constructed initially or retrofitted at some point in the future.

Boulevards have a target speed of between 30 and 40 mph in the through lanes, and 10 to 15 mph on the access lanes.
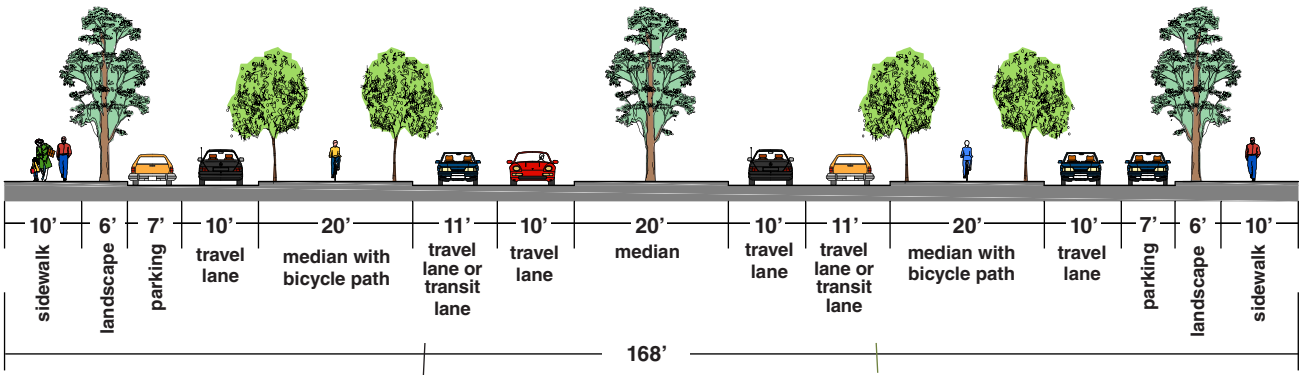
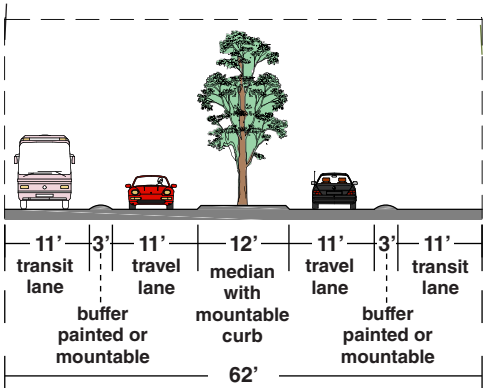*Figures 3.13 & 3.14: Boulevard Transit Phase 2 Street Section*

Figure 3.15: Boulevard Transit Phase 2 Street Section - Transit Option

3.11

Parkway

A parkway is a regional facility intended to carry traffic from point to point with little interruption in the way of driveways and intersections. Parkways can occur in rural contexts or on the edge of urban places. Parkways respect the natural environment, with a more informal landscape scheme in keeping with their rural setting. Parkways can have two or four travel lanes, with a target speed of between 30 and 45 mph. Bicycles and pedestrians are accommodated on a separated shared use path, but within the overall right-of-way.
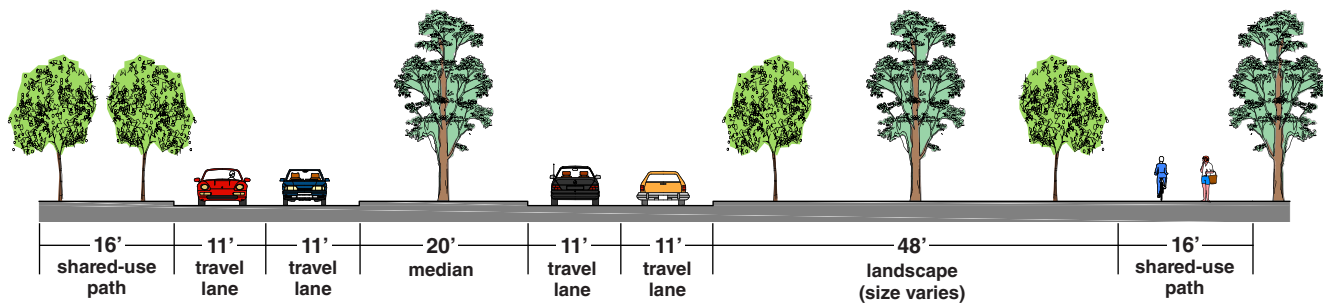

| 16' shared-use path | 11' travel lane | 11' travel lane | 20' median | 11' travel lane | 11' travel lane | 48' landscape (size varies) | 16' shared-use path |

Figure 3.16: Parkway Street Section

Parkway Options

The configuration of a Parkway can change according to local context and in keeping with environmental restrictions (in the case of former Fort Ord). Travel lanes of 12 to 14 feet are to be avoided because they will encourage highway speeds and lead to potentially lethal outcomes.
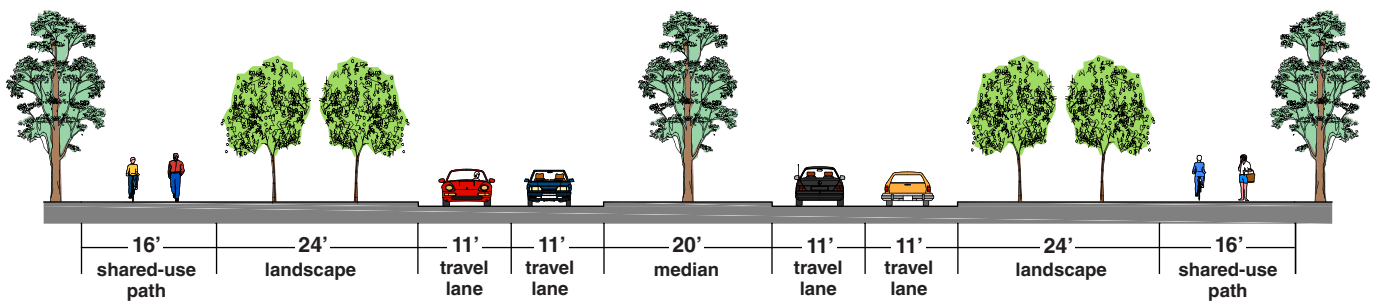
| 16' shared-use path | 24' landscape | 11' travel lane | 11' travel lane | 20' median | 11' travel lane | 11' travel lane | 24' landscape | 16' shared-use path |

Figure 3.17: Two-Sided Trail Parkway Street Section

| 16' shared-use path | 24' landscape | 5' cycle track | 3' buffer | 11' travel lane | median |
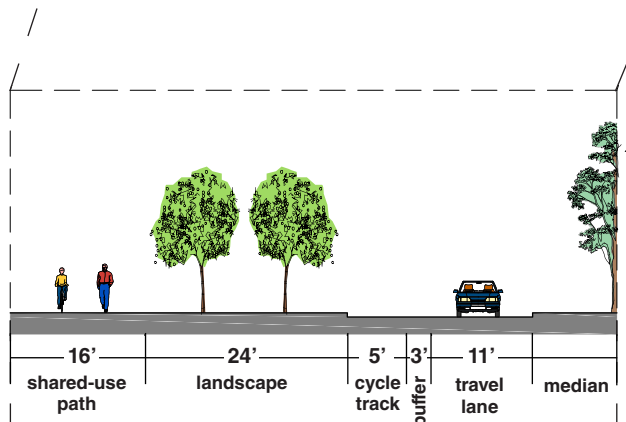
Figure 3.18: Two-Sided Trail Parkway Street Section - Option 1: Two Lane Road with Cycle Track

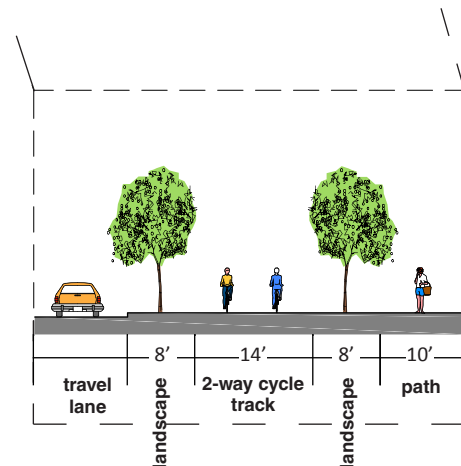| travel lane | 8' landscape | 14' 2-way cycle track | 8' landscape | 10' path |

Figure 3.19: Two-Sided Trail Parkway Street Section - Option 2: Walking and Cycle Facilities

Lighting Standards

Intent

Use pedestrian-scaled fixtures on all streets within walkable areas. Intersection-scaled lighting may be used in addition to pedestrian-scaled lights as necessary on major thoroughfares.

Place street lights in alignment between street trees. Coordinate the placement of fixtures with the organization of sidewalks, street furniture, landscaping, building entries, curb cuts, and signage in order to produce well-lit streets.

Keep the height of pedestrian-scaled light fixtures low (generally not taller than fifteen feet) to promote a pedestrian scale to the public realm and to minimize light spill to adjoining properties.

Light poles may include armature that allows for the hanging of banners or other amenities (e.g., hanging flower baskets, artwork, etc.). When lighting features a decorative component, it can also provide a unifying element not only along the street but within a specific area and among neighborhoods.
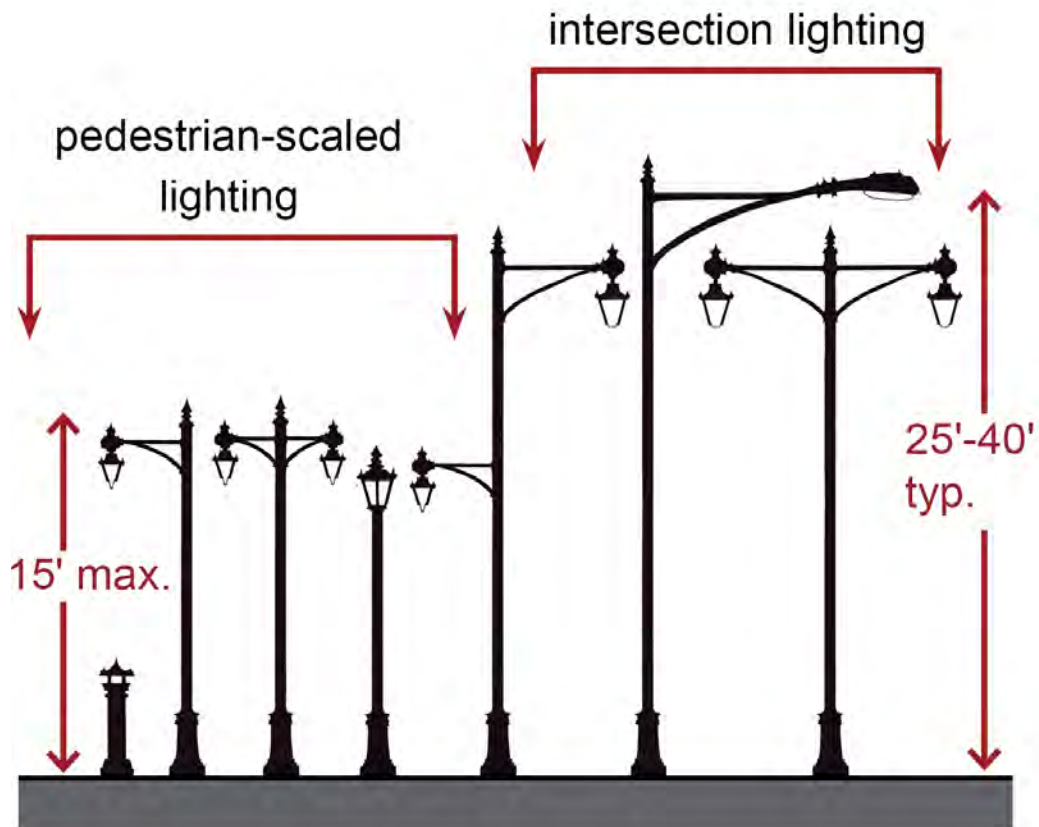

Figure 3.20: Pedestrian and Intersection Scaled Lighting

Usage

- To increase safety and highlight the specific identity of an area, the below street elements are encouraged to be lit:

    - Transit Stops: People feel more secure when transit stops are well-lit. Lighting also draws attention to and encourages use of such amenities.

    - Edges: Light the edges of a parking lot or plaza define and identify the space.

    - Focal Points: Lighted sculptures, fountains, and towers in a neighborhood, especially those visible to pedestrians and vehicles, are forms of wayfinding.

    - Light fixtures may be downcast or low cut-off fixtures to prevent glare and light pollution.

    - In order to conserve energy and reduce long-term costs, energy-efficient lamps are recommended for all public realm lighting.

The *Street Light Configurations* figure may be used as a guide to selecting fixtures. Each lighting type can be used within Centers, but use lighting with a greater brightness within the core of the Center, where pedestrian activity is greatest.

Variety in character establishes identity and uniqueness. However, consistency within each neighborhood, ward, or corridor creates a unifying scheme of illumination that is appropriate to the scale of the street and the level of nighttime activity. Lamp styles are not to be mixed along any one particular block of a street.
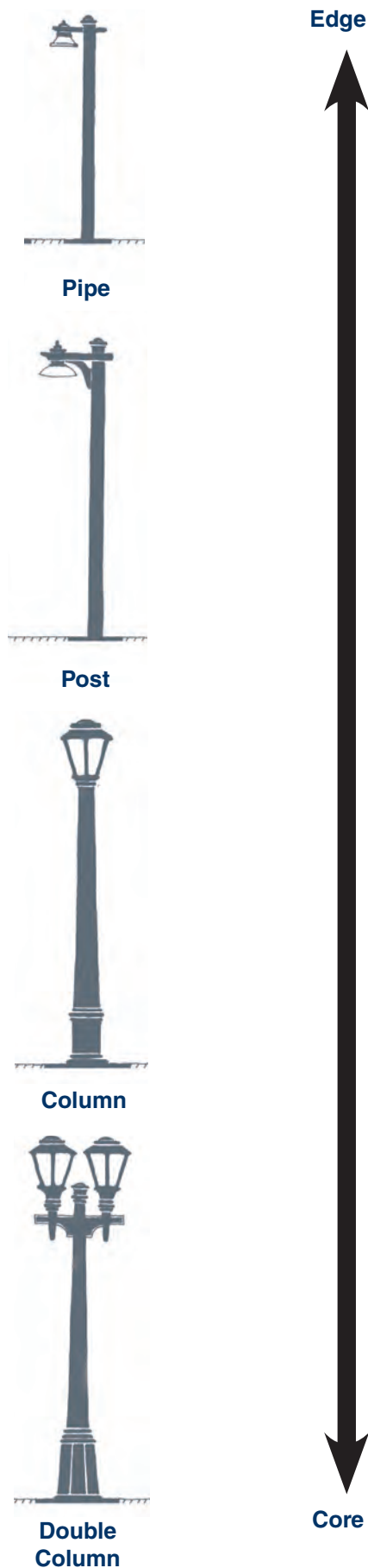
Edge

Pipe

Post

Column

Double Column

Core

3.15

Figure 3.21: Street Light Configurations

Purpose

The Network

Design streets to allow former Fort Ord to be traversed easily. An interconnected street network offers high capacity without overreliance on expensive, wide, disruptive arterials. Only permit dead-ends and cul-de-sacs that are unavoidable due to environmental or engineering constraints.

Block Size

In the Monterey Bay region, the walkable parts of towns and cities are found where the blocks are the smallest. Seaside neighborhoods have blocks that are less than 1,800 feet in perimeter, Downtown Monterey blocks are typically less than 1,200 feet, and Carmel-By-The-Sea blocks are 900 feet (counting breaks for pedestrian passages). People who live in areas with finely grained street networks walk more and drive less than people in large-block downtowns or suburban cul-de-sac suburbs.

Figure 3.22: Seaside

A network of connected streets with relatively small lot sizes makes Seaside a walkable community.

Figure 3.23: Bird's eye view of Seaside in the vicinity of Fremont Boulevard.

Amador Avenue

Calaveras Street

Hillsdale Street

Sonoma Avenue

Alhambra Street

Hamilton Avenue

Fremont Boulevard

Trinity Avenue

Application

This guideline applies to:

- Centers
- Gateways
- Corridors

Intent

To create walkable block sizes and an interconnected network of streets to increase neighborhood aesthetics, walkability, livability, sociability, and sustainability while maximizing the investment made in regional corridors on former Fort Ord lands.

Principles

1. Avoid dead ends and cul-de-sacs. Exceptions could result from physical obstacles like slopes steeper than 15 percent utility rights-of-way, existing limited-access motor vehicles rights-of-way, and parks and dedicated open space.

2. Connect new neighborhood streets to adjacent streets where connecting street stubs are available.

3. At "T" intersections which share property lines with potential future development, design so that roadways may be extended into the adjacent development. This is usually achieved by providing an easement in that location between the lots or by building a stub street that stops at the property line but will one day be connected.

4. Average block perimeters should be no larger than 2,400 linear feet.

5. Design projects such that the internal connectivity of streets is at least 140 intersections per square mile not counting streets that lead to cul-de-sacs or are gated to the general public. Use cul-de-sacs only when mandated by topography or site boundaries.

Authority: The "Connectivity" guideline refines 1997 Reuse Plan design principles: Mixed Use Development/Increased Density, page 121; Design Principle 3, page 9 and 59; General Development Character & Design Objectives, page 154 and 165; Community Form, page 62; and especially, Design Principle 6, regarding "Road design."

Measurement
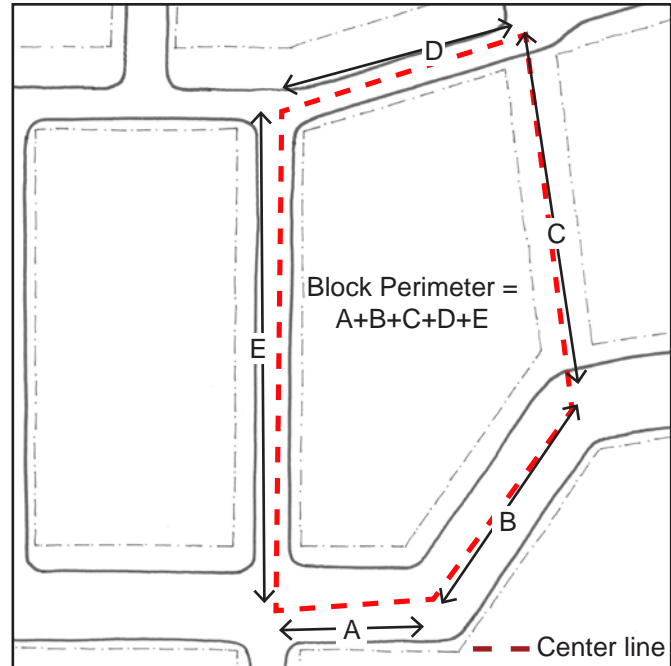
Figures 3.24, 3.25 and 3.26: Block Perimeter Diagram
Block perimeter measurements are taken along the center lines between right-of-ways regardless of roadway pavement locations.
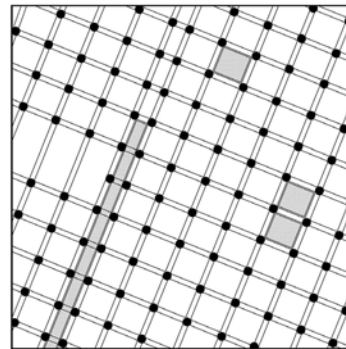
Portland, Oregon

Total # of Street Intersections: 102

Area of Samples Size: 0.23 sq. mi

Connections (inters./Sq. mi.): 443.5
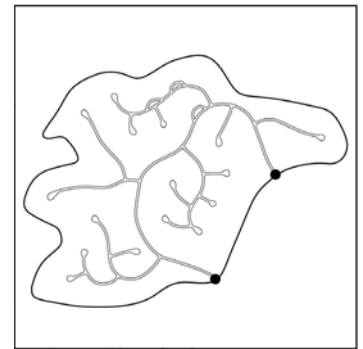
Irvine, California

Total # of Street Intersections: 2

Area of Samples Size: 0.23 sq. mi

Connections (inters./Sq. mi.): 8.7

Intersection Density Diagrams
Intersection density measurements count every intersection with the exception of those that lead to cul-de-sacs. Alleys and pedestrian passages are counted.

Purpose

Building orientation is essential to making great streets and public spaces. Generally, buildings have fronts, sides, and backs. The most carefully designed fronts of buildings face streets and public spaces. The rear and sides of buildings, which often incorporate a building's service functions and typically have fewer doors and windows, usually do not face the public realm. The front building façades are generally built parallel to a front lot line.

Establish the relationship between building fronts and backs to ensure public spaces have natural surveillance and to avoid the blighting influence of the backs of buildings facing public spaces. Building fronts face the fronts of other buildings; fronts may face sides where necessary, but fronts do not face the back of buildings.

Buildings with frontage on two thoroughfares usually have their building front onto the thoroughfare most likely to accommodate pedestrian traffic.

Figure 3.27: Ocean View Boulevard in Pacific Grove

The discipline of building orientation, including fronts facing fronts, as found without exception in historic Pacific Grove, creates streetscapes in which pedestrians are always looking at interesting front facades.

Figure 3.28: Bird's eye view of Hoffman Avenue between Lighthouse and Hawthorne Avenues in Monterey. Notice that fronts typically face fronts, fronts sometimes face sides and fronts never face backs.
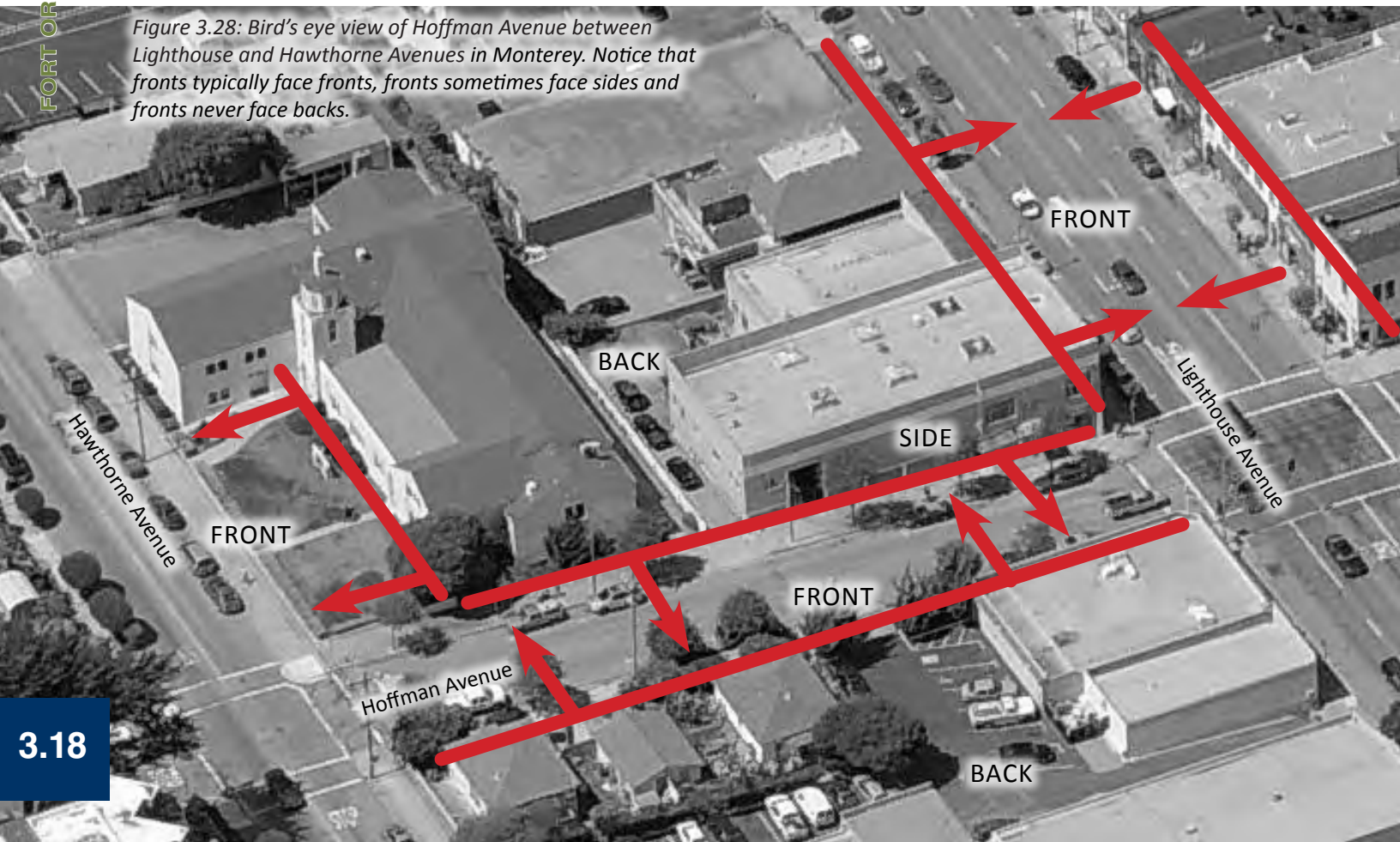
Application

This guideline applies to:

- Centers
- Gateways
- Corridors

Intent

- Establish the relationship between the fronts and backs of buildings to insure that public spaces have natural surveillance from buildings
- Enhance sociability where people know their neighbors because they are often seen.
- Avoid the blighting influence of the backs of buildings facing public spaces.
- Improve aesthetics by avoiding streetscapes where garage doors, service entrances, blank walls, or parking lots are the dominant visual image.
- Promote public health by providing safe, appealing, and comfortable street environments that encourage daily activity and avoid pedestrian injuries.
- Promote walking to reduce vehicle miles travelled.

Principles

1. Build principal building façades parallel to a front lot line or to the tangent of a curved front lot line.
2. Building fronts display a building's principal façade and face either streets or public spaces.
3. Fronts of buildings face the fronts of other buildings; fronts can face sides where necessary; fronts are not to face backs.
4. For buildings with frontage on two thoroughfares, place the building front on the thoroughfare most likely to accommodate pedestrian traffic.
5. Locate parking lots behind buildings.
6. Locate parking garages within the interior of blocks to maintain active, interesting streets.

Measurement

Fronts facing Fronts	Preferred
Backs facing Backs	Preferred
Fronts facing Sides	Accepted
Sides facing Backs	Accepted
Fronts facing Backs	Discouraged

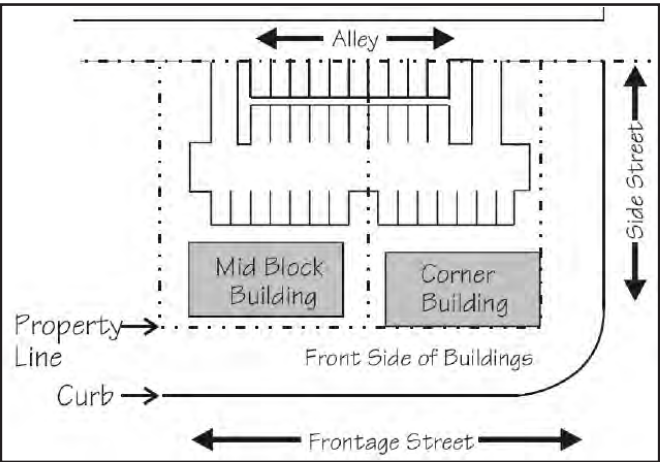*Figure 3.29: Building Orientation Configurations*

Figure 3.30: Parking Location Diagram
Locate parking lots behind buildings whenever possible, ideally along an alley and shared among businesses.

Figure 3.31: Sample Fronts, Backs, and Sides of a house and commercial building.

Purpose

Mix building types to create centers and neighborhoods which allow a diversity of ages and incomes. Mix building types to permit residents to trade-up or downsize their homes while avoiding having to move from the region at different stages in their life. Multi-generational neighborhoods and life-cycle neighborhoods create strong social networks, avoid concentrations of poverty or wealth, and lead to safer communities.

In centers and gateways, many daily living activities are often located within walking distance, allowing independence to non-drivers and encouraging walking, which works to reduce the number and length of automobile trips and conserve energy.

Figure 3.32: Alvarado Street, Downtown Monterey, CA

Nearly every building type can be found on Alvarado Street, from mixed-use shopfronts to courtyard apartment buildings. On adjacent residential streets cottages, apartment houses, duplexes, and single-family houses sit side-by-side.

Figure 3.33: Bird's eye view of Central Avenue between 17th and 15th Street in Pacific Grove. Notice the variety of building types, uses, and housing types.

MIXED-USE   ACCESSORY DWELLING   COTTAGE   COURTYARD APARTMENT BUILDING

Application

This guideline applies to:

- Centers
- Gateways

Intent

Design new centers and gateways to be compact, pedestrian-friendly and mixed-use. Within neighborhoods near centers and gateways, plan a broad range of building types.

Principles

Provide at least three of the following building types in every major project: Single Family House, Accessory Dwelling Unit, Cottage, Duplex, Apartment House, Courtyard Apartment, Rowhouse, Mixed-Use Building, Corner Store, Small Market/Gas Station, Park-Under Building, or Large-Footprint Building.

Measurement

The figures that follow illustrate a variety of building types. They include Single Family House, Accessory Dwelling Unit, Cottage, Duplex, Apartment House, Courtyard Apartment, Rowhouse, Mixed-Use Building, Corner Store, Small Market/Gas Station, Park-Under Building, and the Large-Footprint Building.

Figure 3.34: Site Plan Diagram

Site plans must show lot types and building types and all new large projects are to demonstrate at least three different kinds of types within walking distance.

3.21

Sample Building Types

The following building types, when mixed, are in accordance with the Intent and Principles of the "Mix of Building Types" guideline. Height and setbacks are provided for each type.

Single Family House

A single-family detached residence which occupies a single building lot.

Typical Height: 1 - 2.5 stories

Typical Front Setback: 10' - 20'

Typical Side & Rear Setback: Variable

Typical Lot Frontage Width: 50' - 80'

Typical Uses: residential

Accessory Dwelling Unit

A subordinate living unit detached from a single-family dwelling that provides basic requirements for independent living usually located above a garage.

Typical Height: 1 - 2 stories

Typical Front Setback: Variable

Typical Side & Rear Setback: 5' from rear property line

Typical Uses: residential

It is recommended that Accessory Dwelling Units have a maximum foot print of 800 square feet.

Cottage

A small single-family residence.

Typical Height: 1 - 1.5 stories

Typical Front Setback: 5' - 15'

Typical Side & Rear Setback: Variable

Typical Lot Frontage Width: 25' - 50'

Typical Uses: residential

Required Features: A front porch or stoop is recommended along at least 50% of the building's street frontage.

Duplex

Two single-family semi-detached dwelling units which occupy a single building lot.

Typical Height: 1 - 2.5 stories

Typical Lot Frontage Width: 40' - 80'

Typical Uses: residential

Each dwelling unit has its own primary entrance that will face the street.

Required Features: Stoop or Front Porch

Figure 3.35: Single Family House with Rear Accessory Dwelling Unit
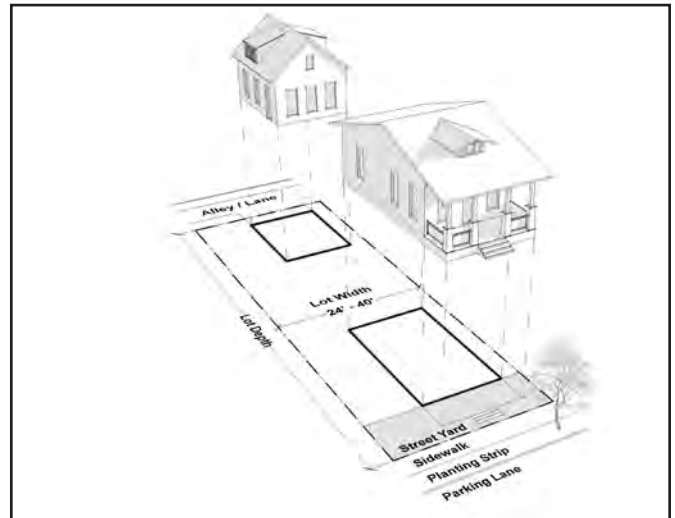
Figure 3.36: Cottage
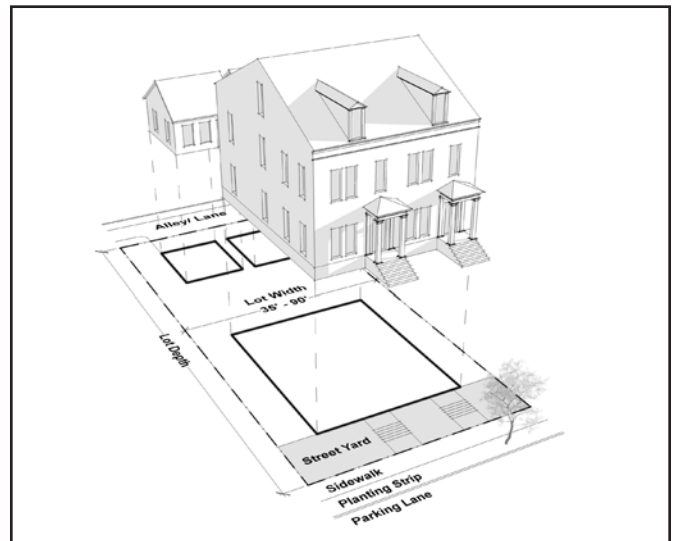
Figure 3.37: Duplex

Apartment House

Multi-family attached dwelling units which occupy a single building lot.

Typical Height: 1 - 2.5 stories

Typical Front Setback: 5' - 25'

Typical Side Setback: 5'

Typical Rear Setback: 65' to accommodate parking

Typical Lot Frontage Width: 80' - 150'

Typical Uses: residential

Required Features: Stoop or Front Porch
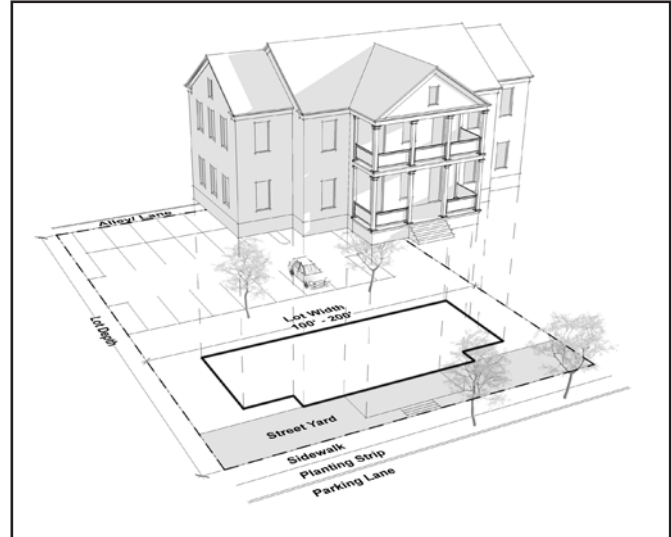
Figure 3.38 Apartment House

Courtyard Apartment Building

Apartment building which wraps around a central common courtyard that opens to the street. Courtyard buildings require extra deep lots.

Typical Height: 1 - 3 stories

Typical Front Setback: 0' - 15'

Typical Side & Rear Setback: 15' & 15'

Typical Lot Frontage Width: 100' - 200'

Typical Uses: residential
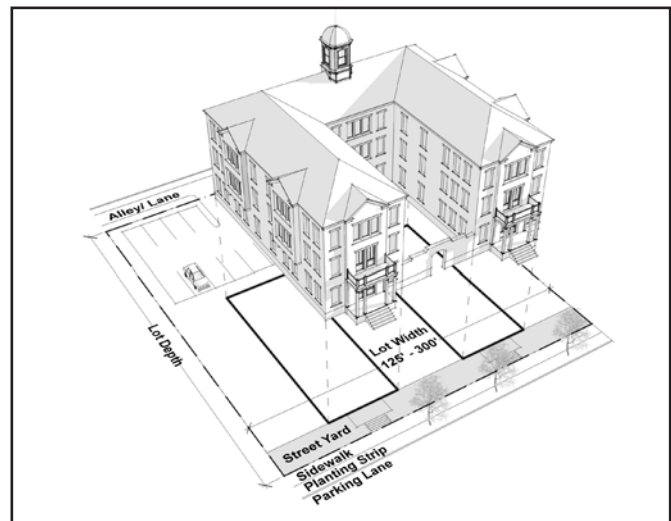
Figure 3.39: Courtyard Apartment Building

Rowhouse

Also known as a Townhouse. Single-family attached residences which each occupy a single lot.

Typical Height: 2 - 3.5 stories

Typical Front Setback: 0' - 5'

Typical Side & Rear Setback: 0' & 0'

Typical Lot Frontage Width: 16' - 32'

Typical Uses: residential

Required Features: Stoop or Front Porch
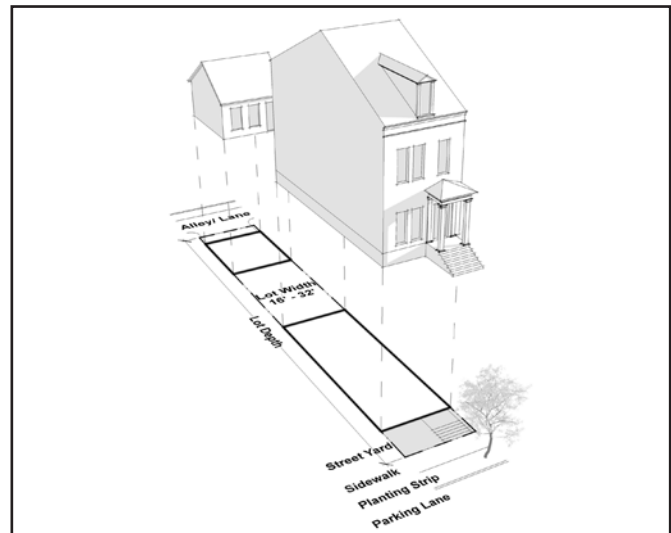
Figure 3.40: Rowhouse

Park-Under Building

A shallow building type with parking on the ground floor and residential or office spaces in the upper floors which is used to hide parking lots.

> Typical Height: 2 - 3 stories
>
> Typical Front Setback: 5' - 25'
>
> Typical Side & Rear Setback: 5' & 5'
>
> Typical Lot Frontage Width: 40' - 100'
>
> Typical Uses: Office or residential
>
> Provide a minimum of one ground floor street front building entrance.
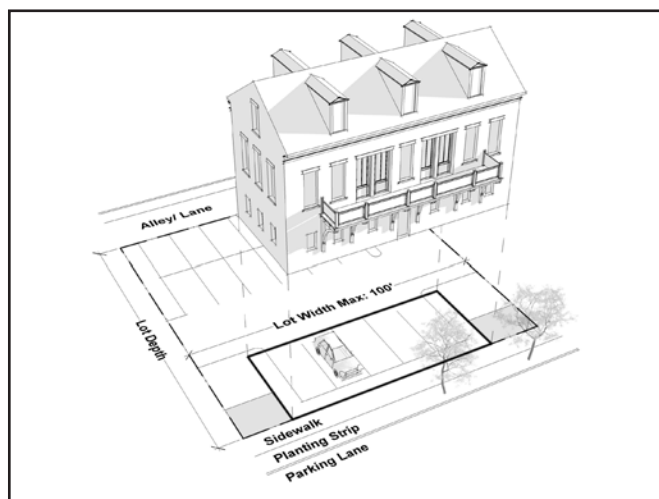
Figure 3.41: Park-Under Building

Large-Footprint Building

A commercial building over 10,000 square foot footprint.

> Typical Height: 1 - 2 stories
>
> Typical Front Setback: 25' and up
>
> Typical Side & Rear Setback: 25' and up
>
> Typical Lot Frontage Width: 100' - 500'
>
> Typical Uses: retail, industrial, office and/or lobby space at street level, office in upper levels
>
> Shopfronts are recommended along the sidewalk over at least 50% of the building's street frontage.
>
> The sidewalks adjacent to shopfronts may be covered by either awnings, arcades, or marquees.
>
> Mask blank walls and parking lots from the street by Liner Buildings or Park-Under Buildings.
>
> Locate parking to the rear of the building, out of view from adjacent streets (if parking is to be provided on site).
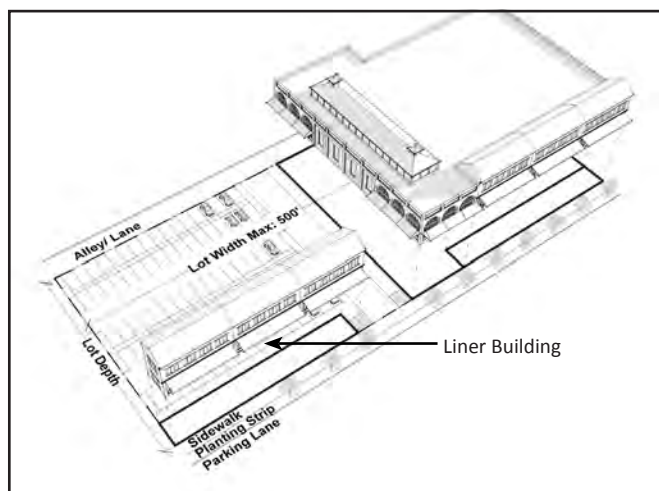
Figure 3.42: Large-Footprint Building

Corner/Convenience Store

A building type that features shopfronts along the sidewalk at the street level with residential spaces potentially in the upper floors. This building is specifically designed to fit in character and scale with a single-family residential neighborhood.

> Typical Height: 1 - 2.5 stories
>
> Typical Front Setback: 0' - 5'
>
> Typical Side & Rear Setback: 0' & 18'
>
> Typical Lot Frontage Width: 20' - 50'
>
> Typical Uses: retail or office at street level, office or residential in upper levels.
>
> Required Features: Arcade or Awnings.
>
> Locate parking in the rear of the building, out of view from adjacent streets.
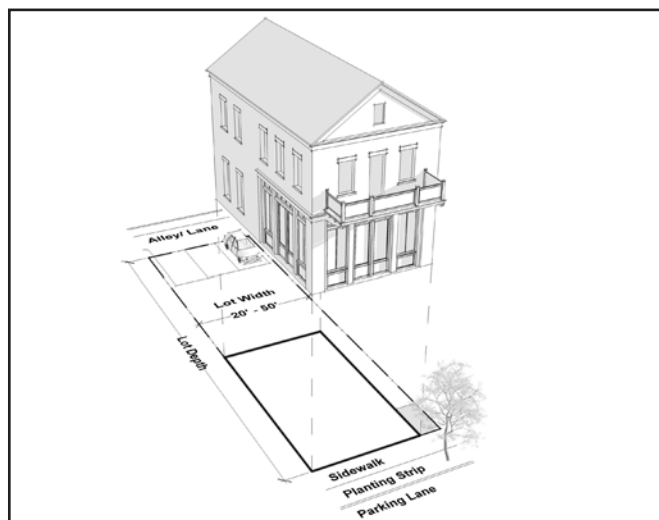
Figure 3.43: Corner/Convenience Store

Mixed-Use Building

A building type that is mixed-use in nature and features shopfronts along the sidewalk at the street level, with office or residential spaces in the upper floors.

Typical Height: 2 - 5 stories

Typical Front Setback: 0' - 5'

Typical Side Setback: 5'

Typical Rear Setback: Sufficient to allow parking

Typical Lot Frontage Width: 40' - 300'

Typical Uses: retail or office at street level, office or residential in upper levels.

Cover the sidewalks adjacent to shopfronts by either arcades or marquees.

Locate parking in the rear of the building, out of view from adjacent streets.
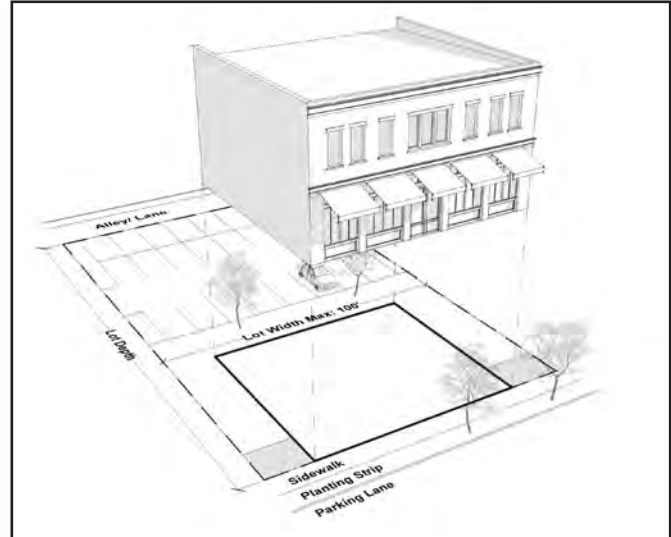
Figure 3.44: Mixed-Use Building

Small Market / Gas Station

A building primarily devoted to the sale of automotive gasoline in a way that is not destructive to walkability. The primary building is mixed-use in nature and features shopfronts along the sidewalk at the street level, with office space in the upper floors. Gas pumps are located in the rear of the building.

Typical Height: 1 - 2.5 stories

Typical Front Setback: 0' - 5'

Typical Side & Rear Setback: Variable

Typical Lot Frontage Width: 50' - 100'

Typical Uses: retail at street level, office in upper levels.

Locate gas pumps and parking in the rear of the building, out of view from adjacent streets.

Ths building type must have doors at both front and rear and front doors may not be locked during business hours.
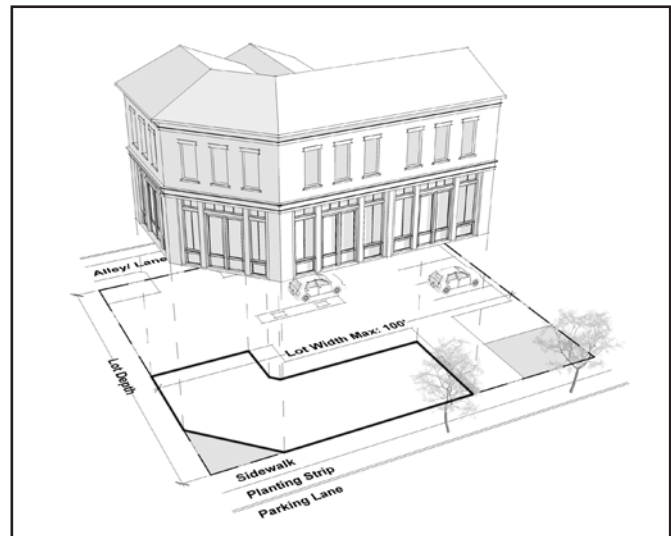
Figure 3.45: Small Market / Gas Station

Primacy of Open Spaces

Purpose

Open Space

Public open space provides a venue for light, air, landscaping, and an experience of nature. Public parks, plazas, and green streetscapes serve as the "living rooms" for community life. They are places where the public can gather, meet and interact. Open space may also contribute to higher real estate value for the surrounding uses while sustaining environmental character.

A range of parks from tot-lots and ballfields to neighborhood gardens and dog parks can be distributed throughout developments, and sited within walking distance of community life.

Civic Buildings

The City of Monterey's City Hall is located on Friendly Plaza, Seaside's City Hall is adjacent to a park, and the Marina Library is located atop Locke Paddon Park. New public buildings are ideally given honorific locations facing public open space wherever possible. The space becomes a destination and invites people to engage with the space and one another.

Figure 3.46: Colton Hall in Monterey, CA

Colton Hall in Monterey faces Friendly Plaza. This placement communicates a message that the building is accessible by the public.

Figure 3.47: Bird's eye view of Locke Paddon Park in Marina.

Reservation Road

Marina Library

Locke Paddon Park

Del Monte Boulevard

Application

This guideline applies to:

- Centers
- Gateways

Intent

To provide an ample number of functional public spaces while improving aesthetics, community life, and overall property values.

New developments of significant size should be designed so that civic spaces are located within walking distance of every home and existing neighborhoods lacking the proper amount of open space should endeavor to add more as the neighborhood evolves.

Principles

1. Locate new and existing development within 1/4 mile of a small public plaza or playground, and within 1/2 mile of a green, square, or park.

2. Utilize prominent locations, like the ends of streets, the tops of hills, or land adjacent to parks, for civic buildings including churches, schools, shared pool facilities, community halls, memorials, and simple pavilions.

Authority: The "Primacy of Open Space" guideline refines 1997 Reuse Plan design principles: Mixed Use Development/Increased Density, page 121; Design Principle 3, page 9 and 59; General Development Character & Design Objectives, page 154 and 165; Community Form, page 62; and especially, Design Principle 6, regarding "Landscaping."

Measurement
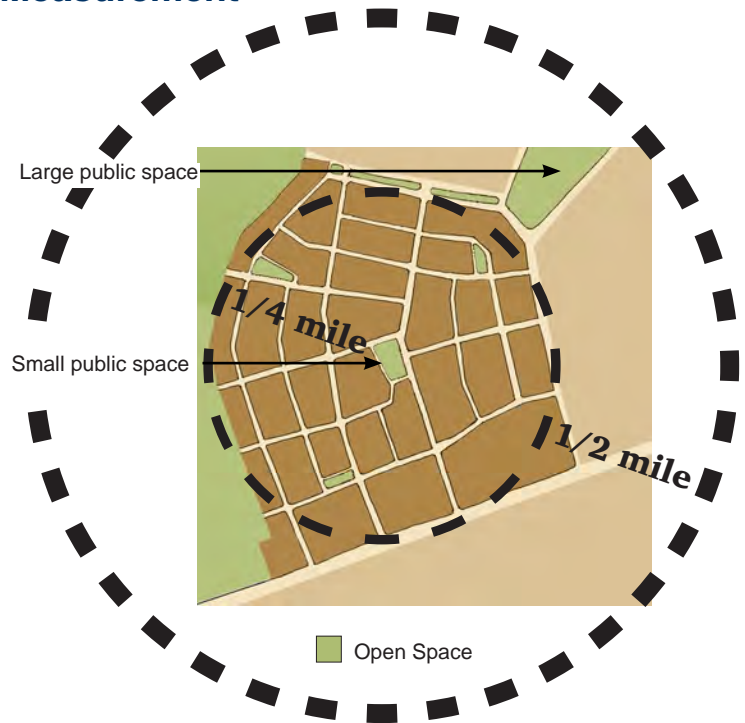
Figure 3.48: Placement of Open Spaces

Open spaces can vary in size, shape and use, but are to be a minimum of a five-minute-walk (1,320 feet) from most dwellings. Locate larger outdoor recreation areas within a ten-minute-walk (2,650 feet). Open space is typically located at the physical center of development whenever possible.
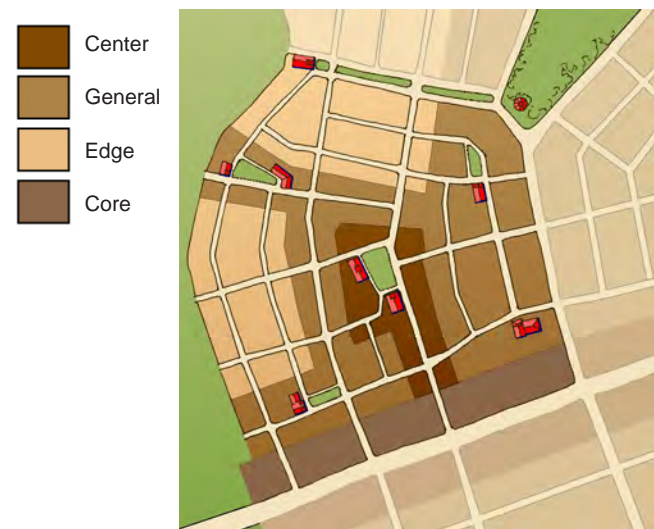
Figure 3.49: Placement of Civic Buildings

Civic buildings provide a community's social infrastructure. Locate new civic buildings on open spaces or at the intersection of important streets where possible. Civic buildings are typically located at the physical center of development whenever possible. Civic buildings range from recreatonal buildings to decorative gateways or pavilions.

Planting Palettes

Native, Noninvasive, and Drought-Tolerant Species

To preserve the environmental quality and biodiversity of the Monterey Bay region, native vegetation is to be used whenever possible to maintain the natural character of the Fort Ord Monument. Ideal plant species will thrive in low-water conditions and serve a variety of needs, including shade, soil conservation, and aesthetic improvements. The following is a list of potential plant types. This list is not exhaustive and may be revised.

Strong-Performing Trees

Common Name	Scientific Name
Pink Melaleuca	*Melaleuca nesophila*
Catalina Ironwood*	*Lyonothamnus floribundus*
New Zealand Christmas Tree	*Metrosideros excelsa*
Monterey Cypress*	*Cupressus macrocarpa*
Red Gum	*Eucalyptus camaldulensis*
Manna Gum	*Eucalyptus viminalis*
Red Ironbark	*Eucalyptus sideroxylon*
Monterey Pine*	*Pinus radiata*
Red Flowering Gum	*Eucalyptus ficifolia*
Water Gum	*Tristaniopsis laurina*
California Sycamore*	*Platanus racemosa*
Aristocrat Pear	*Pyrus calleryana 'Aristocrat'*
Chanticlear Pear	*Pyrus calleryana 'Chanticlear'*

Accent Trees

Common Name	Scientific Name
American Agave	*Agave americana)*
Foxtail Agave	*Agave attenuata)*
Renegade Cordyline	*Cordyline 'Renegade'*
Sunburst Pinwheel	*Aeonium 'Pinwheel'*
Coral Aloe	*Aloe striata*
Torch Aloe	*Aloe arboresens)*
Pig's Ear	*Cotyledon orbiculata*
Gopher Spurge	*Euphorbia rigida*
Blue Chalk Sticks	*senecio mandraliscae*
Catalina Ironwood	*Lyonothamnus floribundus*
Eastern Redbud	*Cercis canadensis*
Texas Redbud	*C. canadensis texensis*
Purple Hop Bush	*Dodonaea viscosa 'Purpurea'*
Nichol's Willow Leaf	*Eucalyptus nicholii*
Silver Dollar Gum	*Eucalyptus polyanthemos*
Flowering Crabapple	*Malus species*
Cajeput Tree	*Melaleuca quinquenervia*
Flowering Plum	*Prunus cerasifera*

Shrubs and Bushes

Common Name	Scientific Name
Flax	Phormium 'Cream Delight'
New Zealand Wind Grass	Stipa arundinacea
Feather Grass	Stipa ichu
Deer Grass	Muhlenbergia rigens
Feather Reed Grass	Calamagrostis 'Karl Forster'
Cape Reed	Chondropetalum tectorum)
Dwarf Mat Rush	Lomandra 'Breeze'
Yarrow	Achillea millefolium
Statice	Limonium perezii
Bulbine	Bulbine 'Hallmark'
Beach Primrose	Camissonia cheiranthifolia)
Lion's Tail	Leonotis leonuris
Rosemary	Rosmarinus 'Tuscan Blue
Dwarf Coast Rosemary	Westringia 'Smokey'
Pigeon Point Coyote Brush	Baccharis 'Pigeon Point'
Grevillea Lanigera	Woolly Grevillea
Manzanita	Arctostaphylos
Valley Violet*	Ceanothus Maritimus
Little Sur Manzanita*	Arctostaphylos edmundsii
Bearberry	Arctostaphylos uva ursi
Bush Anemone	Carpenteria californica
Monterey Ceanothus	Ceanothus arboreus
Lilac	Ceanothus 'Conch
Monterey Ceanothus	Ceanothus rigidus
Sageleaf Rockrose	Cistus salviivolius
Bush Poppy	Dendromecon rigida

*Native species

Figure 3.50: Monterey Cypress

Figure 3.51: Blue Chalk Sticks

Figure 3.52: Valley Violet

Optimize Trail Network **Landscaping**

Purpose

The Design Guidelines are intended to provide design guidance to further refine trails. The Design Guidelines include potential trail sections for different land use contexts, current best practices in multi-modal transit planning, and design considerations to maximize rider safety, landscape experience, and regional economic benefit.

Figure 3.53: Frog Pond Wetland Preserve, Del Rey Oaks, CA

Trails can be clearly defined and cemented pathways or dirt roads clear of debris. Within the Frog Pond Wetland Preserve, dirt paths can coexist side by side with stairs for pedestrians.
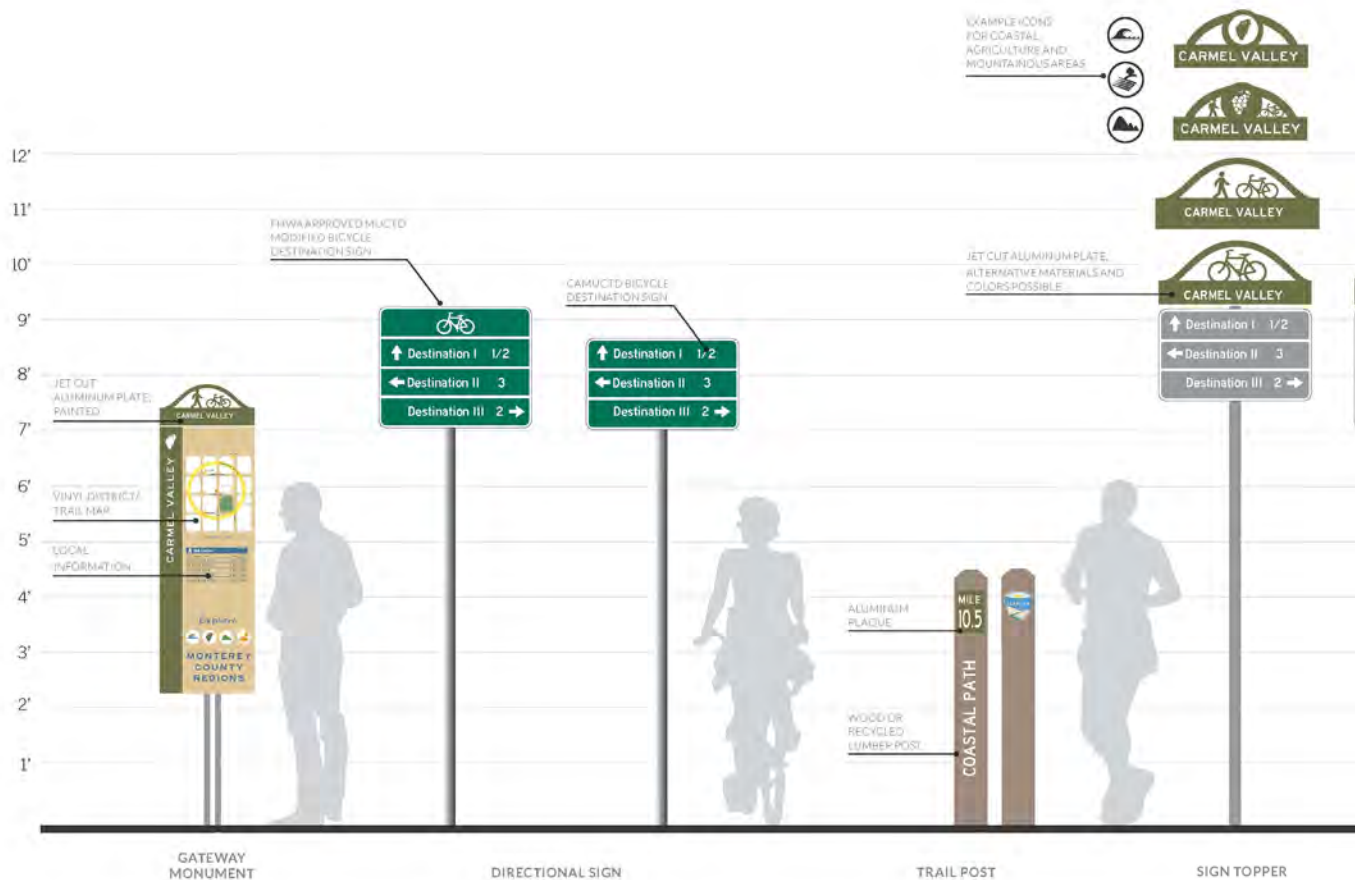
Figure 3.54: From "TAMC's Monterey County Bike and Pedestrian Sign Design" 9.20.15

Application

This guideline applies to:

- Trails

Intent

To build trail systems that serve to:

- Safely link urban landscapes with natural amenities.

- Create connectivity that enable residents and visitors to residences, areas of activity and leisure.

Principles

For all projects:

1. Coordinate jurisdiction trail planning and development whenever possible to ensure a continuous, connected trail network.

2. Separate trail segments from the vehicle roadway to maximize safety and rider/walker confidence whenever feasible.

3. Plan separate use trails for equestrians/and hikers whenever feasible. Use coordinated multi-use signage when separation is not feasible.

4. Prioritize opportunities to access regionally valuable viewsheds and landscape experience, as well as to link businesses and economic development opportunities with trails.

5. Trail design considerations are to respond to the local landuse context to optimize design, experience, safety and performance.

6. Incorporate directional wayfinding signage that integrates regional and local jurisdiction design preferences into trail planning.

7. Plan formalized trailhead facilities for key access points to the Fort Ord National Monument and Fort Ord Dunes State Park.

Legend

- ▬ Through Street (cars)
- ▬ Drives (Running, Cycling, Carriages, Cars)
- ▬ Walking Paths
- ▬ Hiking Trails

Measurement

- Formal trails plans complete and coordinated with neighboring landowners and jurisdictions

- Trail plans include off-street facilities

- Multi-use and segregated use trails planned

- Regional viewsheds and nature experiences maximized

- Business and economic development considerations included in trails plans

- TAMC regional wayfinding signage and/or local preferences incorporated

- Trailhead facilities and location planned

Figure 3.55: Sample of Trail Diversity

Background

The BRP Section 3.6: Conservation, Open Space and Recreation concept lays out the following Fort Ord trails network planning guiding principles:

1. Provide a trail system with adequate connections to non-motorized transportation alternatives to all neighborhoods in the former Fort Ord;

2. Use the trail system to reinforce the redevelopment planning strategy of using recreation and open space assets to make the former Fort Ord attractive to potential users by interconnecting and increasing access to those assets;

3. Reserve adequate Right of Way along planned transportation corridors to accommodate planned trails in addition to the entire planned road cross section; and

4. The Fort Ord trails system can be considered as an integral part of a larger regional trails network which includes, but is not limited to: the Toro

Regional Park trails; existing and proposed Carmel Valley trails; and, the existing Highway 68 corridor (used as a bike route). Link Fort Ord trails to regional bike/pedestrian trails wherever possible.

The BRP proposed trail network is shown in the pictured Recreation and Open Space Framework Plan (Figure 3.6-3 in the Base Reuse Plan).

Two categories of Major and Minor trails are described in the BRP, which are analogous to the Arterial vs. Collector classification of roads. In general, Major trails have a more regional function, connecting foot and non-motorized traffic to destinations outside of the former Fort Ord, or completing critical higher volume linkages with the former Fort Ord. In most cases these are located within the rights-of-way planned for major transportation arterials. Minor trails perform a less critical role, distributing and collecting traffic to and from neighborhoods along lower-volume routes.
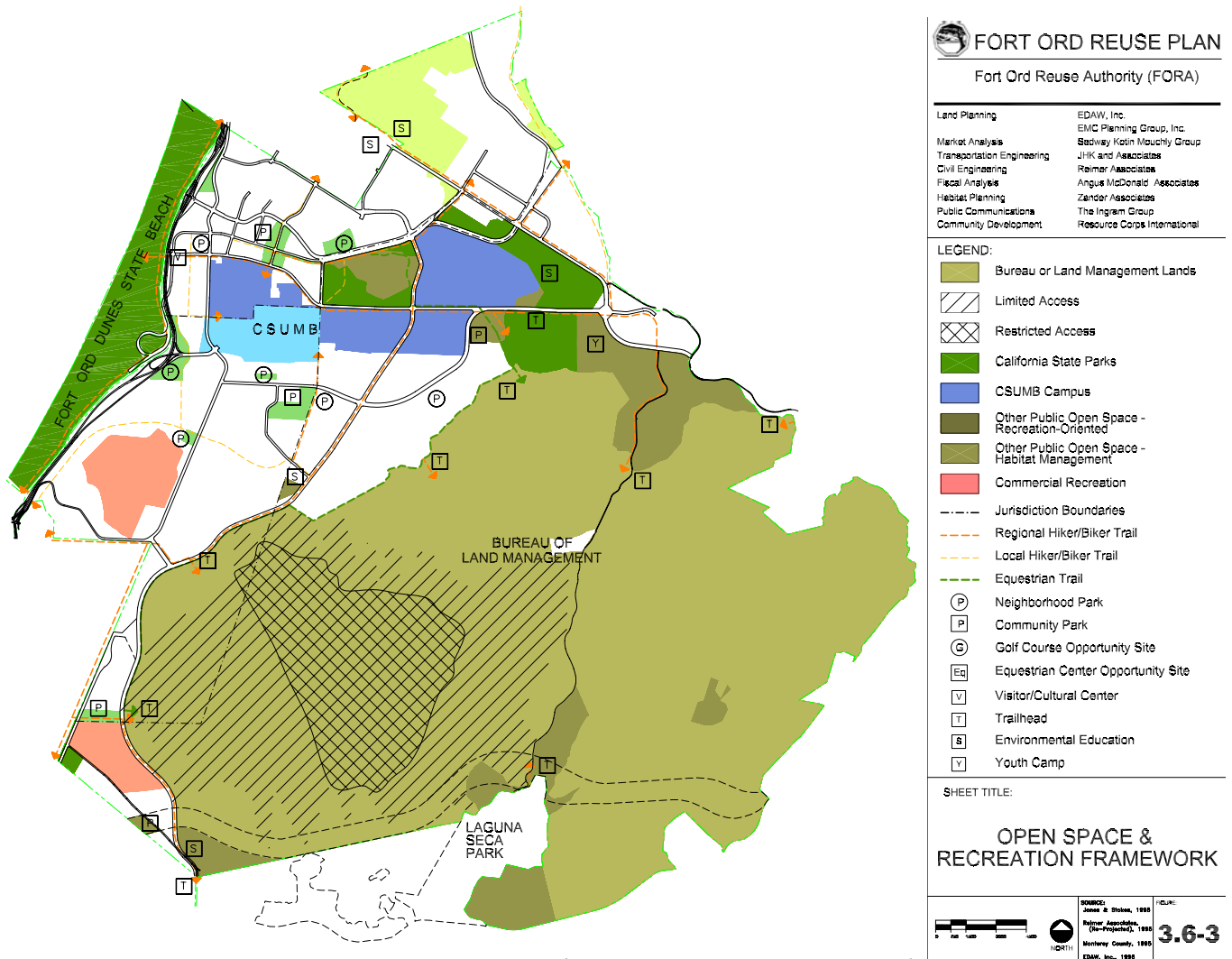
Figure 3.56: Recreation and Open Space Framework Plan (Figure 3.6-3 in the Base Reuse Plan).

Major & Minor Trails

As described in the BRP, Major trails have a minimum width of 12 feet and be surfaced in asphalt or concrete, although a wood plank surface is permitted on causeways or boardwalks. The 3 BRP major-trail alignments are:

- Intergarrison Trail: Connects Fort Ord Dunes State Beach to the CSUMB campus, the former landfill area, the BLM lands through Marina's community park, and the East Garrison by means of the 8th Street Bridge, 8th Street, and Intergarrison Road.

- Fort Ord Dunes State Beach Trail: This trail would consist of lane striping within the travelway of the proposed Beach Range Road connecting the cities of Marina and Seaside through the back dune area.

- Salinas Valley /Seaside Trail: This trail is intended to serve as a major north/south hiker/biker trail through the former Fort Ord. It is located predominantly within planned transportation rights-of-way, although an option exists along the Seaside/former Fort Ord boundary to locate the bike trail within an existing power transmission line corridor.

Four BRP Minor trails alignments with a minimum trail 10 foot pavement width include:

- Monterey Road Trail: A minor hiker/biker trail following Monterey Road from the vicinity of Fremont Boulevard through the planned residential district, then crossing General Jim Moore Boulevard into the POM Annex.

- Main Garrison Trail: A second minor trail connects the proposed visitors center and the Intergarrison Trail at 8th Street through the Town Center Planning Area to the Monterey Road Trail.

- Crescent Avenue Trail: This trail connects Marina to the Intergarrison Trail and the CSUMB campus along Crescent Avenue and the Marina Village Community Park.

- Reservation Road Trail: This trail connects the East Garrison to the City of Marina. It is located entirely within the right-of-way of Reservation Road.

Equestrian Trails

In addition to the hiker/biker trails, the BRP envisioned several centers of equestrian activity on the former Fort Ord which, as one of the last active cavalry posts in the U.S. Army, is well suited to equestrian uses. A primary concern of trail planning at the former Fort Ord is to connect various equestrian-related activities, building a synergy which will increase their attractiveness and usefulness. Two equestrian trails are designated outside of the BLM lands. These trails appear as a dashed black line in the Recreation and Open Space Framework Plan.

- Intergarrison Equestrian Trail: This trail will connect the regional equestrian center planned for the former landfill area with the BLM trail system, with a trailhead staging area and related parking planned for the Marina community park adjacent to Intergarrison Road.

- Eucalyptus Road Trail: This trail parallels the northern boundary of the BLM lands. It is located within the future Eucalyptus Road Residential Community, where it forms a dual function as both a recreation trail and a firebreak between the residential area and the native coastal shrub areas. The trail will be a dirt trail at least twenty feet wide.

A forthcoming FORA trails blueprint will provide an updated, refined synthesis of cross-jurisdictional, regional trail networks building from the 1997 BRP trail plan. This blueprint is being collaboratively developed by FORA, member jurisdictions, the Transportation Agency for Monterey County (TAMC), and other interested parties. It is expected that the blueprint will be reviewed and approved by both the FORA and TAMC Boards, at which point TAMC will assume lead agency status for trail network implementation.

Sample Trail Types

The following trail types are in accordance with the Intent and Principles of the "Optimize Trail Network" Guideline. At the same time, trail design must be tailored to the terrain and user needs.

Rural Corridor Trail

This cross-section illustrates a trail that is parallel to, but separated from, a roadway in order to utilize the open space of rural settings. The trail meanders and follows contours in the terrain and arrives at vistas and viewpoints.

Both horizontal and vertical separation from the roadway are important to creating a user experience that is relived of roadway noise. Design elements and spacing create a pleasant user experience for people on the corridor on foot, bike, or horse.

Paved paths are to be provided for pedestrians and bicyclists, and dirt paths for people on horseback. Trees can be used to help create separation and create view corridors and shade opportunities. It is important that trees be set back from equestrian users.

Greenway Corridor Trail

The intent of this trail cross-section is to show various types of trails that are separated within a linear park or "Greenway".

When the backs of the buildings line the greenway linear park it is important for these buildings to create activation and "eyes" on the corridor with outdoor dining, benches, tables, and storefronts. Trees can create linear corridors and be clustered to provide rooms of open space.

Urban Corridor Trail

The cross-section separates motorist users from other users. Tree lined roadways and trails help define the corridors and provide shade. The Urban Corridor Trail provides a greater variety of destinations like cafes and stores. It is essential that the urban pathway be legible to users moving from more rural areas. This section shows a distinct hike-bike pathway and a possible equestrian pathway.
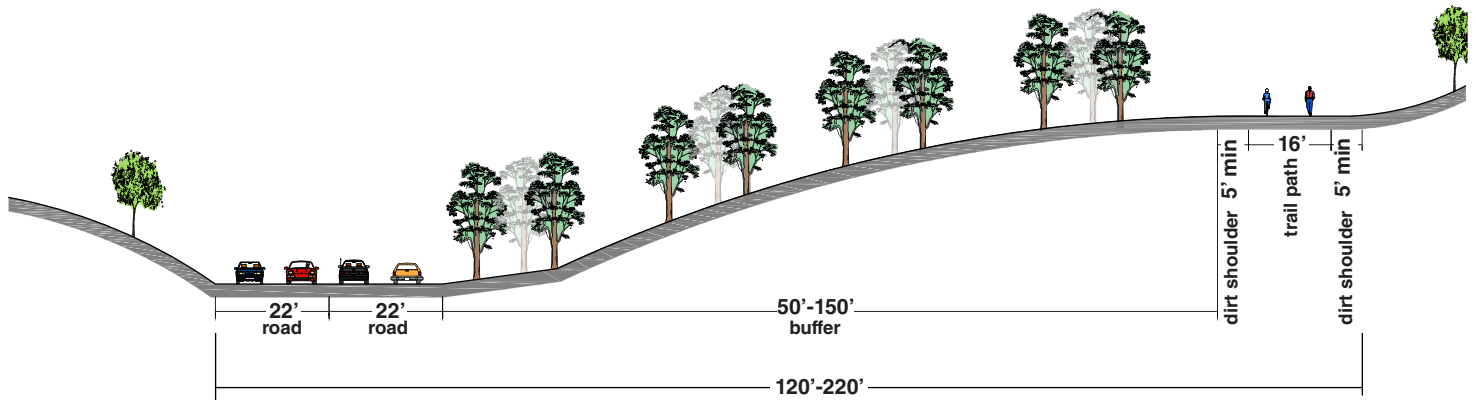
Figure 3.57: Rural Corridor Trail

Dimensions labeled:
- 22' road
- 22' road
- 50'-150' buffer
- 120'-220'
- dirt shoulder 5' min
- trail path 16'
- dirt shoulder 5' min
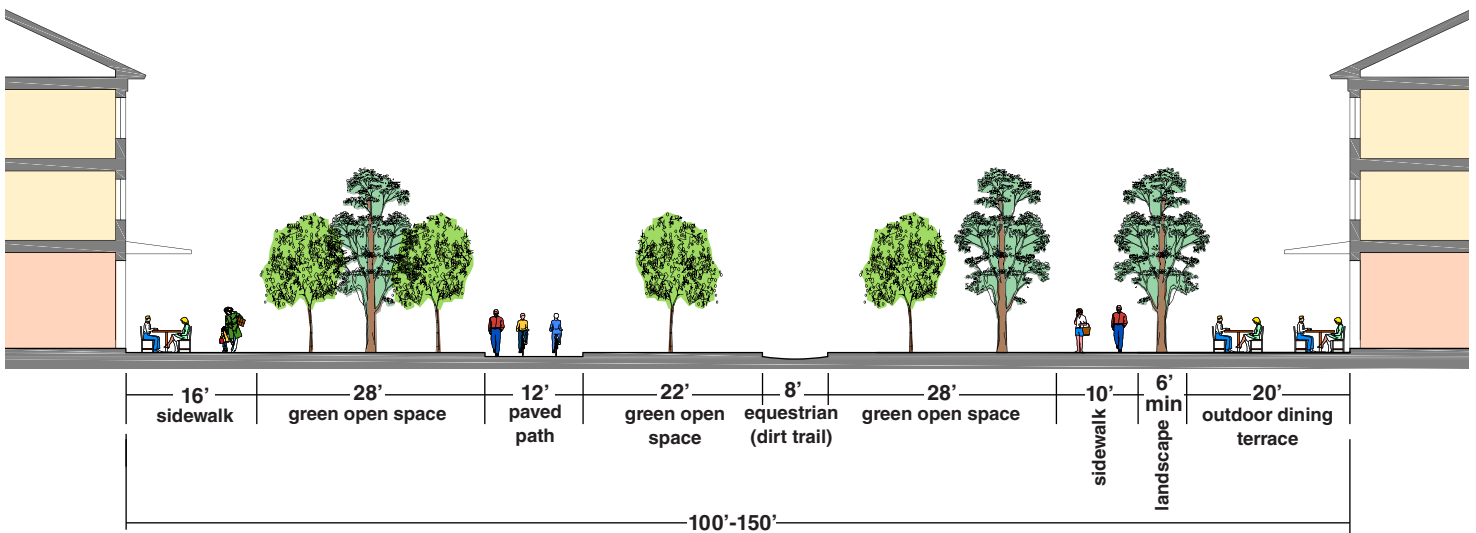
Figure 3.58: Greenway Corridor Trail

Dimensions labeled:
- 16' sidewalk
- 28' green open space
- 12' paved path
- 22' green open space
- 8' equestrian (dirt trail)
- 28' green open space
- 10' sidewalk
- 6' min landscape
- 20' outdoor dining terrace
- 100'-150'
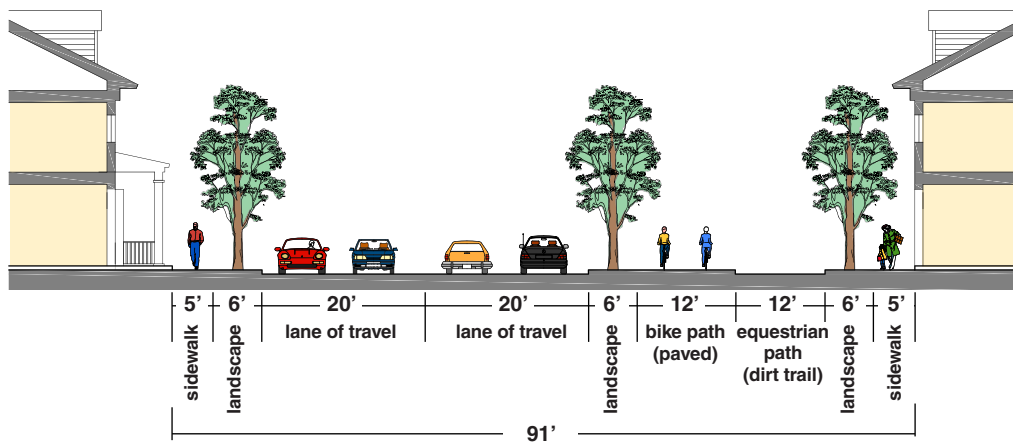
Figure 3.59: Urban Corridor Trail

Dimensions labeled:
- 5' sidewalk
- 6' landscape
- 20' lane of travel
- 20' lane of travel
- 6' landscape
- 12' bike path (paved)
- 12' equestrian path (dirt trail)
- 6' landscape
- 5' sidewalk
- 91'

3.35

Customized Gateways

Purpose

Gateways aim to aid navigation and make a positive and lasting impression on visitors. Signs, roundabouts, landmarks, archways, signature parks, and signature streets used together by the various Monterey Bay region municipalities already create gateways outside of the former Fort Ord lands.

Former Fort Ord lands will, in time, become extensions of adjoining municipalities and need gateways. Gateways leading to the historic base lands can create an enduring and memorable impression.

There are many kinds of "signs"

Many different types of signs can be used to promote the identity of a town, mark one's arrival to a destination, and provide wayfinding for visitors and locals alike.

Signage is not only about the individual sign. It's placement and landscaping are just as important as the text and symbology that appear on the sign.

Signage can be used to identify sites of cultural or symbolic importance. In these cases a common theme and design are important. They serve the same purpose as logos do in branding or marketing consumer goods. An element that is repeated throughout a region becomes a readily recognizable element that will make it easier for people to find what they are looking for. Wayfinding signage is typically smaller and placed along a highway or sidewalk. Gateway signage can be as simple as a road marker or as complex as an arch.

The following pages illustrate different options that could use to establish signage that commemorates the history of former Fort Ord.

Figure 3.60: Fort Ord National Monument

The Bureau of Land Management recently unveiled new signage for the Fort Ord National Monument. However, what might the signage look like at the gateways to former Fort Ord lands?

Application

This guideline applies to:

• Gateways

Intent

To create a sense of arrival to former Fort Ord lands.

Principles

Signage, roundabouts, landmarks, and archways, could be used to signify the entry into the historic lands of the former Fort Ord.

Measurement

Utilize a variety of entryways that are well-designed, welcoming, and varying in scale on former Fort Ord lands.

When signage is the primary way of marking a gateway it is important to note that there are two types of signs: one is intended for automobile drivers and the other for pedestrians and cyclists. Two kinds of signage can be placed in two different locations in order to greet the automobile, pedestrians or cyclists in the location that makes the most sense for them.

Existing Monterey Bay Logos

These are logos of the municipalities and major development sites in the Monterey Bay region. They can be placed on their own on flags and sign plates and serve to distinguish each jurisdiction's unique identity. Placing them on billboards or other types of signage serve to indicate approval by the jurisdiction.
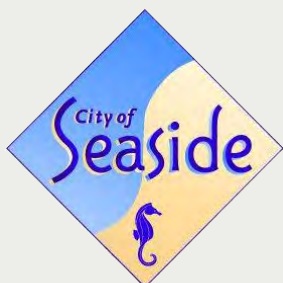
Figure 3.61: Monterey Bay Area Logos

Sample Signs Signifying Arrival

Figure 3.62: Sample Logo and Vehicular Signage Option 1
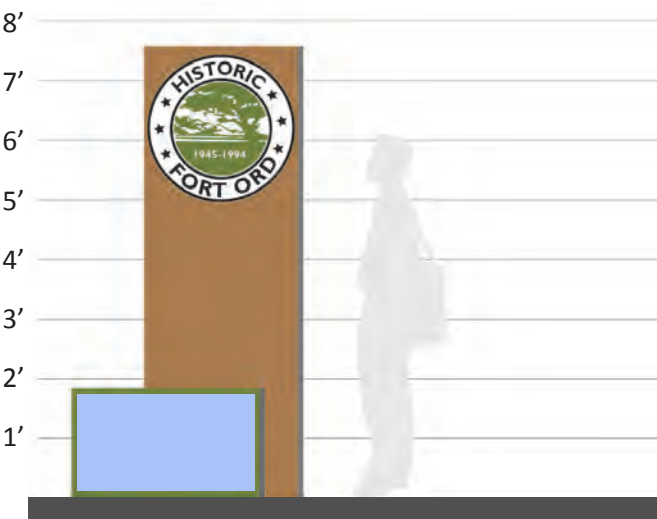
Figure 3.63: Sample Pedestrian Signage Option 1

The proposals on these pages are presented for consideration only and symbols, shapes, color palettes, and mounting techniques may all be considered independently.

The circular medallion style of the sign on the left and use of the Oak tree logo used by FORA provides continuity post-FORA.

The opening and closing dates remind us of the dual benefits the American people have enjoyed from this site: the history of training troops for the Pacific theater of World War II, and the civic act of returning the site to the public as a national preserve.

The six stars around the border represent the six municipalities which now make up Historic Fort Ord. Colors are meant to reflect the natural landscape as well as the military aesthetic.

Color Palette Inspiration

Figure 3.64: Color Palette Inspiration Option 1

Figure 3.65: Sample Logo and Vehicular Signage Option 2

Signs with unusual shapes can help draw the eye and mark a place as unique. To this end, the previous medallion style can be transformed by breaking the containing circle to emphasize the name of the site.

The shape of the military insignia badge is easily recognizable to any serviceman, and is used to emphasize the history of the site. The shape of a Private First Class badge reminds us of the many new recruits who were trained here. The text across the bottom reads "Continuing to Serve the Monterey Bay Area", emphasizing former Fort Ord's transition from military to civil service.

Figure 3.66: Sample Pedestrian Signage Option 2
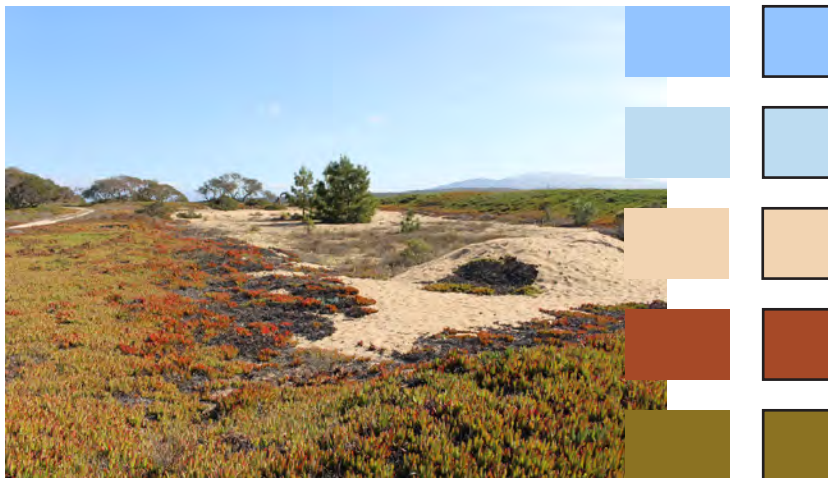
Figure 3.67: Color Palette Inspiration Option 2

Sample Logos & Vehicular Signage

The former Fort Ord lands have always had as a backdrop the profile of hills which are now the National Monument. The hills could be the unifying design element used by the gateway signage.

The signage of the California State University, Monterey Bay campus provides another possibility for defining one's gateway experience to former Fort Ord lands.

Figure 3.68: Sample Logo and Vehicular Signage Option 3

Figure 3.71: Sample Logo and Vehicular Signage Option 4

Sample Pedestrian Signage
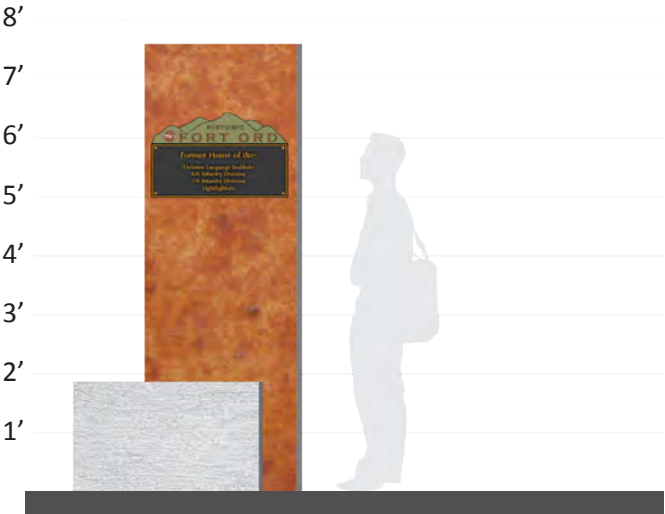
Figure 3.69: Sample Pedestrian Signage Option 3
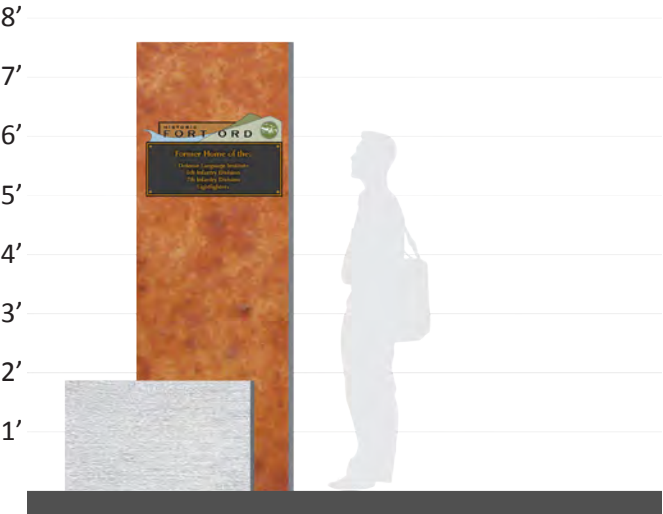
Figure 3.72: Sample Pedestrian Signage Option 4

Color Palette Inspiration

The California State University, Monterey Bay campus is an important asset to former Fort Ord in terms of its research and educational mission and the faculty and staff positions it provides in the wake of the base closing. The campus signage creates an aesthetic brand which could be used as a starting point for a more regional signage effort.

Figure 3.70: Color Palette Inspiration Option 3 and 4

Putting it all together...

Figure 3.73: Proposed Entryway Sign in the Roundabout at Imjin Parkway

A gateway sign could be incorporated in to a new roundabout at the intersection of Imjin Parkway and Second Avenue. Combining signage and landscaping within the roundabout would serve the dual function of improving traffic flow through this intersection and to welcome visitors to the area. Wayfinding for visitors looking to see former Fort Ord sites could be significantly improved by using common elements and symbology for signage throughout the area to mark sites that were part of former Fort Ord's history.

Purpose

Wayfinding uses graphic communication to help people travel between two points in the easiest manner. Wayfinding in the Monterey Bay is also used to help people navigate between destinations for pleasure.

The Transportation Agency of Monterey County (TAMC) is working toward a wayfinding concept design that provides guidance for implementing a cohesive County-wide sign system while providing flexibility for local jurisdictions to choose wayfinding elements that fit with local context.

The signage can provide opportunities to incorporate City names and logos on sign elements that will be legible to pedestrians and bicyclists in motion. TAMC's Monterey County Bike and Pedestrian Sign Design initiative is currently working a final scheme for consistent signage throughout the regional bike network.
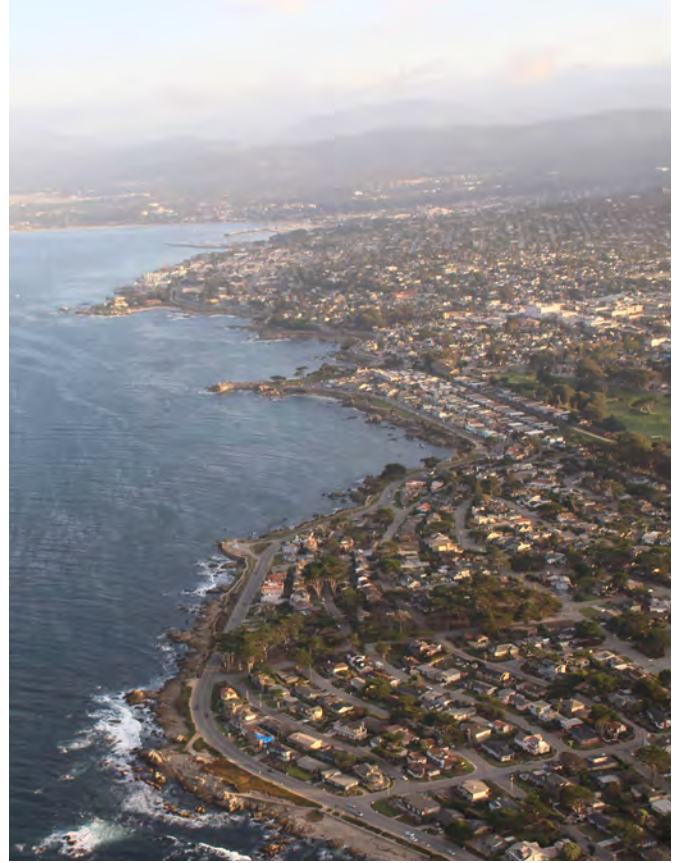
Figure 3.74: Connecting the region by trail

"Explore Monterey County" touts the bike plan currently under development that will help pedestrians and cyclists travel from King City to Santa Cruz with stops in each of the FORA jurisdictions.

Application

This guideline applies to:

- Corridors

Intent

In general, keep signage clear and ample and utilize a consistent theme throughout the former Fort Ord lands. The purpose of this guideline is simply to facilitate the implementation of a regional bicycle and pedestrian wayfinding plan which is currently under development and will include former Fort Ord lands.
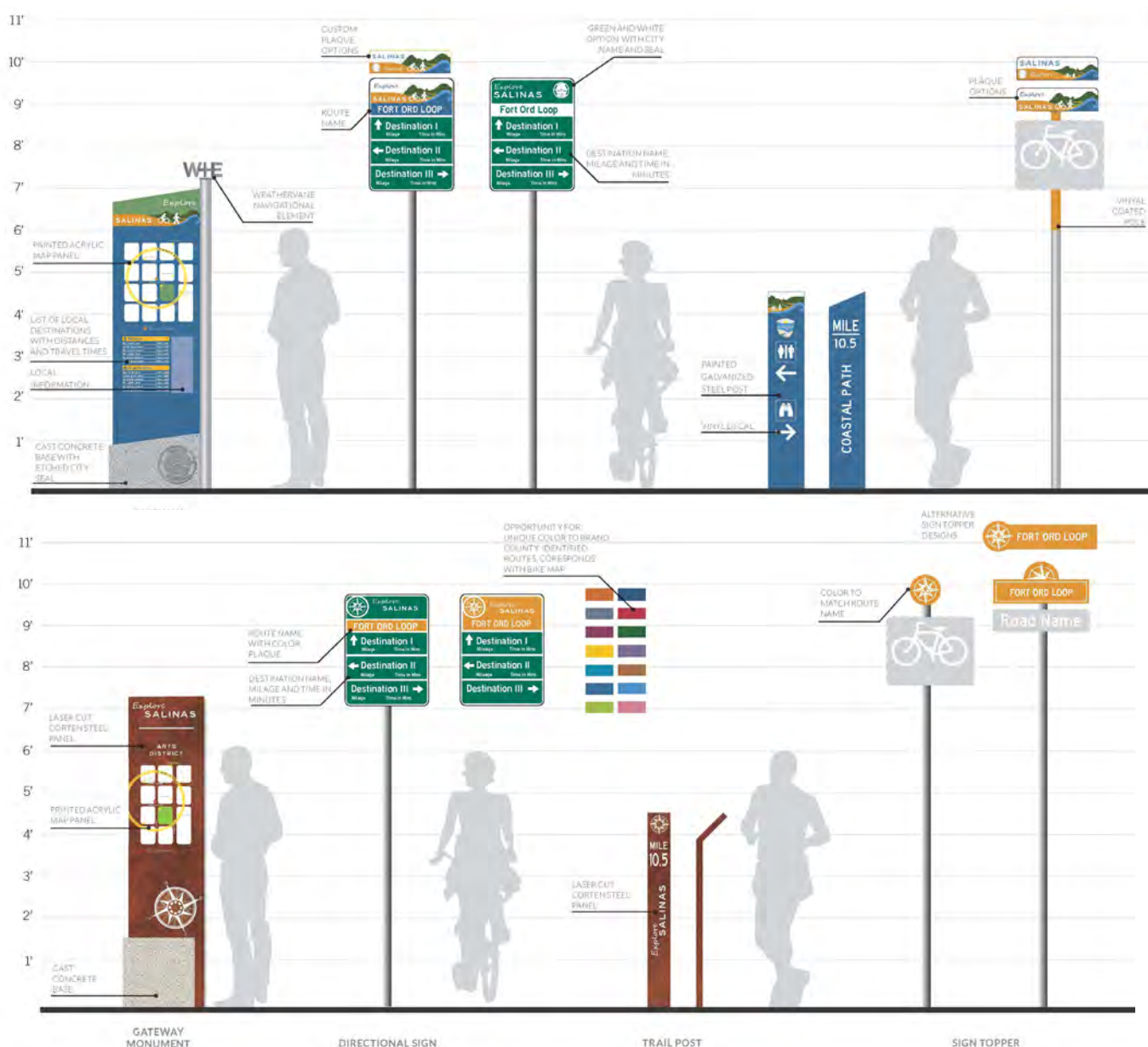
Figure 3.75: From "TAMC's Monterey County Bike and Pedestrian Sign Design" 9.20.15

Authority: The "Wayfinding" guideline refines 1997 Reuse Plan design principles: Mixed Use Development/Increased Density, page 121; Design Principle 3, page 9 and 59; General Development Character & Design Objectives, page 154 and 165; Community Form, page 62; and especially, Design Principle 6, regarding "Signage."

Purpose

Public spaces are defined by their size, relationship to buildings, relationship to the streets that surround them, and their location.

The context or setting (residential neighborhood, rural community, or urban center) determines the scale and local impact of a public space. An urban center's large plaza serves to physically define the civic center or heart of a village, town or city, for instance.

Many public spaces go unused due to incompatibility with their surroundings. Public spaces also go unused when they feel too large for their intended use. Lastly, a diversity of open space types can be used to create options and variety.

Figure 3.76: Bird's Eye View of Colton Hall in Friendly Plaza, Monterey, CA

The relationship of the civic buildings to the park and plaza, where the facades face the park, create a sense of accessibility. The smaller open space ties the plaza to the street and serves to define the area as a civic center. This relationship is best understood at the pedestrian scale.

Figure 3.77: Bird's eye view of Trinity Avenue in Seaside.

Harcourt Avenue

Trinity Avenue

Application & Measurement

This guideline applies to:

- Centers
- Gateways

Intent

Design open spaces to be consistent with local context.

Principles

Locate urban open-space types (plazas and squares) close to centers, and locate rural types (greens and parks) closer to the edge of development.

1. **Park**: A *Park* is a natural preserve available for unstructured or structured recreation. Its landscape consists of paths, trails, meadows, water bodies, woodland, ball fields, and open shelters, all naturalistically disposed. Locate parks at the edges of development.

2. **Green**: A *Green* is available for unstructured recreation and active uses. Greens are spatially defined by landscaping rather than building frontages. Its landscape consists of lawn and trees, naturalistically disposed.

3. **Square**: A *Square* is available for unstructured recreation, active uses, and civic purposes. A square is spatially defined by building frontages. A square does not have to be square shaped; they come in all kinds of shapes. Whenever possible, locate squares at gateways and the intersection of important thoroughfares.

4. **Plaza**: A *Plaza* is available for civic purposes, active uses, and commercial activities. A plaza is spatially defined by building frontages. Trees are optional. Plazas tend to be hardscaped with brick, stone or even concrete. Locate plazas at gateways, the intersection of important streets, or in front of civic buildings.

5. **Playground**: A *Playground* is an open space designed and equipped for the active recreation of children. Playgrounds come in all shapes and sizes. Playground are typically fenced and may include an open shelter. Playground equipment should be shaded. Intersperse playgrounds within residential areas, and place playgrounds within blocks, and within parks and greens.

Park
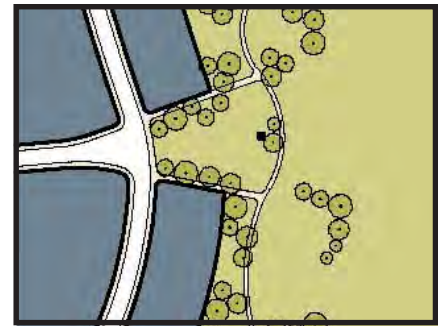
Edges

Green
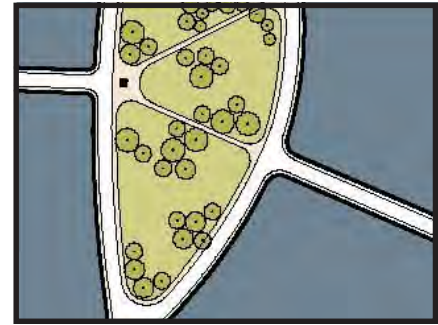
Square
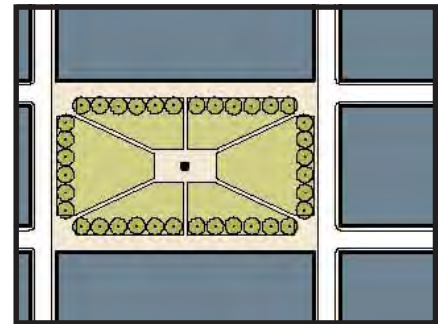
Plaza
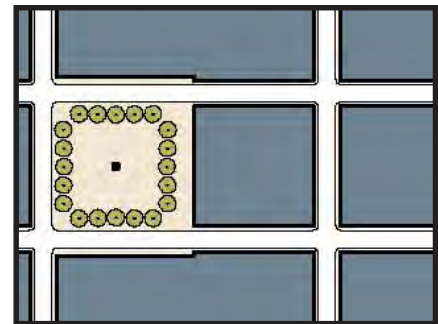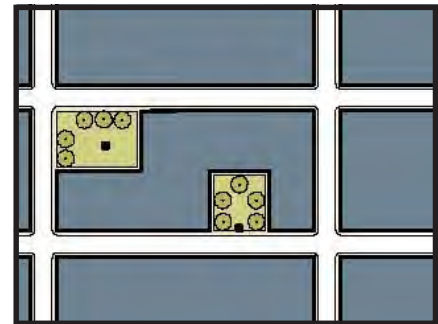
Centers

Playground

Playgrounds may be located anywhere

Figure 3.78: Types of Open Spaces Diagram

Identifiable Centers

Other Matters of Visual Importance

Purpose

A proper center has places where the public feels welcome and is encouraged to congregate. Typically, each center includes at least one spatially-defined public outdoor room.

While an outdoor public room most often takes the form of a square or plaza, it is also possible to give shape to the center with one great street of continuous shopfronts or a special "four corners" intersection of buildings that shape the intersection.

Figure 3.79: Shopping streets of Carmel-by-the-Sea

The storefronts of Carmel-by-the-Sea let visitors know they have arrived. While the city offers several plazas and small parks, the streets themselves are the most sought-after public space.

Figure 3.80: Bird's eye view of the intersection of Junipero and Ocean Avenues in Carmel.

STOREFRONT

STOREFRONT

COMMERCIAL BUILDINGS

Mission Street

Ocean Avenue

Junipero Avenue

SQUARE

CIVIC BUILDINGS

Application

This guideline applies to:

- Centers
- Gateways

Intent

To create centers with outdoor rooms lined with storefronts for people to enjoy.

Principles

Shopfronts in Centers

1. Build retail frontage storefronts (shopfronts) to be functional and attractive.

2. Design projects so that 80% of the ground floor is within 5' of the front property line.

3. Include un-tinted transparent storefront windows and/or doors covering at least 60% of the wall area between 3' and 8' above sidewalk on buildings with ground floor retail or office uses.

4. Extend storefront windows 8' to 14' above the sidewalk.

5. Shopfronts should provide at least one entance for each 50' of linear frontage.

6. Shade shopfronts from above with an appurtenance like an awning or arcade.

7. Maintain a minimum clear path of 5' along sidewalks.

Public Spaces and Civic Buildings in Centers

1. Designate and site civic centers memorably. Locate civic buildings on high ground, adjacent to public spaces, within public spaces, or at the terminal axis of a street or long view to increase their visibility.

2. Embed schools, recreational facilities, and places of worship within communities or within walking distance of the community edge.

Measurement
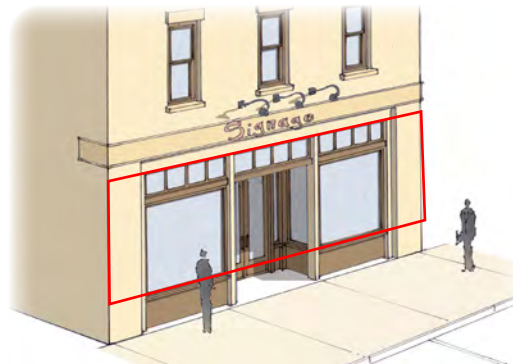
Figure 3.81: Wall Area Diagram
Shopfronts involve glass 3' to 8' feet above sidewalk.

Figure 3.82: Protected Shopfront Diagram
Shopfronts include shade.

Figure 3.83: Civic Building Placement Diagrams
Civic building adjacent to a green or within a green tell new arrivals they have reached the center of the community.

Anatomy of a Walkable, Central Retail Environment

Streets like Alvarado Street in Monterey, Pacific Avenue in Santa Cruz, Ocean Avenue in Carmel, and Lighthouse Drive in Pacific Grove host flourishing retail environments. Illustrated in the images on the right are a series of shopfront elements, many of which can be added incrementally to commercial streets on former Fort Ord like 2nd Avenue or Imjin Parkway. The sequence demonstrates how each component can positively contribute to the overall composition of the street.

Street lighting and trees are vertical elements which help to define the public realm while also making the pedestrian feel safer and more comfortable. On-street parking allows easy vehicular access to storefronts and also acts as a buffer from traffic that is moving within the roadway. Adding benches, trash bins and planters is a simple way to transform a street into a place; these components prompt the pedestrian to linger next to the retail shops. Providing space on the sidewalk for restaurant dining is another method for activating the public space. Extending sidewalk dining into the on-street parking zone, also known as a "parklet," quickly and affordably maximizes retail opportunities.

Figure 3.84: 2 - Canopy street trees provide shade and visua[l] define the public space.

Figure 3.84: 3 - Street furniture helps to transform a sidewa[lk] a place.

Figure 3.84: 1 - Street-oriented architecture, wide sidewalks and on-street parking are essential "building blocks".

Figure 3.84: 4 - Awnings protect pedestrians from the weather.
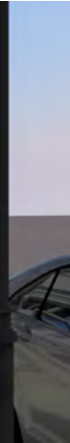
Figure 3.84: 5 - Appropriately-scaled signage and adequate lighting contribute to street composition.

Figure 3.84: 8 - Parklets that extend into the on-street parking area enable more dining options.
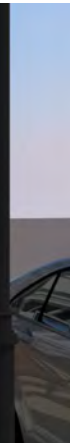
Figure 3.84: 6 - Sidewalk dining activates the public space.

Figure 3.84: 9 - Angled parking adds additional parking spaces.
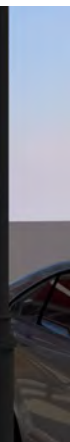
Figure 3.84: 7 - An outside display zone close to the street will increase retail visibility.

Figure 3.84: 10 - Street lamps allows social and commercial activity to contiue intothe night.

3.49

Appendices

These appendices include material, renderings and economic information created during the process of FORA Regional Urban Design Guideline (RUDG) development. These context setting resources are provided as historical references for former Fort Ord jurisdictions and the Monterey Bay community, but are not intended as measures of RUDG compliance.

A1
Vision & Illustrations

Building the Vision

Decades of Monterey Bay region suburban development has led to the gradual erosion of the natural landscape. Reestablishing the traditional development pattern of the region means using the Regional Urban Design Guidelines to create urban-style streets, parks and building types.

New development can capitalize on Fort Ord's unique location situated between the Monterey Bay and the natural landscape of the Fort Ord National Monument and seek to take advantage of connections between the two.

During the public engagement exercises of the charrette held in February 2015, the design team created and demonstrated the principles of the urban design guidelines by focusing on four main areas that are illustrated in the following pages: Del Monte and 2nd Ave in Marina; Reservation Road and Imjin Parkway area; Lightfighter Drive; and along the General Jim Moore Boulevard corridor. The development and possibilities illustrated in this chapter are the result of public input and show what the desired form development should take and that the guidelines regulate.

Recover, Protect & Enhance Character

Even as recovery moves forward, the existing natural character that has long attracted people to the region must be protected. Access and use of the natural areas should be maintained and enhanced. New development should aim to protect these natural assets and utilize areas previously developed. Within the built environment, there are groups of buildings clustered among a grid of streets. Structures that can be mitigated and reused, should be saved. However, many of the existing older military buildings are not suitable to be inhabited and should be replaced with new structures.

Maximize Connectivity

An interconnected network of walkable streets is vital to the health of towns and neighborhoods. Existing connections to the Dunes State Park, the National Monument or CSUMB could be improved by clearly demarcating areas where pedestrians and cyclists could share the streets with automobiles. The connection to the Dunes State Park across Highway 1 at 8th Street, for instance, could benefit significantly from streetscape and signage improvements. In other locations, such as at Del Monte Boulevard in Marina, connections should be established so people can travel to the Fort Ord area on local streets instead of having to rely on Highway 1.

Build Truly Great Streets

Building great streets goes beyond a simple "complete streets" approach. Great streets means creating places where people want to be, places that are safe, comfortable, interesting and beautiful. Existing streets can be retrofitted with wider sidewalks, world-class bike infrastructure, shade trees, better lighting and buried or relocated overhead utilities.

Figure A1.1: Cypress Knolls re-envisioned, Marina, CA

Figure A1.2: Intersection of Imjin Pkwy and Reservation Rd

Figure A1.3: Lightfighter Drive Gateway

Figure A1.4: Gen Jim Moore Blvd and Broadway Ave

Connections: Marina

Gateway: Reservation and Imjin

Gateway: Lightfighter Drive

Corridor General Jim Moore Boulevard

Fort Ord National Monument

0   500 1,000   2,000 Feet
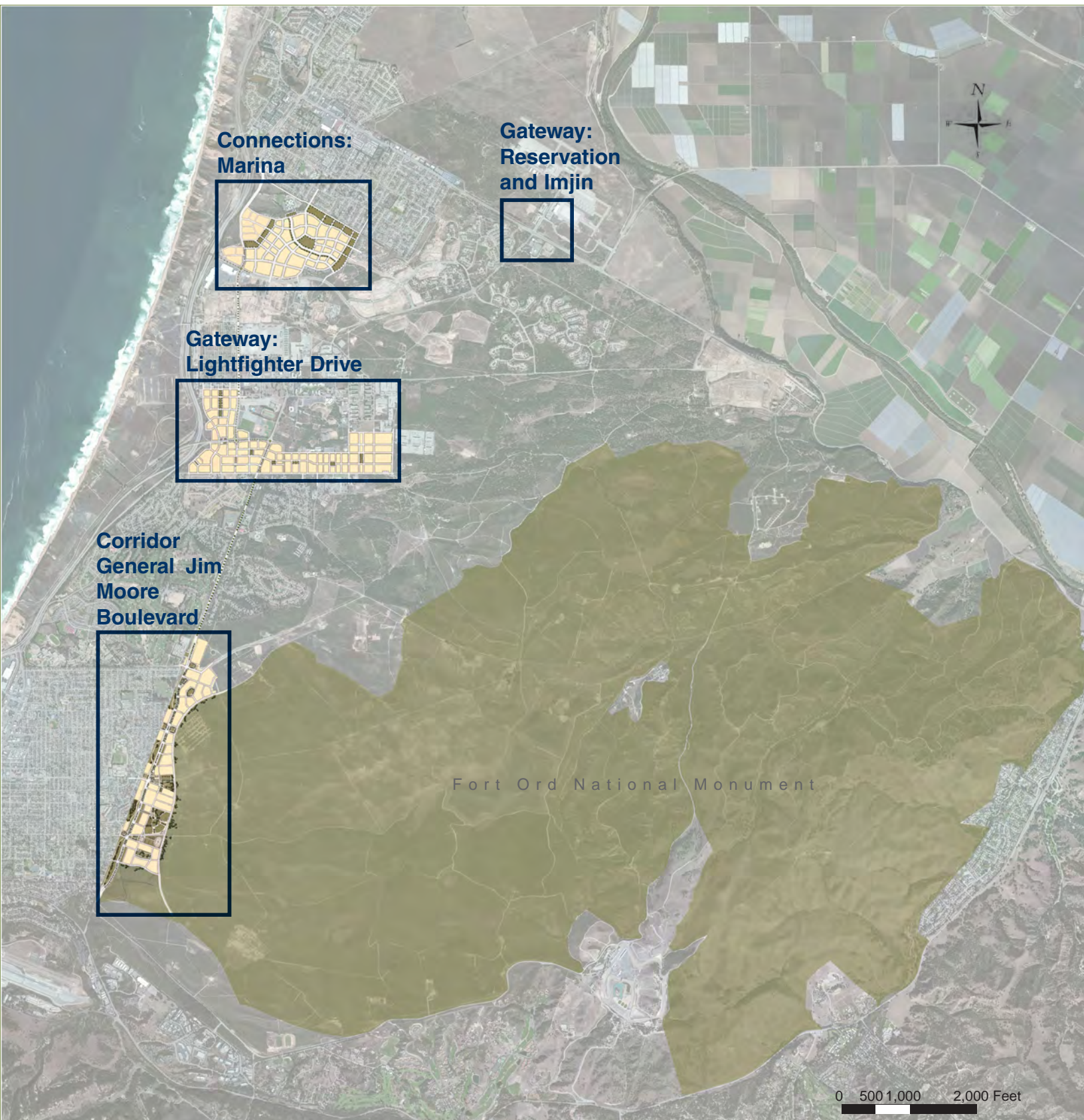
Figure A1.5: Overall Map: The map illustrates the location of the areas that were used as examples during the Charrette process to demonstrate how the guidelines could be applied to a town center, gateway and corridor.

A1.3

Connections: Marina

Del Monte / and 2nd Avenue Connection

The City of Marina has an opportunity to create a direct connection between its current commercial heart on Del Monte Boulevard to the newly developing areas south along Imjin Parkway and 2nd Avenue. With careful planning, a new street can connect the southern end of Del Monte Boulevard to the north end of 2nd Avenue. This new north-south route would run parallel to Highway 1, and give the option to travelers currently forced to use the highway for local trips.

Ideally, this major new connection would be supplemented with a web of additional secondary connections to further distribute car trips and to increase walkability.

New development can be in the form of complete neighborhoods, composed of interconnected networks of blocks and streets, and populated with a diverse range of street-oriented buildings. Each new neighborhood would have a clearly defined center, which could feature a mix of uses catering to local needs.

A well-appointed trail system would connect important destinations. Trail systems should be located in a combination of broad greenbelts forming the edges of neighborhoods, and integrated into neighborhood streets on more formal greenways.
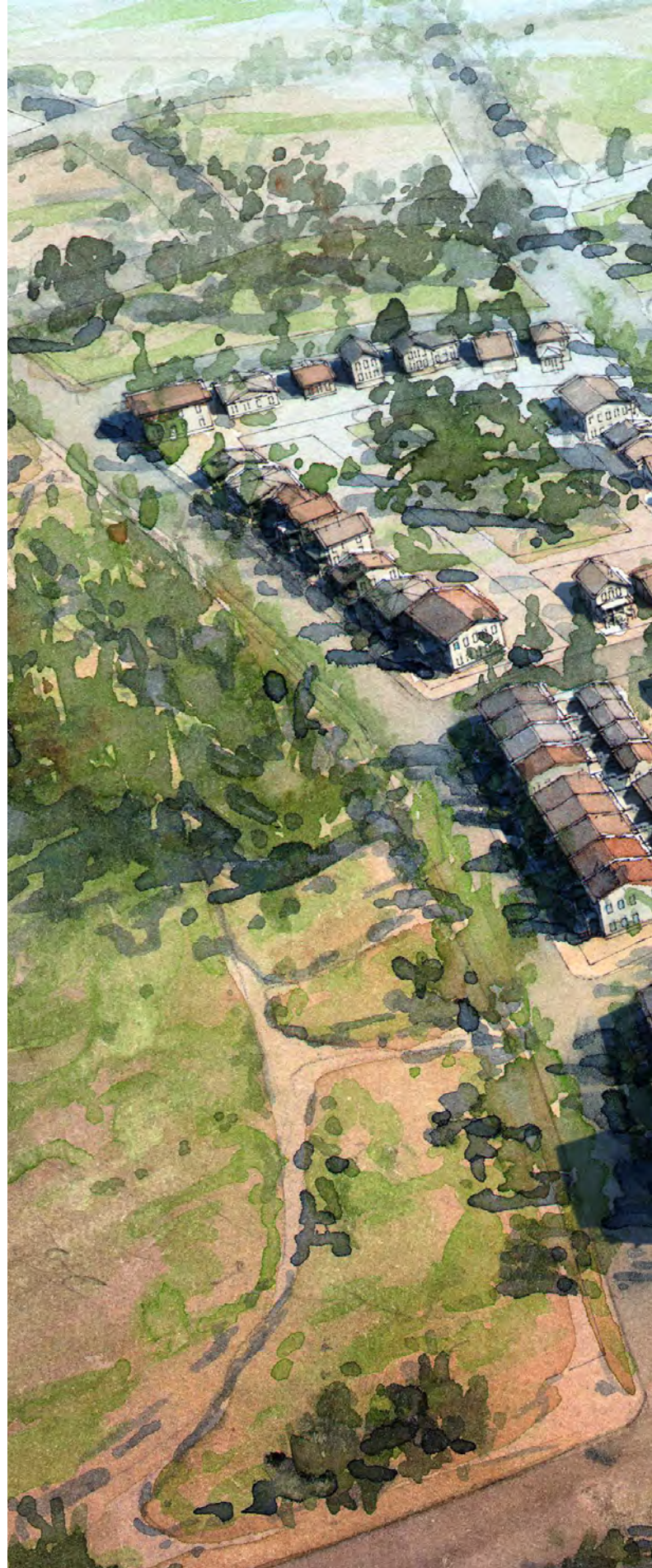
Figure A1.6: A new connection could be created to link the current commercial heart of Marina on Del Monte Boulevard to the newly developing areas along Imjin Parkway.

Del Monte / 2nd Ave

A1.5

Marina Illustrative Plan

Figure A1.7

Key Recommendations

a A new street connects from the southern end of Del Monte Boulevard to the North end of 2nd Avenue.

b A trail system connects important destinations. The trail system is made of both broad greenbelts and formal greenways.

c New development takes the form of complete, compact, connected neighborhoods with identifiable centers and edges.

d Public parks and greens are integrated into neighborhoods.

Legend

New Blocks

Open Space

Buildings

Marina Sample Regulating Plan

Map labels:
- Highway 1
- Marina High School
- Hayes Circle
- Patton Parkway
- 3rd Avenue
- 2nd Avenue
- 3rd Avenue
- 4th Avenue
- California Avenue
- REI
- Imjin Parkway
- 0 500 1,000 2,000 Feet

figure A1.8

Legend   Civic Space   Natural   Edge   General   Center

The sample regulating plan shows potential character districts or zones. This graphic can be used as a foundation for a more complete plan of the Cypress Knolls new community .

This graphic is itself not a regulation, but more a demonstration of how a walkable mixed use diverse community could be created in future phases.

A1.7

Gateway: Reservation Road and Imjin Parkway

Northeast Gateway

Reservation Road is a major thoroughfare through Marina. Where Reservation Road intersects with Imjin Road and Imjin Parkway there is an opportunity to create a gateway to multiple destinations: north to Marina airport, east to Marina's downtown, west to East Garrison, and south to university housing, the Dunes at Monterey Bay and CSUMB.

New commercial development, including commercial and office space, along Reservation Road could create a more fine grained, interconnected network of small walkable blocks and streets. A connected pattern of blocks and streets will distribute traffic, provide additional options for pedestrians and cyclists, and create a diverse range of street addresses for different uses and building types. At the same time, building fronts could face streets and public spaces to activate those features and enhance the overall walkability so that driving is one of many options to get around.

Reservation Road can be retrofitted as a multi-way boulevard to accommodate traffic while encouraging walking and biking. Side access lanes along the boulevard would provide a low speed environment with on-street parking facing the fronts of adjacent buildings. Street trees would line all public streets in order to provide shade and comfort to pedestrians, as well as visual friction to slow down the speed of vehicular traffic. Covered walkways and arches integrated into the design of buildings would provide additional shade, which would create an inviting destination for pedestrians. Drivers would park their vehicles in the parking allocated behind the buildings, easily accessible through side streets away from the intersection.

Prominent public spaces at all four intersection corners and the possible roundabout addition would be opportunities to situate gateway monuments. Special attention could be given to creating monuments that reflect former Fort Ord rich history.

FIgure A1.9: A major gateway to the City of Seaside, CSUMB and the Fort Ord National Monument could be created at the Highway 1 exit at Lightfighter Drive.

Imjin Parkway

Imjin Road

A1.9

Gateway: Lightfighter Drive

Lightfighter Drive Gateway

The Highway 1 exit at Lightfighter Drive is a major gateway to the City of Seaside, CSUMB and the Fort Ord National Monument. The Lightfighter Drive Gateway is uniquely positioned to grow over time into a walkable, mixed-use center, creating a sense of arrival, and grow into a destination for the Monterey region.

New development should create a more fine grained, interconnected network of small walkable blocks and streets. A connected pattern of blocks and streets will distribute traffic, provide additional options for pedestrians and cyclists, and create a diverse range of street addresses for different uses and building types. At the same time, the fronts of buildings should face toward streets to activate public spaces and enhance the overall walkability of the area so that driving does not have to be the only way to get around.

Major streets like Lightfighter Drive and 2nd Avenue can be retrofitted as multi-way boulevards to accommodate traffic while also encouraging walking and biking. Side access lanes along the boulevard provide a low speed environment with on-street parking facing the fronts of adjacent buildings. Street trees should line all public streets in order to provide shade and comfort to pedestrians, as well as visual friction to slow down the speed of vehicular traffic.

Prominent public spaces and the possible addition of roundabouts at key intersections such as at Lighfighter Drive and 2nd Avenue are opportunities to create a series of gateway monuments. Special attention should be given to creating monuments that reflect the rich history of the former Fort Ord.
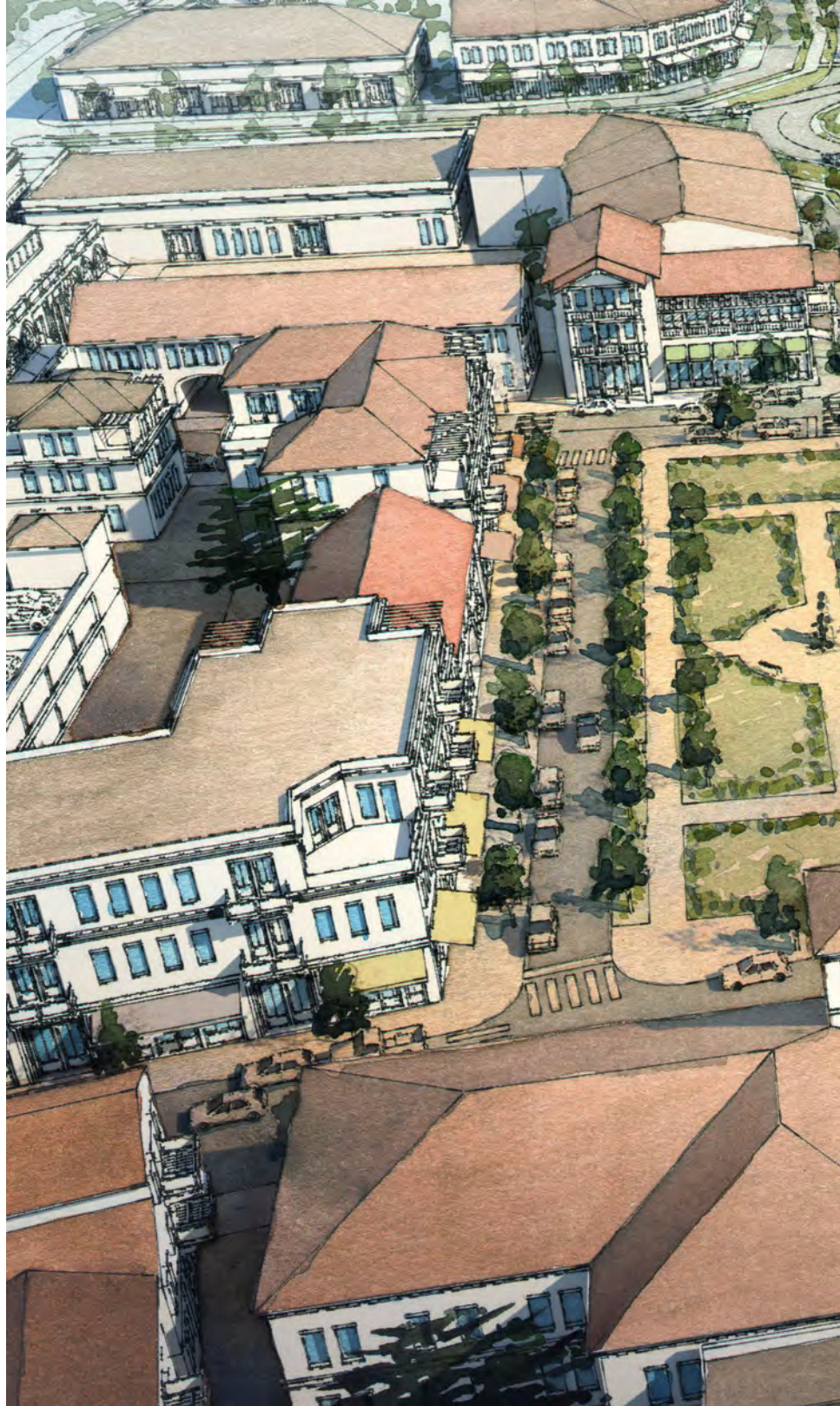
Figure A1.10: A major gateway to the City of Marina could be created at the intersection of Reservation Road and Imjin Parkway/Road.

Lightfighter Drive

Lightfighter Gateway Illustrative Plan

Key Recommendations

a A mixed-use, gateway center is created at the Lightfighter Drive exit to Highway 1.

b Roundabouts at key intersections create gateway features and help reconnect traffic between General Jim Moore Boulevard and 2nd Avenue.

c Neighborhood parks add value to new development.

d A trailhead provides facilities and parking for visitors to the Fort Ord National Monument.

Legend

New Blocks   Open Space   Buildings
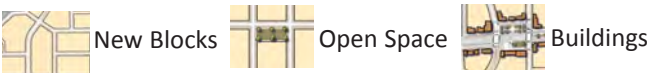
Figure A1.11

Lightfighter Gateway Sample Regulating Plan

The sample regulating plan shows potential character districts or zones. This graphic can be used as a foundation for a more complete plan of the new gateway area at Lightfighter Drive.

This graphic is not a regulation, but more a demonstration of how a walkable mixed use diverse community could be created in future phases.

Legend

Natural

Civic Space

Edge

Center

General

Figure A1.12

A1.12

Top map labels:

CSUMB

General Jim Moore Boulevard

Butler Street

6th Avenue

7th Avenue

8th Avenue

Colonel Durham Street

Gigling Road

Gigling Road

b

c

c

c

c

d

0   500   1,000   2,000 Feet

Bottom map labels:

General Jim Moore Boulevard

Butler Street

Colonel Durham Street

6th Avenue

7th Avenue

8th Avenue

0   500   1,000   2,000 Feet

A1.13
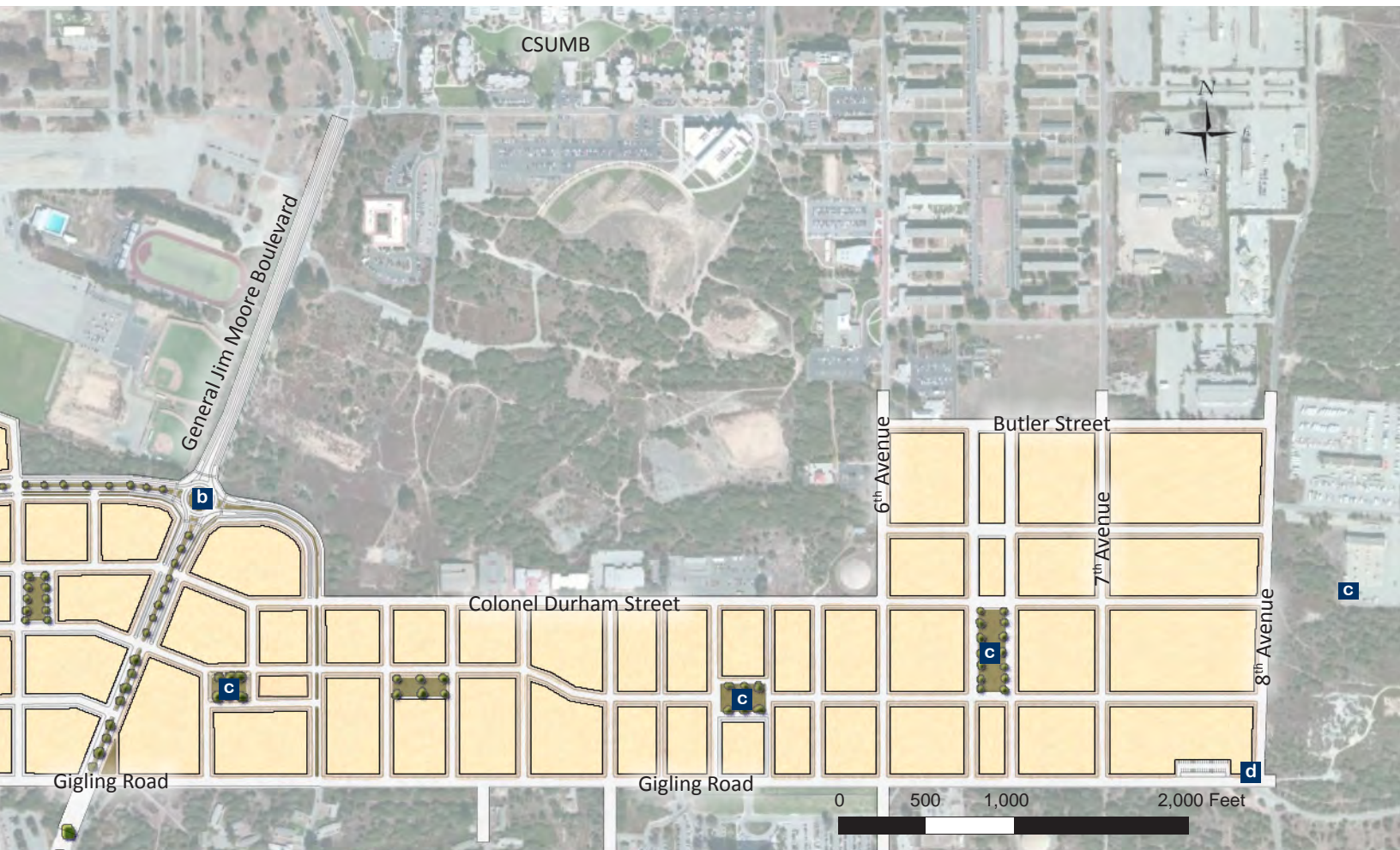
Corridor: General Jim Moore Boulevard

Gateway to the Monument

The City of Seaside will acquire a developable swath of land between its current eastern development boundary at General Jim Moore Boulevard and the edge of the scenic Fort Ord National Monument. The National Monument boasts spectacular recreational biking and hiking trails that serve as an amenity for the region. If carefully planned, new development forming the connection between Seaside and the Monument can accentuate the lasting benefit of this proximity.

Conditions exist for new development to form visual gateways to the Monument at a number of intersections along General Jim Moore Boulevard. Possible new gateways exist at: Ord Grove Avenue, San Pablo Avenue, Broadway Avenue, Hilby Avenue, Kimball Avenue, and Plumas Avenue, among possible others.

Broadway Avenue forms one of Seaside's grandest ascending vistas to the Monument. Special attention should be paid to creating an architectural arrangement at the east end of the street to both terminate the grand vista of the street and to frame the longer view to the Monument. This could be accomplished dramatically with a building that has substantial mass such as a hotel with focal towers. The view looking back down Broadway Avenue toward the ocean would be a spectacular panorama across the town and out over Monterey Bay.

Figure A1.13: New development along General Jim Moore Boulevard could open framed views of the National Monument.

General Jim Moore Boulevard

Broadway Avenue

A1.15

General Jim Moore Boulevard Illustrative Plan

Key Recommendations

a   Broadway Avenue forms a focal termination of with framed views to the National Monument

b   A new gateway is created to the National Monument.

c   A slow, scenic street forms the edge along the neighborhoods, and creates a buffer between development and the Monument.

d   New public parks and recreational facilities are designed to fit in with the neighborhoods, and add value to adjacent development.

e   A new center is created at the intersection of Eucalyptus Road and General Jim Moore Boulevard with enough room for a possible convention center.

f   Neighborhood greens are distributed throughout the neighborhoods.

Legend

New Blocks

Open Space

Buildings

Civic Buildings

Figure A1.14

General Jim Moore Boulevard Sample Regulating Plan

The sample regulating plan shows potential character districts or zones. This graphic can be used as a foundation for a more complete plan of new development in Seaside east of General Jim Moore boulevard.

This graphic is itself not a regulation, but a demonstration of how a walkable mixed use diverse community could be created in future phases.

Legend

- Civic Space
- Natural
- Edge
- General
- Center

Figure A1.15

A1.17

Coe Ave

General Jim Moore Boulevard

San Pablo Avenue

Yosemite Street

Broadway Avenue

General Jim Moore Boulevard

Hilby Avenue

Fort Ord National Monument

N

0 500 1,000 2,000 Feet

Envisioning Great Main Streets

Great Main streets and connecting corridors will help to unify the Former Fort Ord. 2nd Avenue and Eastside parkway represent two of these important links. The following illustrates how these corridors may change to unify and connect the area.

2nd Avenue change over time

While 2nd Avenue currently includes a number of strong features, including streetlights, bike lanes and a multi-use trail, the street requires additional elements to function as a truly pedestrian and bike friendly space. Crosswalks, marked bike crossings, and pavers at intersections provide visual cues for drivers to slow down. The multi-use trail can also be augmented to feature a two-way bike path adjacent to a separate dedicated pedestrian walkway.

Regularly planted drought-resistant street trees provide shade as well as a layer of protection between people and moving cars. Ground planting can soften and beautify the experience of the street while reducing the need for water-consumptive turf.

While improvements to the 2nd Avenue thoroughfare may begin within the right-of-way, full transformation of the street into a pedestrian and bike friendly public space requires coordinated development improvements on adjacent parcels. Fronts of new buildings should shape and face the street with plentiful doors and windows. Buildings provide additional shelter for pedestrians from the sun with awnings and projecting balconies. Buildings with these important features can be configured in a broad array of appropriate architectural styles.

Figure A1.16 Current conditions at 2nd Avenue and 8th Street.

Figure A1.17: Public improvements like planting trees for shade, extending the median to intersect with the painted crosswalk, making curb cut enhancements, and extending the bike lane along the right of way make this intersection look more friendly to pedestrians.

Figure A1.18: Front facing mixed use development builds upon the pedestrian orientation of the street and creates a destination.

Figure A1.19: The redevelopment of the skating rink on the west side of 2nd Avenue creates an additional attraction making this intersection a desirable destination.

Figure A1.20: The mixed-use development on the east side of 2nd Avenue can vary in character and number of floors while achieving the same desired walkability.

Eastside Parkway

Below are sections illustrating the planned Eastside Parkway that would connect Eucalyptus Road to Inter-Garrison Road, as designed by Whitson Engineers. This new parkway will give commuters a viable alternative to other routes that are longer and become more congested at peak hours.

The following sections illustrate a typical four lane road with space for trails on the shoulders, a typical two lane road with sidewalks and a typical two lane road with sidewalks and a left turn pocket.
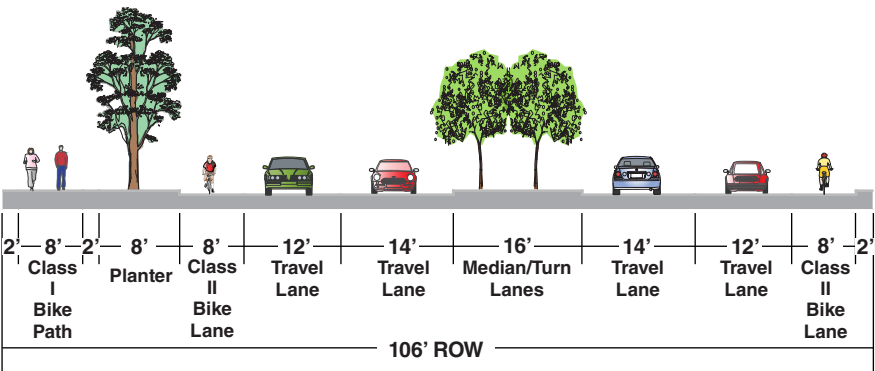
Figure A1.21: Eastside Parkway - Typical Four Lane Street Section*

| 2' | 8' Class I Bike Path | 2' | 8' Planter | 8' Class II Bike Lane | 12' Travel Lane | 14' Travel Lane | 16' Median/Turn Lanes | 14' Travel Lane | 12' Travel Lane | 8' Class II Bike Lane | 2' |

106' ROW
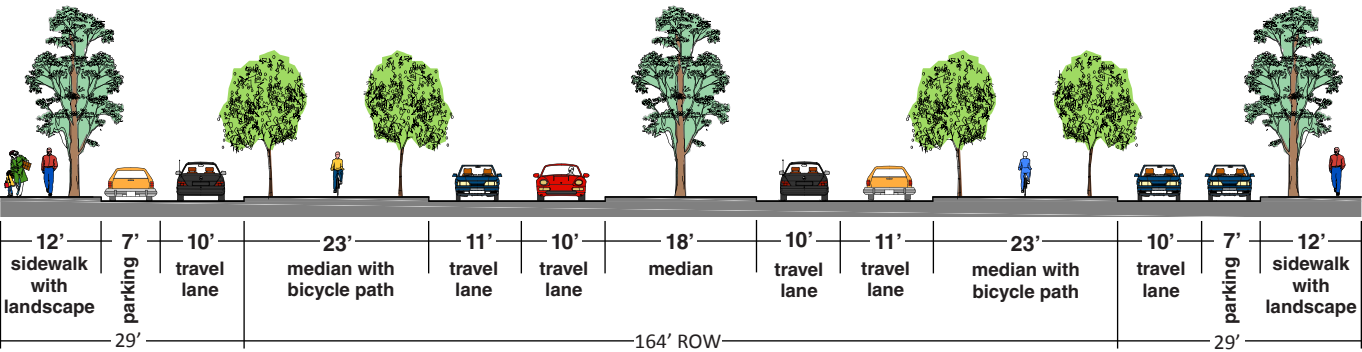
Figure A1.22: Eastside Parkway - Multiway Boulevard Street Section

| 12' sidewalk with landscape | 7' parking | 10' travel lane | 23' median with bicycle path | 11' travel lane | 10' travel lane | 18' median | 10' travel lane | 11' travel lane | 23' median with bicycle path | 10' travel lane | 7' parking | 12' sidewalk with landscape |

29' ————————164' ROW———————— 29'
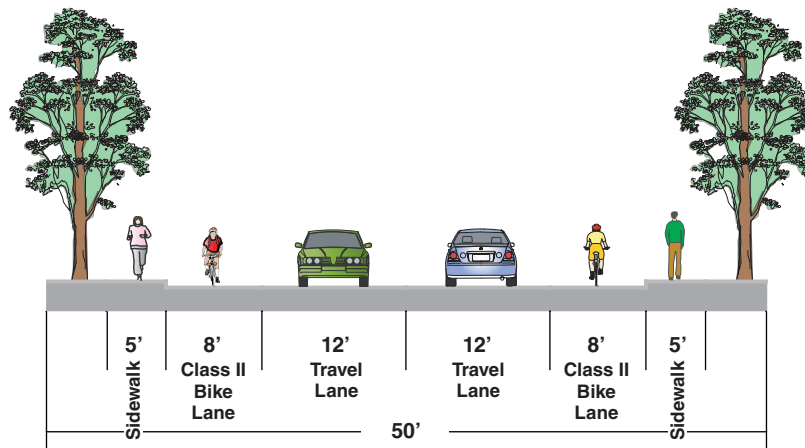
Figure A1.23: Eastside Parkway - Typical Two Lane Street Section with Sidewalks*
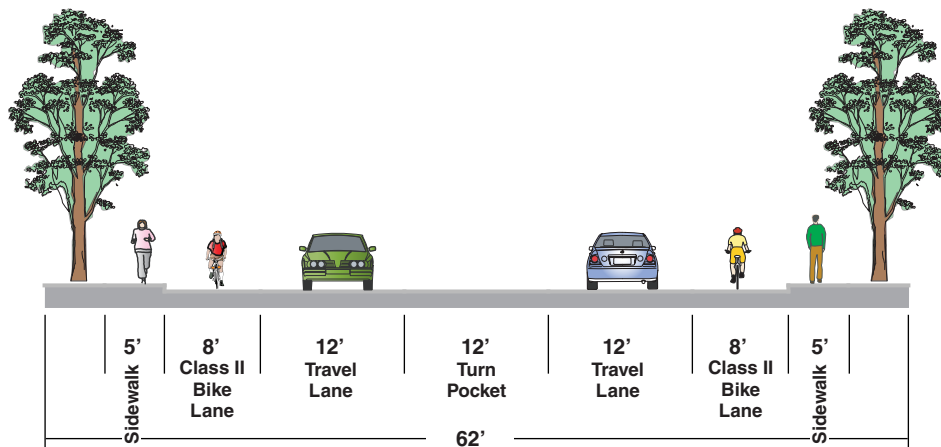
Figure A1.24: Eastside Parkway - Typical Two Lane Street Section with Sidewalks and Left-Turn Pocket*

Renderings Illustrate Design Principles

The renderings created for Marina, Reservation Road and Imjin Parkway, and General Jim Moore Boulevard are intended to be illustration of how design guidelines can be applied in one of the many outcomes made possible by the guidelines.

As a means of comparison, the renderings below are illustrating the same location at the Main Gate for the former Fort Ord. The top image shows how buildings could be massed to create a dense, cohesive and walkable place.

The image at the bottom illustrates the same location with stylized elements, such as tiled, pitched roofs, tree-lined streets, shade and awnings.

These elements serve to illustrate some design guidelines such as walkable streets, which call for trees and awnings that provide shade and make areas more walkable; or legible centers, which require that a space be recognizable as a place, a destination that one has arrived at.

While the latter guideline can be seen in the massing model, elements in the rendering, such as the tower on the right hand side of Lightfighter, or the statue in the middle of a tree-lined square indicate that one has arrived at a place different than the others, of civic or cultural importance.
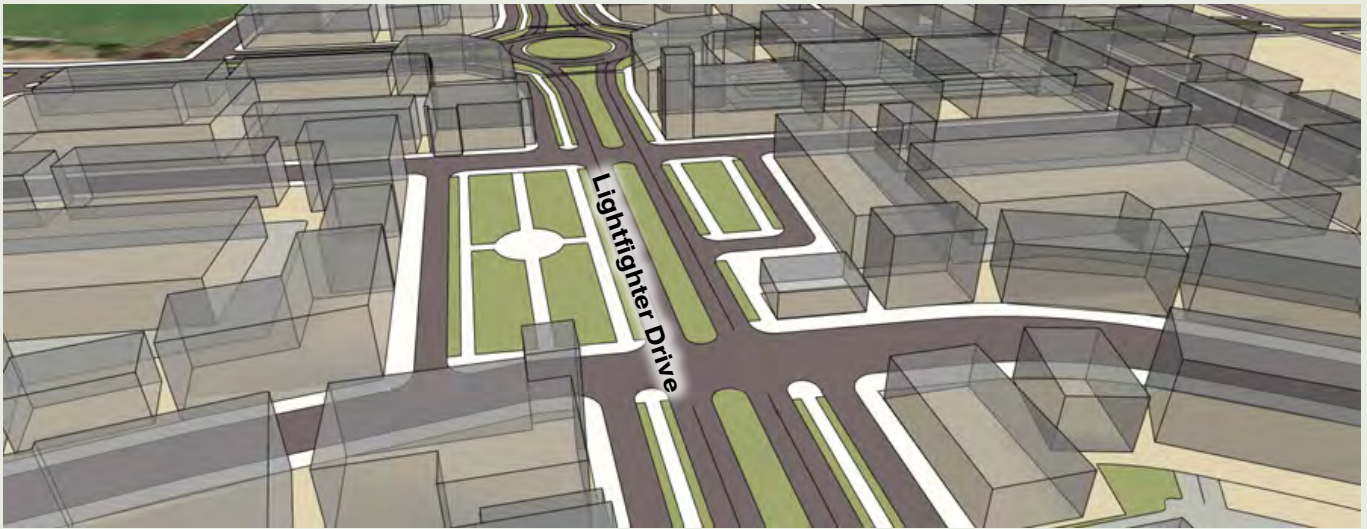
Figure A1.25: Main Gate Massing Model

Figure A1.26: Main Gate Conceptual Rendering

It's Not About Style

The intent of the Regional Urban Design Guidelines is to ensure that essential elements of Urban Design are incorporated in to new developments, regardless of architectural styles. These renderings illustrate three different architectural styles that apply the same urban design principles; the fronts of buildings face the street, and the sidewalk is shaded by street trees and building elements. Numerous additional styles would also be appropriate and illustrate these same principles. These styles were chosen as examples due to their prevalence in the California Coastal region.

Craftsman Style

The American Craftsman style began in the last years of the 19th century. Its main focus was to preserve the hand-crafting of goods at a time when industrialization was mechanizing the production of art and architecture enabling the reproduction of an object; which was perceived by subscribers to the movement, as a loss of individuality and craftsmanship.

Some of the most common details that are symbolic of this style are gabled or hipped roofs, deeply overhanging eaves, exposed rafters, hand-crafted stone or woodwork and mixed materials throughout the structure.

Modern Style

Modern architecture or the international style of architecture is a term applied to an over-arching movement in architecture at the turn of the 20th century. The term Modern is used to differentiate it from Classical architecture, the dominant architectural style that arose out of the renaissance, which focused on reviving stylistic elements of the Greek and Roman empires.

Its most common attributes include the notion that "Form follows function", meaning that the result of design should result directly from its purpose; and that unnecessary detail" should be avoided in favor of simplicity and clarity of forms.

Mission Style

The Mission style, is a term used to symbolize the architecture of Spanish colonies in the Southwest and California. It is architecturally distinctive due to a combination of Spanish, Moorish and Mexican stylistic influences.

Its main characteristics include, a patio plan with a garden or fountain, solid and massive walls, piers, and buttresses, arched corridors, curved, pedimental gables, terraced bell towers and low, sloping tile roofs.

Figure A1.27: Craftsman Style

Figure A1.28: Modern Style

Figure A1.29: Mission Style

A1.23

Character Areas

Illustrative plans were created for several areas and shown in this chapter. Alongside the illustrative plans were sample regulating plans shown with a gradation of purple based on character and intensity.

Figure A1.30: Illustration of transition from less to more dense Character Areas

Natural **Edge** **General** **Center**

LESS DENSE ← PRIVATE → **MORE DENSE**

LESS DENSITY	MORE DENSITY
PRIMARILY RESIDENTIAL USE	PRIMARILY MIXED-USE
SMALLER BUILDINGS	LARGER BUILDINGS
MORE GREENSPACE	MORE HARDSCAPE
DETACHED BUILDINGS	ATTACHED BUILDINGS
ROTATED FRONTAGES	ALIGNED FRONTAGES
YARDS & FRONTAGES	STOOPS & SHOPFRONTS
DEEP SETBACKS	SHALLOW SETBACKS
ARTICULATED MASSING	SIMPLE MASSING
WOODEN BUILDINGS	MASONRY BUILDINGS
GENERALLY PITCHED ROOFS	GENERALLY FLAT ROOFS
SMALL YARD SIGNS	BUILDING MOUNTED SIGNAGE
LIVESTOCK	DOMESTIC ANIMALS

PUBLIC

ROAD & LANES	STREETS & ALLEYS
NARROW PATHS	WIDE SIDEWALKS
OPPORTUNISTIC PARKING	DEDICATED PARKING
LARGER CURB RADII	SMALLER CURB RADII
OPEN SWALES	RAISED CURBS
STARLIGHT	STREET LIGHTING
MIXED TREE CLUSTERS	SINGLE TREE SPECIES

CIVIC

LOCAL GATHERING PLACES	REGIONAL INSTITUTIONS
PARKS & GREENS	PLAZAS & SQUARES

Mixed use at corner

Neighborhood center

Public space

Civic space

Mixed use

Town center

Public space

Civic space

A2
Market & Economic Report

Introduction

Strategic Economics assessed historic and projected demographic and employment growth trends in Monterey County, evaluated local real estate market conditions, and interviewed local brokers, developers, and economic development professionals. The analysis also included a review of the BRP, the 2012 Base Reuse Plan Reassessment (which included an extensive market and economic analysis[1]), and other previous studies related to economic trends, the real estate market, and development at the former Fort Ord. This report builds on the findings from the 2012 analysis, as well as on the many other market and economic analyses that have been conducted in recent years for Fort Ord[2], but provides updated data and information that are specifically targeted towards informing the design guidelines.

The remainder of this introduction provides a summary of key findings from the report. The "Development Context" section describes the development context in the former Fort Ord, including the economic opportunities and barriers that continue to shape the base's ongoing reuse. The "Demographic & Employment Trends" section reviews demographic, housing stock, and employment trends in Monterey County, and discusses the implications for residential and commercial development at Fort Ord. The "Residential Market" and "Commercial Market" sections review recent trends in the residential and commercial real estate markets, respectively, including a discussion of the short- and long-term potential for the market to deliver different types of development in Fort Ord.

Figure A2.1: CSUMB Hands-on session

Figure A2.2: Fort Ord National Monument

Figure A2.3: Cannery Row, Monterey, CA

Figure A2.4: New Housing Units at the Dunes at Monterey Bay

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1 - Economic & Planning Systems, Inc, " Fort Ord Base Reuse Plan Reassessment - Market and Economic Analysis"

2 - For example, these include the Monterey County Business Council, "Monterey County Economic Report: Competitive Clusters -- Status Report for 2010-2011;" Monterey County Health Department, "Strategic Plan: 2011-2015;" Urban Design Associates, "UC Monterey Bay Education, Science, and Technology Center Visioning Process," prepared for UC Santa Cruz and FOR A, November 2011; SRI International, "Economic Opportunities in Monterey County," prepared for the Monterey County Economic Development Committee, August 2011; SRI International, "Monterey County Economic Development Strategy: Monterey County Priority Economic Opportunities," prepared for the Monterey County Economic Development Department and the Economic Development Committee of the Monterey County Board of Supervisors, August 2013; Bay Area Economics, "Opportunities Analysis for Sites at Marina Municipal Airport Economic Development Area," prepared for City of Marina, June 2007; and reports conducted by Bay Area Economics and The Clark Group for FORA on affordable housing development.

Summary of Key Findings

This section summarizes the key conclusions from the analysis. The following sections provide additional data and information on each of the findings discussed below.

Build-Out Of The Base Reuse Plan

The Base Reuse Plan was based on assumptions about the pace of population and employment growth in Monterey County that have proven overly optimistic. The pace of growth envisioned in the 1997 BRP was based on projections that the Association of Monterey Bay Area Governments (AMBAG) published for the county in 1995. However, regional population and employment growth has been slower than was originally anticipated, and AMBAG's projections have been revised downwards over time. To date, only 7 percent of the new housing units and 16 percent of the new commercial square feet that the BRP projected would be built by 2015 have been completed.

At the rate of growth that is now projected, build-out of the Base Reuse Plan is expected to take 20 to 30 years. AMBAG currently projects that the North Peninsula cities – including Seaside, Marina, Del Rey Oaks, and Sand City – will add no more than 200 to 300 housing units per year on average through 2035, and about the same number of jobs. At this rate of growth, it will take 20 to 30 years to build-out the remaining 5,700 housing units that the BRP envisioned for Fort Ord, even if the base were to capture 100 percent of new development in the North Peninsula. The number of housing units in the West Peninsula cities of Monterey, Carmel, and Pacific Grove is expected to barely grow at all by 2035, reflecting the fact that these cities are largely built-out and are very constrained by their limited water supply.

While the many economic development initiatives on former Fort Ord are gradually adding jobs, no single project will replace the army's role as an economic generator for the region. At the height of military activity, Fort Ord supported approximately 14,500 military jobs, 3,800 civilian jobs, and a total population of 31,270 residents[3].   The Base Reuse Plan projected that the former Fort Ord would support approximately 18,000 jobs by 2015. However, as of 2013, there were an estimated 4,100 full-time equivalent jobs on the former Fort Ord.[4] California State University at Monterey Bay (CSUMB) – the largest current employer on the base – employs 700 full time workers and 1,000 part-time employees, and is expected to grow to approximately 1,000 full time workers in the foreseeable future. Early reports suggest that the Veteran's Medical Clinic that is currently under construction will support around 100

new jobs[5]. While not insignificant, these increments of growth (a few hundred jobs at a time) are small compared to the thousands of jobs lost with the base closure.

The real estate market in Monterey County has not proven robust enough to support the land values that were expected when the BRP was drafted, limiting FORA's ability to complete necessary improvements to the base. The BRP assumed that land sale proceeds would be significant and that 50 percent of these proceeds would be allocated to fund building removal. Many developers negotiated to assume the cost of blight removal themselves, in lieu of cash payments for the land, because this arrangement was less expensive for the developers and helped make their projects more financially feasible. However, given the slower than anticipated market growth, low real estate values after 2008, the discovery of unexpected levels of hazardous materials, and increased pre-development costs due to delays, many developers have been unable to proceed with building removal and development despite the fact that there was no upfront land cost. These same challenges also made developers more sensitive to costs associated with the Community Facilities District (CFD) Special Taxes and impact fees, which remain a key component of the plan to pay for base-wide improvements. FORA has significantly reduced CFD payments (by 27 percent, as of the 2012 Capital Improvement Program) to incentivize development.

Given the challenging market conditions, it is increasingly clear that public investments need to be phased and targeted to create an environment that is supportive for new development. Certain activity centers are emerging as places with more market strength, including The Dunes at Monterey Bay and East Garrison. Prioritizing investments – including place-making improvements as well as blight removal – that support and nurture these nodes can help ensure that scarce public dollars are used efficiently in the short-term, and will support the long-term build-out of the entire Base Reuse Plan. The Regional Urban Design Guidelines can help create a framework for phasing and prioritizing investments to support development at these emerging centers.

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3 - Economic & Planning Systems, Inc., "Ford Ord Base Reuse Plan Reassessment – Market and Economic Analysis," prepared for Fort Ord Reuse Authority, August 15, 2012.

4 - Fort Ord Reuse Authority, "Annual Report: FY 2012-2013."

5 - Philip Molnar, "Marina Clinic for Veterans, Active Military Breaks Ground," Monterey Herald, November 11, 2013, http://www.montereyherald.com/general-news/20131111/marina-clinic-for-veterans-active-military-breaks-ground.

Improving the cohesiveness and connectivity among the emerging neighborhoods and activity centers within and adjacent to Fort Ord can help support the overall success of development. While certain areas within Fort Ord are beginning to emerge as activity centers – particularly The Dunes, CSUMB, and East Garrison – these centers are surrounded by blighted buildings and vacant land, making them feel isolated. Moreover, while FORA and the other jurisdictions have begun to invest in bicycle and pedestrian infrastructure, routes between The Dunes and CSUMB remain underdeveloped. Traveling to surrounding activity centers such as downtown Marina, the Sand City Retail Center, and Ryan Ranch, typically requires a car. The Regional Urban Design Guidelines can help coordinate and align existing transportation planning efforts to improve these connections, and provide guidelines to ensure that new private development contributes to a cohesive community with a special character and identity.

Housing Market Findings

The existing housing stock in Seaside and Marina is relatively affordable, predominantly single-family, and serves as an important source of housing for service workers employed on the Peninsula. Nearly half of all housing units in the North Peninsula were built in the 1960s and 1970s, the period when Seaside and Marina experienced significant population growth associated with the expansion of Fort Ord. Many of the housing units built during this era were small, low-cost, single-family homes, and many of these are now being rented and are in need of repair or renovation. The older, rented homes in Seaside and Marina provide one of the few sources of affordable, market-rate housing for service workers employed in the Peninsula. In the wake of the housing market crash that began in 2007 and 2008, there has been a significant increase in the number of investors purchasing single-family homes and placing them on the rental market. Investors have focused on Marina and Seaside in particular due to their affordability and proximity to service jobs in the West Peninsula.

Seaside and Marina have not historically attracted many second homebuyers and retirees. While the high cost of housing in the West Peninsula is supported by a large percentage of second homes and wealthy retirees, there has been less demand to date from these types of buyers in Marina, Seaside, and Fort Ord. Local brokers noted that the majority of second homebuyers considering options in the Peninsula are looking for the lifestyle and amenities associated with Carmel, Pebble Beach, and surrounding affluent communities. Anecdotally, brokers suggest that in some communities in Carmel and Pebble Beach, 60 percent or more of housing units are owned by second homeowners and are not occupied full-time. In comparison, second homeowners are thought to account for around 10 to 20 percent of the market in Seaside and Marina.

The first two major residential projects to commence development in Monterey County since the recession are both located on Fort Ord. There are currently two residential projects underway on the former Fort Ord: East Garrison and The Dunes. The projects are both in their preliminary phases, which include market-rate, for-sale single-family homes as well affordable rental units. The for-sale component of both projects is predominantly composed of single-family detached units, although The Dunes also includes some duets (attached single-family homes). At East Garrison, permits for 170 single-family units have been pulled; approximately 50 units are completed and 70 sold (including pre-sales), with more are under construction. Model homes at The Dunes are under construction, with sales expected to begin in February 2015.

Despite the new construction at East Garrison and The Dunes, absorption of new, market-rate housing units in the Peninsula has been slower than AMBAG household growth projections would suggest. As discussed above, AMBAG projects that the North Peninsula cities will add approximately 200 to 300 households a year between 2010 and 2035. However, actual absorption of new, for-sale, market-rate homes in Fort Ord has totaled fewer than 50 units a year since marketing for new units at East Garrison began in mid 2013, and is projected to reach approximately 100 units per year with the completion of additional homes at East Garrison and The Dunes in the next few years. (Approximately 170 affordable rental units have also been completed and occupied in the past two years.) The other residential projects in the planning pipeline for the former Fort Ord are currently stalled due to financing, entitlement, water, environmental, or other factors, but could be completed in the medium- to long-term.

The slow development and absorption of new market-rate units reflects slow regional population growth, the lingering effects of the recession, a mismatch between the incomes of Monterey County residents and the prices that are needed to support new development, and the challenges associated with construction on Fort Ord. New construction has been slow to occur on the base, in part as a result of regional economic conditions, including slower than expected population growth, relatively low household incomes in the region, and the effects of the recent recession. Moreover, there is a significant gap between local incomes and new home prices. For example, only 11 percent of Monterey County households can afford a home priced at $650,000, the cost of a higher-end new home in East Garrison[6]. Other factors contributing to the challenge of development on Fort Ord include the lack of cohesive neighborhoods, poorly ranked local school districts, and relatively high sales prices that are driven in part by high construction costs associated with blight removal and the prevailing wage requirement.

To some extent, slow absorption rates may also indicate a mismatch between demand and the supply of new units that have entered the market to date. To date, only single-family homes with three or more bedrooms have been completed on Fort Ord. These units have proven most attractive for move-up buyers and former renters from within the county, as well as families and older couples relocating from communities outside the area. There may also be demand for smaller, lower cost units – for example, from younger people creating new households by moving out of their parents' home or graduating from CSUMB, or from senior households who would like to move from a single-family home to a smaller unit – that is not being met by the new, single-family housing that on the market. Because the amount of recently completed development in Monterey County is so small, however, the market for smaller and attached units remains largely untested.

In the near-term, single-family homes are expected to account for most new development; market-rate multi-family development will only become economically viable when unit values increase significantly. Market-rate development on Fort Ord is likely to continue to take the form of single-family units (including attached and detached) in the short-term. To the extent that there is a growing segment of the market that is interested in higher-intensity development, prices will need to increase before this type of product will be financially feasible to build. Current single-family sales prices are adequate to cover the cost of construction – which, on a per-square-foot basis are typically lower for single-family homes than for multi-family development – and are projected to offer an acceptable return on investment for single-family homebuilders. However, rents and sales prices are not expected to reach the level required to support multi-family construction costs, including providing an acceptable rate of return for the developer, for at least the next five years.

Vertical mixed-use development is also unlikely to be economically viable in the short- to mid-term. Like other types of multi-family development, mixed-use development will be challenging because it is more expensive to build on a per-square-foot basis, and thus requires higher prices to be financially feasible than the market currently supports. In addition, there is limited demand for additional retail space on the former Fort Ord, and retailers prefer to locate in highly visible, concentrated activity nodes near large, brand-name anchor tenants. These location considerations are often difficult to accommodate in a vertical mixed-use format.

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6 - Based on calculation by Strategic Economics. Only 11 percent of Monterey County residents earned $150,000 or more in 2012, the approximate income required to afford a home priced at $650,000.

Absorbing the housing development anticipated in the BRP will likely require attracting segments of the housing market not currently active in the North Peninsula, including retirees and second homebuyers. Given the relatively low incomes in the North Peninsula and slow pace of household growth and employment that is projected over the coming decades, Fort Ord will need to attract buyers from outside the region in order to fully realize the community's vision for the base reuse. Although Seaside and Marina had historically struggled to attract retirees and second homebuyers, Fort Ord could prove attractive for moderate-income buyers from inland Monterey County or other parts of the Central California, who are looking for a second home or retirement community located near the coast that is relatively affordable compared to communities such as Carmel and Pebble Beach.

Attracting and retaining members of the Millennial generation will also be critical to the long-term economic revitalization of the North and West Peninsula area. In many other parts of the country, people in their 20s and 30s (the Millennial generation) have been driving demand for new housing. In the North and West Peninsula, however, the population under age 45 has been decreasing since the 1990s. In order to stabilize or reverse the decline in young people and retain CSUMB graduates and other younger households over time, the region will need to provide housing and neighborhoods that meet their preferences, as well as good jobs and high-quality K-12 schools for families with children. In order to help grow the base of high-quality jobs and retain more young workers, the County Economic Development Department, CSUMB, UC MBEST, and individual cities' economic development staff are working to capitalize on key employment sectors already present in the county, including pursuing approaches to expand education, health, and hospitality employment as well as research and development opportunities in agriculture and marine research.

The Regional Urban Design Guidelines represent an opportunity to help make Fort Ord more attractive for Millennials, families, and older second homebuyers and retirees, as well as more functional for an aging population. Surveys indicate that Baby Boomers and Millennials are less interested than other age groups in traditional, auto-dependent suburbs, and instead prefer locations with easy access to amenities and a broader range of mobility options such as walking and public transit[7]. Creating more cohesive, pedestrian-oriented neighborhoods with improved connections to retail and other activity centers could help make Fort Ord more attractive for these buyers.

> **"the slow pace of projected population and employment growth suggests that demand for regional-serving retail will not increase significantly in the near- to mid-term"**

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7 - See, for example, American Planning Association, Investing in Place: Two Generations' View on the Future of Communities, May 2014, http://www.planning.org/policy/polls/investing/pdf/pollinvestingreport.pdf.

Commercial Real Estate Market Findings

Monterey County's commercial real estate markets have generally been flat over the last five years, and the slow pace of development is expected to continue in the foreseeable future. There have been some modest improvements in the industrial and hotel markets in recent months, but a significant supply of existing vacancy space, low rents, and a significant sublease market in most commercial markets suggest that the pace of new construction will continue to be slow in the coming years. Demand for new, multi-tenant speculative commercial buildings in particular is not expected for the next five to 10 years.

The existing supply of office space in the market in and around Fort Ord is likely to accommodate most of the increased demand associated with knowledge-based employment growth for the coming decade. Monterey County has lost employment in traditional office-based employment sectors (i.e., information, financial services, and professional services) since 2000. Long-term employment projections forecast that future job growth in the county will be concentrated in the leisure and hospitality, education and health care, retail, and agriculture industries, which typically do not generate significant demand for office space. Expectations that CSUMB or the University of California Monterey Bay Education, Science, and Technology Center (UC MBEST) would generate demand for new research facilities requiring office or flex/light industrial space have not come to fruition, and the institutions have scaled back their growth projections over time. Given the large amount of vacant office space on the market, any spinoff associated with UC MBEST, CSUMB, or other institutions (such as medical offices associated with the Veteran's Clinic) in the next five to ten years will likely be absorbed by existing buildings. However, if various economic development efforts are successful, this trend could change over the longer term.

While vacancy rates for industrial space have declined in recent years, rents remain too low to support new, speculative industrial development. The only light industrial development that is expected to locate on or near Fort Ord in the next five to ten years will be tied to niche or specialized users with outside funding, such as UC MBEST or the motor sports facility that is planned adjacent to the Ryan Ranch Business Park. Other build-to-suit facilities may be developed in the future, but are difficult to predict based on current growth projections.

Some hotel development may occur on Fort Ord in the near term, reflecting local and regional growth in the tourism industry. Leisure and hospitality is one of the industries that have driven job growth in Monterey County in recent years. Hotels and other visitor-serving accommodations remain a strong and improving sector in the Peninsula economy, and two hotel projects are in the approvals process on the former Fort Ord. These hotel projects are expected to augment the area's identity as a destination from which to explore the Monterey Peninsula, and will meet an underserved niche for college graduations and events.

Additional large-scale, regional-serving retail projects are unlikely to be feasible in the near- to mid-term. Between The Dunes Retail Center and the Sand City Retail Center, the North Peninsula trade area appears to be saturated with existing supply of regional-serving, big box retail. Moreover, the slow pace of projected population and employment growth suggests that demand for regional-serving retail will not increase significantly in the near- to mid-term. Although several additional large-scale retail projects were proposed on Fort Ord prior to the recession, these are now on hold and are unlikely to be feasible given current market conditions.

However, it may be possible to attract a small grocery store, restaurants, or other convenience-oriented shops serving the area near CSUMB, East Garrison, and The Dunes. Dining and food and beverage establishments on Fort Ord land are undersupplied and offer one area for near-term retail growth. The Dunes Phase 2 is targeting the pent-up demand for restaurants, but there may be additional demand for this type of retail space, especially as the number of residents and workers on the base increases incrementally over time. Demand for dining and food and beverage uses is likely to be strongest in the area closest to CSUMB, East Garrison, and The Dunes, where there is a growing critical mass of population and employment and an existing concentration of retail activity.

Development Context

The former Ford Ord encompasses 28,000 acres located within unincorporated Monterey County and the cities of Seaside, Marina, Del Rey Oaks, and Monterey. At the height of military activity, Fort Ord supported approximately 14,500 military jobs, 3,800 civilian jobs, and a total population of approximately 31,270 residents[8].   When the military base closed in 1994, the county lost a major economic driver. The cities of Marina and Seaside were particularly affected, as their economies were most closely linked to the base. This section describes the development that has occurred in the former Fort Ord in the years since the base's closure, including the opportunities and barriers that continue to shape the potential for the base's reuse.

Major Activity Centers In & Around the Former Fort Ord

As illustrated in Figure A2.6, the majority of Fort Ord land has been retained as permanent open space, including the Fort Ord National Monument. When the base closed, the State of California created California State University at Monterey Bay (CSUMB) to help catalyze new economic development activity in the area. The university currently has an enrollment of 6,600 students and 700 staff, and is projected to grow to 9,000 students and 1,000 staff within the next several years. Depending upon state funding availability, the university's enrollment may increase to 12,000 students over the next decade.

Other than the university, little new development had occurred on the former base until recently. However, in the past few years, several new retail, housing, and health care facilities have begun construction or been completed. In particular, The Dunes on Monterey Bay is emerging as a hub of activity. The development opened in 2007 with a 380,000 square foot regional shopping center. In subsequent years, the 35,000 square foot Peninsula Wellness Center and a 108-unit affordable apartment project were also completed. Construction is nearing completion on a five-screen movie theater, a 148,000 square foot Department of Defense/Veteran's Medical Clinic, and model homes for Phase 1 of a planned for-sale housing project. A 21,000 square foot food court and hotel is also planned.

The other major development project that is underway is East Garrison, a residential community that is entitled for up to 1,472 housing units, including a mix of single- and multi-family. The first project, completed in 2013, was a 66-unit affordable apartment development. Permits for 170 single-family units have been pulled; of these, approximately 50 units are completed and more are under construction.

Figure A2.7 shows these emerging activity centers on the former Fort Ord, as well as the major office and retail centers that are directly adjacent to the base. These include Ryan Ranch, the largest office and light industrial park on the North Peninsula; and the Sand City Retail Center, a regional-serving shopping center anchored by Costco and Target. These activity centers are a critical part of the overall market context for future development on Fort Ord land.

While some new development has begun, the pace of this activity has been significantly slower than originally projected. As shown in Figure A2.7, the BRP originally projected that by 2015, build-out of the former Fort Ord would include 10,816 occupied housing units (including 6,160 new units and 4,656 rehabilitated existing units), 4.6 million square feet of commercial space, and 1,750 hotel rooms. To date, only 7 percent of the projected new housing units and 10 percent of the office/light industrial space has been completed. With the completion of The Dunes Retail Center, nearly half the retail space has been developed. No hotels have been built on Fort Ord, although several projects are going through the planning process that, combined, would add a few hundred rooms. The following section describes some of the opportunities and constraints that have influenced Fort Ord's build-out, and will continue to affect development potential in the future.

Figure A2.5: Housing Construction (Dunes at Monterey Bay)

8 - Economic & Planning Systems, Inc., 2012.
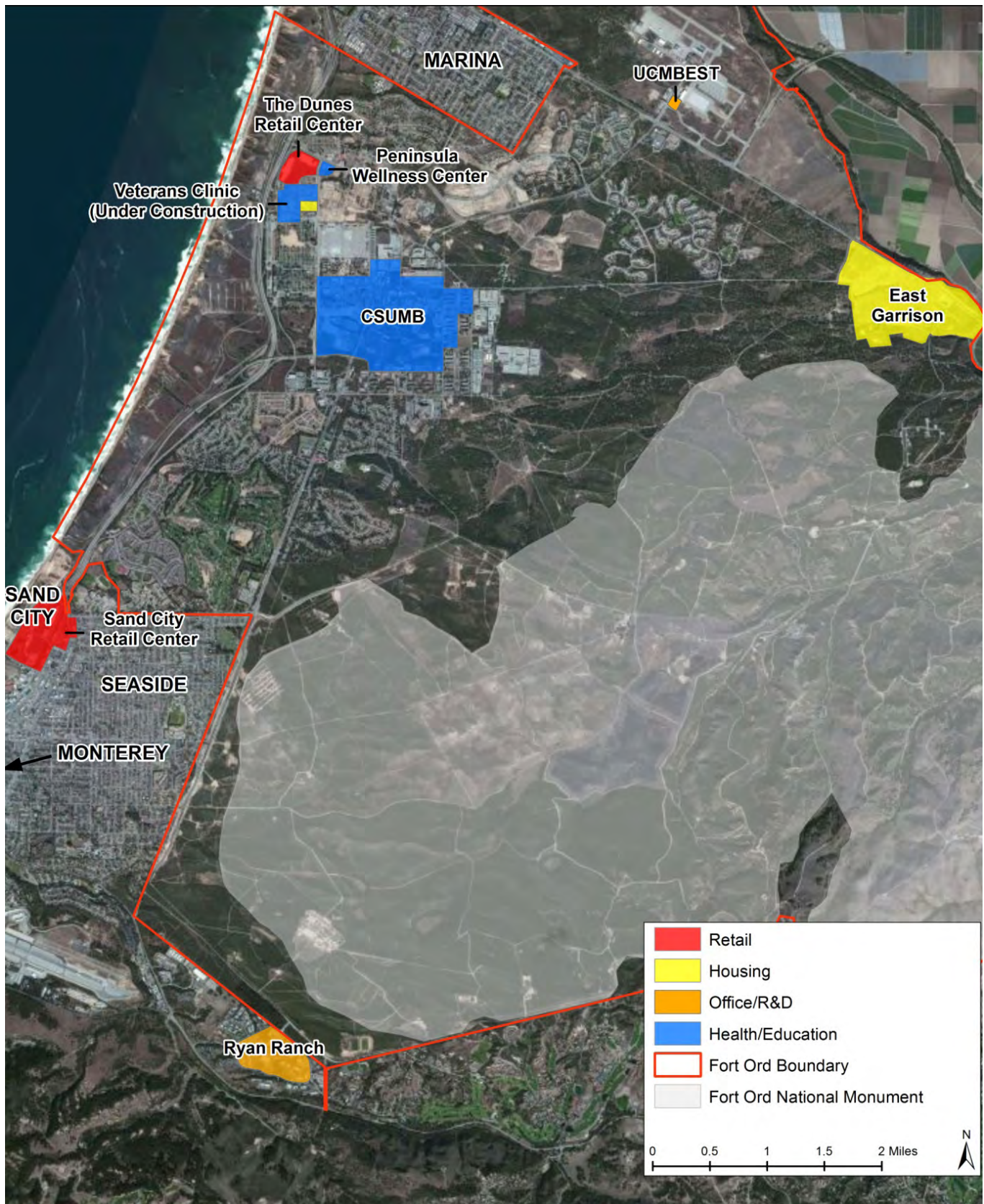
Figure A2.6: Major Activity Centers in and around Fort Ord (Existing and Under Construction)

Figure A2.7: Status of the Fort Ord Base Reuse Plan

	Projected 2015 Development per the 1997 BRP	Built as of (2013/2014)	Percent Built Out
Housing Units			
New Housing	6,160	433	7%
Existing Housing			
Military Housing	1,590	1,590	100%
CSUMB Housing	1,253	1,253	100%
Other(a)	1,813	1,413	78%
Total	10,816	4,689	43%
Commercial Space			
Light Industrial/Office/R&D (sq. ft.)	3,856,500	391,300	10%
Retail (sq. ft.)	757,000	368,000	49%
Total	4,163,500	759,300	16%
Hotel (rooms)	1,750	0	0%
Jobs (Full Time Equivalents)	18,342	4101	22%
CSUMB Students (b)	25,000	6,631	27%

(a) Includes 400-unit Cypress Knolls project, which was originally intended to be rehabilitated and reused but, due to deterioration over time, must now be torn down and redeveloped.

(b) CSUMB was originally planned to grow to 25,000 students; however, plans have been scaled back and the university is now expected to reach a total of 9,000 to 12,000 students over the next decade.

Sources: Base Reuse Plan; 2013 Annual Report; FORA, Developer Surveys, July 1, 2014; Strategic Economics, 2014.

Development Constraints & Opportunities

The former Fort Ord has a number of opportunities for new development, but also faces significant barriers to change. Some of the key opportunities and constraints are discussed below, based on interviews with local developers, brokers, and economic development professionals, as well as a review of past studies.

Opportunities

- **Land and roadway facility capacity**: While many areas of the Peninsula have limited capacity to grow, Ford Ord benefits from its abundant land situated at the gateway to the Peninsula. Moreover, past investments in roadways have helped create significant capacity for new development (for example, along Second Avenue in Seaside and Marina). Therefore, traffic congestion, a common concern confronting most new development in California, is unlikely to be a major issue for future development within Fort Ord.

- **Education and health institutions:** Four institutions of higher learning have been established in the former Fort Ord, including CSUMB, the University of California Monterey Bay Education, Science, and Technology Center (UC MBEST), Monterey Peninsula College (community college), and the Monterey College of Law. CSUMB in particular has the potential to serve as a new anchor for economic development, although (as discussed below), the university has scaled back its growth projections. The base is also beginning to attract a cluster of health and wellness institutions, including the Peninsula Wellness Center and the Veteran's Health Clinic.

- **Recreational opportunities:** The Fort Ord National Monument and the Fort Ord Dunes State Park have the potential to attract a wide range of visitors for bicycle, pedestrian, and equestrian use.

- **Existing regional economic strengths in education and health, tourism, and agriculture:** Previous regional economic studies have identified education and research, health care, tourism, and agriculture as the sectors that drive Monterey County's economy[9]. With a number of complimentary education and health institutions, and opportunities to expand recreational tourism opportunities, Fort Ord has the potential to absorb demand from these sectors as they grow.

Challenges

- **Slower population and employment growth than originally anticipated:** Population and employment projections for the county have shifted downwards since the BRP was written in 1997, suggesting that the build-out of the Base Reuse Plan will take significantly longer than was originally anticipated. The revised projections in part reflect the effects of the recession that began in 2007/08, which had a profound impact on the area's economy. However, while the economy is beginning to recover from the worst effects of the recession, Monterey County has generally grown more slowly than the state over the past several decades.

- **Reduced growth projections for the educational institutions:** UC MBEST was originally expected to add several million square feet of office and light industrial space on a 500-acre campus. However, the original 39,000 square foot facility struggled to attract tenants, and budget cuts in the UC system caused the center to reduce staffing. In recognition of these challenges, the center's 2011 visioning exercise concluded that total market demand for new R&D/flex space at UC MBEST over the next 20 years would not exceed 296,000 square feet, occupying 27 acres (less than 10 percent of the amount of development that was originally projected for 2016). The 2011 demand estimate assumes that UC MBEST captures half of the 1,400 to 1,800 new jobs projected for Monterey County in business and professional services over a 20-year timeframe. Meanwhile, CSUMB had originally projected full enrollment of 25,000, but water limitations, development costs, and state funding limitations have lowered the University's desired enrollment size to approximately 9,000 to 12,000 students and an estimated staff of 1,000.

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9 - SRI International, "Monterey County Economic Development Strategy: Monterey County Priority Economic Opportunities," prepared for the Monterey County Economic Development Department and the Economic Development Committee of the Monterey County Board of Supervisors, August 2013; Economic & Planning Systems, Inc., 2012.

- **Blight removal:** The BRP envisioned that new development would help pay for removing dilapidated and vandalized buildings. However, the market has not proven strong enough to support this plan. The BRP provided for the allocation of 50 percent of land sale proceeds to fund building removal. In many cases, developers agreed to assume the cost of blight removal themselves, rather than provide upfront cash payments for the land. However, as a result of slow growth, low market values, the discovery of unexpected levels of hazardous materials, and increased costs of business due to delays, many developers have been unable to proceed with their projects despite the fact that they did not have to pay for the land. Currently, about 60 percent of blighted buildings have been removed or reused by FORA, CSUMB, private developers, and other partners[10].

- **Development cost:** The Market and Economic Analysis conducted as part of the 2012 Base Reuse Plan Reassessment identified high Community Facilities District (CFD) Special Taxes and impact fees as barriers to development, particularly for attached development products with lower unit values (for which fees make up a higher percentage of the value). In recognition of this barrier, FORA has significantly reduced CFD payments (by 27 percent, as of the 2012 Capital Improvement Program). However, the requirement that developers pay state prevailing wage rates for new construction projects is still considered a significant cost burden to developers. Because this requirement raises project costs, higher rents and sales prices are required in order for development projects to be financially feasible.

- D**evelopment risks:** Fort Ord is perceived to be a cumbersome and costly location in which to obtain development approvals. Developers cite overlapping jurisdictions, FORA's review process, and stringent CEQA requirements as major challenges to obtaining entitlements. Moreover, developers believe that environmental concerns and a strong anti-growth sentiment add to increased risks of lawsuits and project delays. Negative perceptions and actual restrictions on water allocations further add to developer risk. Finally, the fact that FORA sunsets in 2020 creates uncertainty regarding the ability of individual land use jurisdictions to coordinate on base-wide issues (such as building removal, habitat management, transportation and transit, and water augmentation) in the future.

- **Infrastructure deficits:** As discussed above, concerns about Fort Ord's long-term water supply add to the perceived risk of developing on the former base. The anticipated development build-out for Fort Ord requires 9,000 acre-feet per year (AFY), including 6,600 AFY in existing groundwater supply and an additional 2,400 AFY that has not yet been obtained. The current build-out uses approximately 2,000 AFY (30 percent of the existing groundwater supply, or 22 percent of the projected 9,000 AFY). FORA has worked with the Marina Coast Water District (MCWD) to develop a water augmentation plan; however, implementation of the plan has been on hold due to the recession and settlement negotiations[11]. In addition to the long-term concerns about water availability, local economic development professionals report that the slow Internet connection in and around the base poses a barrier to business attraction.

- **Need for improved place-making and transportation connectivity:** While certain areas within Fort Ord are beginning to emerge as activity centers – particularly, The Dunes, CSUMB, and East Garrison – these centers are surrounded by blighted buildings and vacant land, making them feel isolated. Moreover, while FORA and the other jurisdictions have begun to invest in bicycle and pedestrian infrastructure, routes between The Dunes and CSUMB remain underdeveloped. Traveling to surrounding activity centers such as downtown Marina, the Sand City Retail Center, and Ryan Ranch, typically requires a car. Improving the connections among all of these activity centers could help support the success of the newly emerging nodes on Fort Ord.

10 - Fort Ord Reuse Authority, "Annual Report: FY 2012-2013" and "Regional Urban Design Guidelines on the Former Fort Ord: Request for Proposals," 2014.

11 - Fort Ord Reuse Authority, "Capital Improvement Program: Fiscal Year 2012/13 through 2021/22," approved by the FORA Board June 8, 2012.

CONCLUSION

The Regional Urban Design Guidelines (RUDG) offer the opportunity to build on the opportunities described above, while addressing some of the constraints that are holding back new development. In particular, the RUDG are intended to address the place-making and connectivity challenges discussed above by providing guidance on the overall look and feel of development and public spaces within Fort Ord, improving multimodal connections among the base's emerging activity centers, and enhancing the trail system. In addition, to the extent that local jurisdictions "buy in" to the design guidelines and adopt them locally, the RUDG have the potential to reduce some of the uncertainty around development entitlements (in the short- to medium-term) and the future direction of the base after FORA sunsets (in the long-term).

However, in order to ensure that the RUDG are realistic and implementable, the guidelines should take into account the expected slow pace of future growth and development in the region generally and in Fort Ord specifically.

"... the Regional Urban Design Guidelines are intended to address the place-making and connectivity challenges..."

Figure A2.8: Remaining barracks in the planned Cypress Knolls area.

Demographic & Employment Trends

Demand for new residential and commercial space is, fundamentally, driven by household and employment growth. Understanding the rate of regional population and employment growth, the location of that growth within the region, and the types of households and industries that are driving change is therefore key to understanding the rate and type of change that Fort Ord has experienced in the past, and is likely to experience in the future. This chapter provides an overview of demographic and employment trends in Monterey County (also known as the Salinas metropolitan statistical area, or MSA). For the purposes of the analysis, Strategic Economics defined three key submarkets within the region:

1. North Peninsula, including the cities of Marina, Seaside, Del Rey Oaks, and Sand City.

2. West Peninsula, including the cities of Monterey, Carmel, and Pacific Grove.

3. Salinas Valley, including the cities of Salinas, Gonzales, Greenfield, Soledad, and King City. For some key indicators of growth, the City of Salinas is discussed separately from the other Salinas Valley communities.

The North Peninsula includes the vast majority of Fort Ord; a small amount of the base is also located in the City of Monterey. Therefore, the discussion below focuses on understanding the North Peninsula's role in the region, and specifically the implications of regional growth patterns for Fort Ord's redevelopment.

DEMOGRAPHICS

Historic Population Trends

After growing rapidly for many decades, Monterey County is now growing more slowly than the state as a whole. As shown in Figure A2.9, the county's population grew rapidly through the first half of the 20th Century. However, since the 1960s, the county has been growing more slowly than the State of California over all. As of 2010, the county had a total population of 415,000.

Between the official opening of the military installation in 1940 and its closure in 1994, Fort Ord's expansion drove the growth and economic development of the North Peninsula. Figure A2.10 shows historic population growth for each of the Monterey County submarkets, as well as some of the major events in the history of Fort Ord and the development of the North Peninsula. The Army began using the future Fort Ord for training purposes in the early 1900s. After the Army purchased the land that was to become Fort Ord in 1917, the area continued to be used as a training camp until it officially became a military base in the early 1940s. Over the following decades, the base expanded rapidly as Fort Ord became the nation's primary basic training center during the Vietnam War. Population growth in the North Peninsula – and, to a lesser extent, the West Peninsula – mirrored the base's growth. After 1975, with the end of the war, the pace of growth in Fort Ord and surrounding cities began to slow.

Population in the North and West Peninsula declined significantly following the base closure, and has not recovered. After the base closed in 1994, the population of the North Peninsula fell by nearly 20 percent, from a peak of 67,190 in 1990 to 54,700 by 2010. Over the same time period, the population in the West Peninsula declined by 11 percent (Figure A2.10).

The growth driver within Monterey County has gradually shifted from Fort Ord and the North and West Peninsula to the City of Salinas and other Salinas Valley cities. The City of Salinas has served as the region's major population and economic center since the 1960s. While the North Peninsula's population growth began to slow in the 1980s and then declined, the City of Salinas and the other Salinas Valley Cities continued to expand rapidly through 2000 (Figure A2.10).

Figure A2.9: Historic Population Growth Rates (Annual Average Percent Change): Monterey County Compared to the State of California, 1990-2010
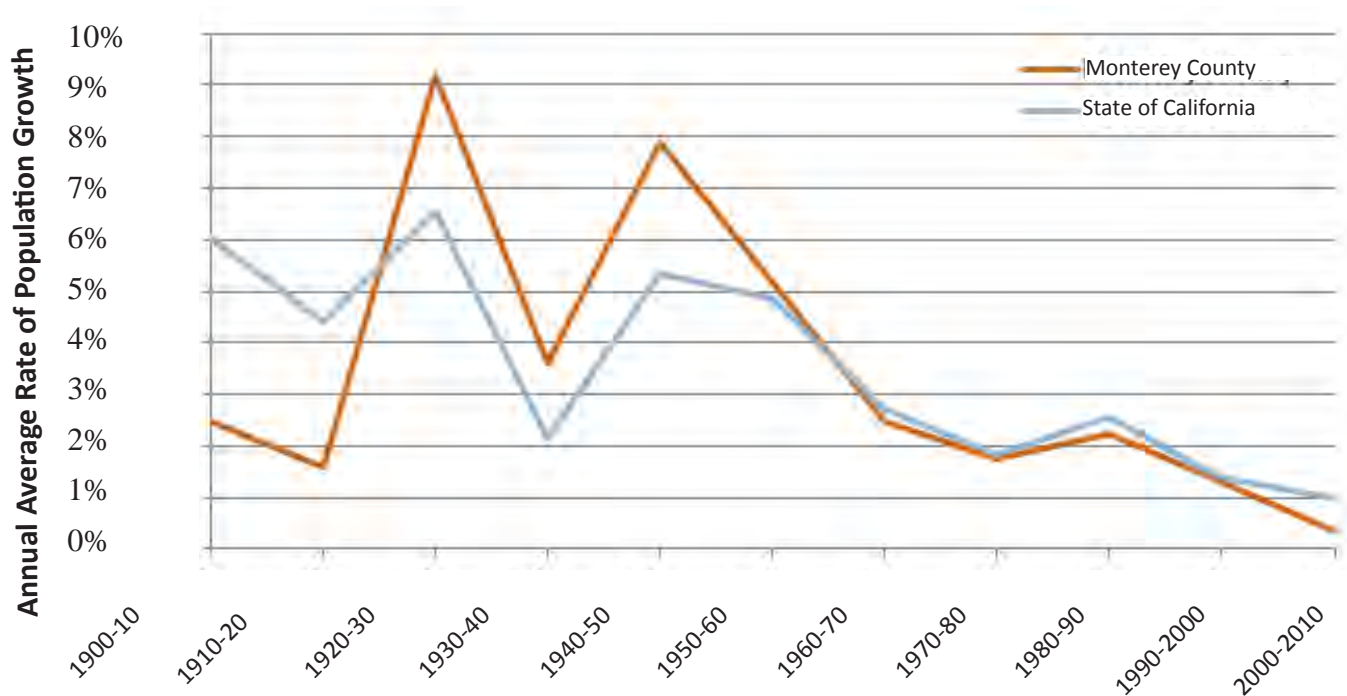
Sources: California Department of Finance, Historical Census Populations of California, Counties, and Incorporated Cities, 1850-2010; Strategic Economics, 2014

Figure A2.10: Historic Population Growth by Submarket and Major Events in the Development of Fort Ord and the North Peninsula
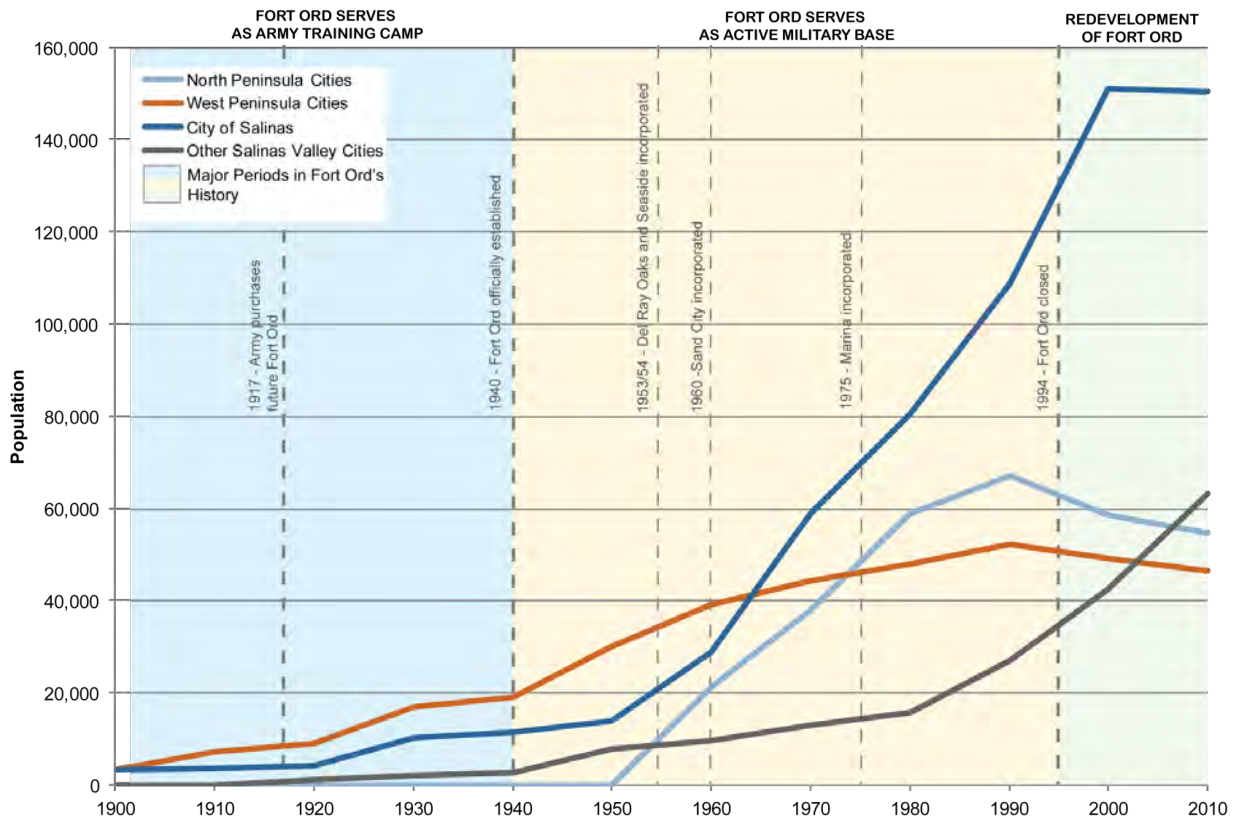
Note: Figure is based on total population in incorporated cities at the time of each Decennial Census; for example, the City of Marina was incorporated in 1975, so Marina's population is included in the North Peninsula beginning in 1980.
Sources: California Department Finance, Historical Census Populations of California, Counties, and Incorporated Cities, 1850-2010; Strategic Economics, 2014.

A2.15

Existing Population & Household Characteristics

Within Monterey County, there is significant variation in population and household characteristics. Figures A2.12 and A2.13 compare key demographic and household characteristics in the North Peninsula, West Peninsula, and Salinas Valley to the county and the state as a whole for 2012. In general:

- **The North Peninsula has a relatively young, racially and ethnically diverse population, and is home to many families.** The demographic and household makeup of the North Peninsula is generally similar to the state and county as a whole, although the North Peninsula does have a slightly higher share of residents aged 18 to 34 (29 percent of the population) compared to the county and the state as a whole (26 and 25 percent, respectively) – likely reflecting the concentration of students. Compared to the West Peninsula, the North Peninsula cities are home to a larger share of children under 18 years; a larger share of African-Americans, Asians and Pacific Islanders, and Hispanics; and a lower share of people who have continued their education beyond high school (Figure A2.12). On average, households in the North Peninsula are larger than in the West Peninsula, with more families with children and relatively fewer single-person and roommate households (Figure A2.13).

- **The West Peninsula's population is older, less diverse, and more highly educated, with more single-person and roommate households.** Compared to the other submarkets in Monterey County and the state as a whole, the West Peninsula has a relatively low share of children; a high share of adults aged 55 and over; and fewer African-Americans, Asians and Pacific Islanders, and Hispanics. Half of all West Peninsula residents have a Bachelor's or post-graduate degree (Figure A2.12). The West Peninsula also has a relatively low share of families with children, and a higher share of single-person households than the state as a whole (Figure A2.13).

- **The Salinas Valley has a predominantly Hispanic population, is home to many families with children, and has low rates of educational attainment.** The Salinas Valley has a much younger population than the other Monterey County submarkets or the state as a whole, many more residents who have not graduated from high school, and larger household sizes (Figures A2.12 and A2.13).

Figure A2.11: Running event in Pacific Grove

Over time, the North and West Peninsula's population has aged, while the number of families with children has declined. Figures A2.14 and A2.15 show the change in population by age group and households by type, respectively, for the three submarkets and the county. Overall, the North Peninsula has seen significant declines in population, especially in the population under 18, 18 to 34, and 34 to 44. Meanwhile, the population 45 and over has increased as the Baby Boomer cohort (born between 1946 and 1964) has aged. This pattern is similar to the West Peninsula, which has seen a decline in all age groups under 54, while the Salinas Valley has remained more attractive for younger age groups (Figure A2.14). The number of families with children has also declined in the North Peninsula, while the number of householders living alone and other non-families has increased – reflecting the overall aging of the population (Figure A2.15). To some extent, this pattern reflects the overall aging of the state's population. At the state level, however, the number of families with children has remained stable even as the population has aged and the number of families without children and single-person households has increased.

While there is significant income diversity among the North Peninsula cities, most have relatively low median incomes compared to the county and the state as a whole. Figure III-7 shows median household incomes by city in 2012, compared to the county- and state-wide medians. The median household income in Del Rey Oaks is among the highest in the county at over $80,000 a year. However, median incomes in Marina, Seaside, and Sand City range from approximately $42,300 to $54,000 a year, well below the county and state medians. Residents of West Peninsula cities tend to have higher incomes, while incomes in the City of Salinas are relatively low.

Figure A2.12: Population Characteristics: Submarkets, County, and State of California, 2012

	North Peninsula		West Peninsula		Salinas Valley		Total County		State of California	
	#	% of Total	#	% of Total	#	% of Total	#	% of Total	#	% of Total
Age										
Under 18 years	13,593	25%	7,166	15%	67,338	32%	111,291	27%	9,282,806	25%
18 to 34 years	15,788	29%	12,172	26%	61,236	29%	108,639	26%	9,268,304	25%
35 to 44 years	7,483	14%	5,661	12%	30,333	14%	54,964	13%	5,199,915	14%
45 to 54 years	7,280	13%	5,950	13%	24,682	12%	53,192	13%	5,224,402	14%
55 to 64 years	5,596	10%	6,947	15%	16,050	8%	43,285	10%	4,049,135	11%
65 years and older	5,134	9%	9,131	19%	14,114	7%	44,828	11%	4,300,506	12%
Total	54,874	100%	47,027	100%	213,753	100%	416,199	100%	37,325,068	100%
Race										
White	32,678	60%	38,317	81%	154,370	72%	309,794	74%	23,252,553	62%
Black or African American	4,426	8%	1,100	2%	5,885	3%	12,568	3%	2,254,160	6%
Asian or Pacific Islander	7,221	13%	3,917	8%	12,769	6%	28,172	7%	5,065,779	14%
Other Race or Two or More Races	10,549	19%	3,693	8%	40,729	19%	65,665	16%	6,752,576	18%
Total	54,874	100%	47,027	100%	213,753	100%	416,199	100%	37,325,068	100%
Ethnicity										
Hispanic or Latino	19,669	36%	6,198	13%	164,195	77%	185,997	45%	14,024,109	38%
Not Hispanic or Latino	35,205	64%	40,829	87%	49,558	23%	230,202	55%	23,300,959	62%
Total	54,874	100%	47,027	100%	213,753	100%	416,199	100%	37,325,068	100%
Educational Attainment (for Population 25 Years and Over)										
Less than High School Graduate	8,227	24%	1,894	5%	52,806	43%	76,433	30%	4,577,493	19%
High School Graduate or Equivalency	7,190	21%	4,925	14%	27,202	22%	52,006	20%	4,988,559	21%
Some College or Associate's Degree	11,225	33%	10,427	30%	28,875	24%	70,240	27%	7,206,710	30%
Bachelor's Degree or Higher	7,704	22%	17,380	50%	13,018	11%	59,862	23%	7,344,555	30%
Total	34,346	100%	34,626	100%	121,901	100%	258,541	100%	24,117,317	100%

Note: Submarkets exclude unincorporated areas.
Sources: US Census American Community Survey 5-Year Estimates, 2008-2012; Strategic Economics, 2014.

figure A2.13: Household Characteristics: Submarkets, County, and te State of California, 2012

	North Peninsula		West Peninsula		Salinas Valley		Total County		State of California	
	#	% of Total	#	% of Total	#	% of Total	#	% of Total	#	% of Total
Total Households	17,743	100%	21,411	100%	52,147	100%	125,123	100%	12,466,331	100%
Average Household Size	3.0		2.1		3.8		3.2		2.9	
Household Type										
Families with Children	5,935	33%	4,314	20%	25,816	50%	46,155	37%	4,137,409	33%
Families without Children	6,186	35%	6,809	32%	16,305	31%	44,236	35%	4,412,625	35%
Householder Living Alone	3,958	22%	8,508	40%	7,617	15%	26,992	22%	3,030,438	24%
Other Non-Family Households	1,664	9%	1,780	8%	2,409	5%	7,740	6%	885,859	7%
Total	17,743	100%	21,411	100%	52,147	100%	125,123	100%	12,466,331	100%

Note: Submarkets exclude unincorporated areas.
Sources: US Census American Community Survey 5-Year Estimates, 2008-2012; Strategic Economics, 2014.

Figure A2.14: Change in Population Age Distribution Over Time: Submarkets and the County, 1990-2012

	Population			Percent Change Perange	
	1990	2000	2012	1990-2000	2000-12
North Peninsula					
Under 18 years	18,528	15,289	13,593	-17%	-11%
18 to 34 years	28,350	18,438	15,788	-35%	-14%
35 to 44 years	8,953	9,817	7,483	10%	-24%
45 to 54 years	4,120	6,475	7,280	57%	12%
55 to 64 years	3,740	3,752	5,596	0%	49%
65 years and older	3,499	4,937	5,134	41%	4%
Total Population	67,190	58,708	54,874	-13%	-7%
West Peninsula					
Under 18 years	9,087	8,096	7,166	-11%	-11%
18 to 34 years	17,122	12,283	12,172	-28%	-1%
35 to 44 years	8,448	7,564	5,661	-10%	-25%
45 to 54 years	4,716	7,865	5,950	67%	-24%
55 to 64 years	4,274	4,764	6,947	11%	46%
65 years and older	8,663	8,705	9,131	0%	5%
Total Population	52,310	49,277	47,027	-6%	-5%
Salinas Valley					
Under 18 years	44,702	64,144	67,338	43%	5%
18 to 34 years	43,406	57,940	61,236	33%	6%
35 to 44 years	18,314	29,526	30,333	61%	3%
45 to 54 years	10,216	19,006	24,682	86%	30%
55 to 64 years	8,232	9,820	16,050	19%	63%
65 years and older	10,811	13,089	14,114	21%	8%
Total Population	135,681	193,525	213,753	43%	10%
Monterey County					
Under 18 years	97,951	114,050	111,291	16%	-2%
18 to 34 years	116,059	107,744	108,639	-7%	1%
35 to 44 years	52,319	61,978	54,964	18%	-11%
45 to 54 years	29,785	49,251	53,192	65%	8%
55 to 64 years	24,849	28,440	43,285	14%	52%
65 years and older	34,697	40,299	44,828	16%	11%
Total Population	355,660	401,762	416,199	13%	4%
State of California					
Under 18 years	7,750,725	9,249,829	9,282,806	19%	0%
18 to 34 years	9,098,628	8,595,092	9,268,304	-6%	8%
35 to 44 years	4,639,321	5,485,341	5,199,915	18%	-5%
45 to 54 years	2,902,569	4,331,635	5,224,402	49%	21%
55 to 64 years	2,233,226	2,614,093	4,049,135	17%	55%
65 years and older	3,135,552	3,595,658	4,300,506	15%	20%
Total Population	29,760,021	33,871,648	37,325,068	14%	10%

Sources: US Decennial Census, 1990, 2000 and American Community Survey 5 Year Estimates, 2008-2012; Strategic Economics, 2014.

Figure A2.15: Change in Household Types Over Time: Submarkets and the County, 1990-2012

	Population			Percent Change	
	1990	2000	2012	1990-2000	2000-12
North Peninsula					
Families with Children	9,599	6,733	5,935	-30%	-12%
Families without Children	5,787	5,961	6,186	3%	4%
Householder Living Alone	2,923	3,446	3,958	18%	15%
Other Non-Families	1,015	1,222	1,664	20%	36%
Total Households	19,324	17,362	17,743	-10%	2%
West Peninsula					
Families with Children	5,332	4,588	4,314	-14%	-6%
Families without Children	7,223	6,972	6,809	-3%	-2%
Householder Living Alone	7,491	8,366	8,508	12%	2%
Other Non-Families	2,298	2,275	1,780	-1%	-22%
Total Households	22,344	22,201	21,411	-1%	-4%
Salinas Valley					
Families with Children	20,043	24,597	25,816	23%	5%
Families without Children	10,621	13,767	16,305	30%	18%
Householder Living Alone	7,276	7,441	7,617	2%	2%
Other Non-Families	2,098	2,039	2,409	-3%	18%
Total Households	40,038	47,844	52,147	19%	9%
Monterey County					
Families with Children	47,334	47,411	46,155	0%	-3%
Families without Children	35,681	40,520	44,236	14%	9%
Householder Living Alone	22,999	25,748	26,992	12%	5%
Other Non-Families	6,951	7,557	7,740	9%	2%
Total Households	112,965	121,236	125,123	7%	3%
State of California					
Families with Children	3,853,394	4,117,036	4,137,409	7%	0%
Families without Children	3,286,000	3,803,013	4,412,625	16%	16%
Householder Living Alone	2,429,867	2,708,308	3,030,438	11%	12%
Other Non-Families	811,945	874,513	885,859	8%	1%
Total Households	10,381,206	11,502,870	12,466,331	11%	8%

Sources: US Decennial Census, 1990, 2000 and American Community Survey 5 Year Estimates, 2008-2012; Strategic Economics, 2014.

Figure A2.16: Median Household Income for Selected Cities, 2012

	Median Household Income		West Peninsula	Median Household Income
North Peninsula			City of Monterey	$63,072
Del Rey Oaks	$80,417		Carmel	$75,582
Marina	$54,038		Pacific Grove	$68,213
Seaside	$50,587			
Sand City	$42,292		City of Salinas	$50,587
			Monterey County	$60,143
			State of California	$61,400

Sources: US Census American Community Survey 5-Year Estimates, 2008-2012; Strategic Economics, 2014.

Projected Population Growth

While projection sources differ slightly, Monterey County is not expected to reach half a million people until 2035. Figure A2.17 compares three population projection sources for Monterey County: the Association of Bay Area Governments (AMBAG), the California Department of Finance, and the commercial forecasting firm Woods & Poole. All three are fairly similar, and show Monterey County reaching 500,000 by approximately 2035. This represents an annual average growth rate of about 0.7 percent a year, significantly faster than the average growth rate for the county between 2000 and 2010 (0.3 percent a year), but slower than the average growth rate between 1990 and 2000 (1.3 percent a year).

Current projections are much more conservative than when the Base Reuse Plan was written, and have also been revised downwards since the Base Reuse Plan Reassessment Report was completed in 2012. In 1995, when the Base Reuse Plan was written, AMBAG projected that Monterey County would reach 500,000 residents before 2015. As of the 2012 Reassessment Report Market Study, AMBAG was projecting that the county would reach this benchmark in 2025, and the Department of Finance's projections were even more aggressive[12].

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12 - The 2012 Reassessment Report Market Study used AMBAG's 2008 projections; this report relies on AMBAG's 2014 Regional Growth Forecast.

AMBAG currently projects that the North Peninsula will add fewer than 300 housing units per year on average, while the West Peninsula housing stock will barely grow at all by 2035. Figure A2.18 shows forecasted population and housing unit growth by submarket, based on AMBAG's projections (AMBAG is the only source that provides city-level projections). The North Peninsula is expected to grow slightly faster than the county; however, this still amounts to fewer than 300 new housing units per year. At this rate of growth, the North Peninsula will not reach its peak, 1990 population level again until nearly 2030, while the West Peninsula will not achieve 1990 population levels until after 2035. According to AMBAG planners, the slow growth rate of projected for the West Peninsula reflects the fact that these cities are largely build-out, slow-growth communities with significant water constraints.

At this rate of growth, build-out of the Base Reuse Plan will take 20 to 30 years. Assuming that the North Peninsula cities grow at a rate of 200 to 300 housing units per year, it will take 20 to 30 years to build-out the remaining 5,700 housing units that the BRP envisioned for Fort Ord – even if the former Fort captures 100 percent of new development in the North Peninsula.

Figure A2.17: Comparison of Population Projection Sources: Monterey County, 1990-2035
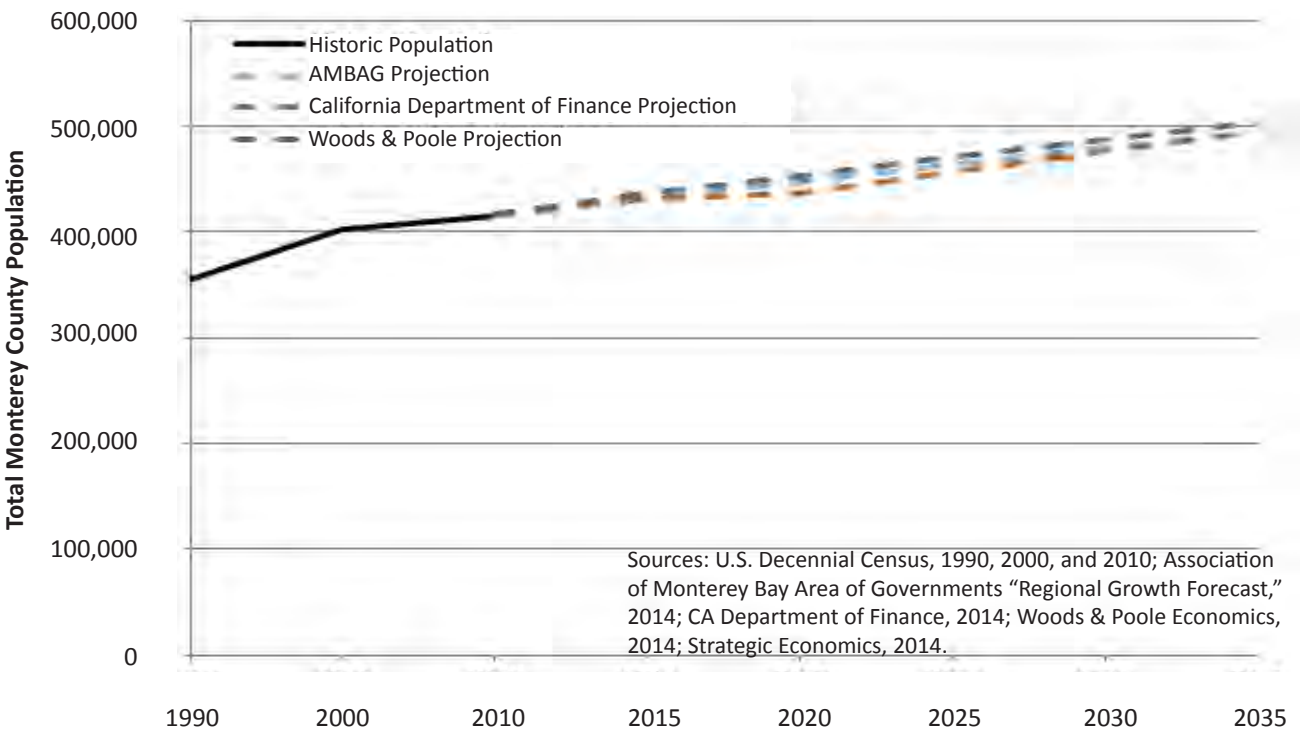

Sources: U.S. Decennial Census, 1990, 2000, and 2010; Association of Monterey Bay Area of Governments "Regional Growth Forecast," 2014; CA Department of Finance, 2014; Woods & Poole Economics, 2014; Strategic Economics, 2014.

Figure A2.18: Projected Population and Housing Unit Growth by Submarket (AMBAG)

	Actual		Projected		Annual Average Change			Annual Average Percent Change		
	2000	2010	2020	2035	2000-10 (Actual)	2010-20 (Projected)	2020-35 (Projected)	2000-10 (Actual)	2010-20 (Projected)	2020-35 (Projected)
Population										
North Peninsula	58,708	54,701	60,372	71,499	-401	567	742	-0.7%	1.0%	1.2%
West Peninsula	49,277	46,573	46,939	51,594	-270	37	310	-0.5%	0.1%	0.7%
Salinas Valley	193,525	213,570	237,358	267,689	2,005	2,379	2,022	1.0%	1.1%	0.9%
Unincorporated County	100,252	100,213	102,847	104,304	-4	263	97	0.0%	0.3%	0.1%
Total County	401,762	415,057	447,516	495,086	1,330	3,246	3,171	0.3%	0.8%	0.7%
Housing Units										
North Peninsula	20,367	19,421	22,141	25,611	-95	272	231	-0.5%	1.4%	1.0%
West Peninsula	24,749	25,170	25,251	25,897	42	8	43	0.2%	0.0%	0.2%
Salinas Valley	49,475	55,486	60,377	66,749	601	489	425	1.2%	0.9%	0.7%
Unincorporated County	37,117	38,971	39,337	39,735	185	37	27	0.5%	0.1%	0.1%
Total County	131,708	139,048	147,106	157,992	734	806	726	0.6%	0.6%	0.5%

Sources: US Decennial Census, 2000 and 2010; Association of Monterey Bay Area Governments, 2014; Strategic Economics, 2014.

EMPLOYMENT

Regional Employment Trends

There are approximately 170,000 to 180,000 jobs in Monterey County in an average year, but employment varies significantly by season and various sources report significantly different job numbers. Because agricultural employment accounts for approximately 30 percent of all jobs in Monterey County and many agricultural jobs are seasonal, overall employment numbers are very cyclical. In addition, because the two biggest employment categories in Monterey County – agriculture and government – are both challenging to measure[13], various data sources differ significantly in how much employment they report for the county[14].

Excluding farm employment, there are about 125,000 to 130,000 jobs in the county. Of these, about 90,000 to 95,000 are in private (non-government) industries.

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13 - Many sources struggle to measure agricultural employment because of its cyclical, temporary nature; sources may also vary in the extent to which they capture undocumented workers. Some data sources report government work all at one central location (e.g., all state workers in Sacramento); others are more accurate in assigning government workers to actual work locations.

14 - This report relies primarily on employment estimates from the California Economic Development Department (EDD) and Association of Monterey Bay Area Governments (AMBAG). As the regional metropolitan transportation organization and council of government, AMBAG has taken the closest, most detailed look at Monterey County employment. The EDD provides additional historical data at the county level, and are generally similar to the figures reported by AMBAG. The following sections also include data from the U.S. Census Bureau's Longitudinal Employer-Household Dynamics (LEHD) dataset, which is the best available source for understanding commute patterns and where employment is located within cities. Other data sources considered include the American Community Survey, County Business Patterns, and Quarterly Workforce Indicators; these sources report significantly different employment numbers and were eventually excluded from the analysis.

Employment in Monterey County grew significantly in the late 1990s, and then stabilized in the early 2000s before declining again during the recession. Figure A2.19 shows total annual average employment in Monterey County, total annual average non-farm employment, and total private employment from 1990 through 2013. The closure of Fort Ord resulted in the relocation of 13,500 active duty military jobs and an additional loss of 4,500 civilian jobs[15]. As demonstrated by the population trends discussed above, the base closure had significant local economic impacts in the North and West Peninsula. At the county level, however, growth in private employment – particularly farm employment – resulted in a net increase of nearly 30,000 jobs to the Monterey County economy between 1990 and 2000. Following 2000, employment remained generally stable until the national recession began in 2007.

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15 - FORA, "Regional Urban Design Guidelines on the Former Fort Ord: Request for Proposals," May 2014.

Monterey County has recovered more slowly than the state from the recession, but employment has generally been increasing since 2011 and the unemployment rate is declining. Figure A2.20 compares annual (year-over-year) change in non-farm employment in the county to the state as a whole. Figure A2.21 compares the county and state unemployment rates since 2000. Beginning in 2011, Monterey County began to experience positive job growth; however, the county's economy has recovered slowly compared to the state as whole (Figure A2.20). Unemployment has also started to decline, although it remains above the statewide average (Figure A2.21).

Figure A2.19: Annual Average Employment: Monterey County, 1990-2013
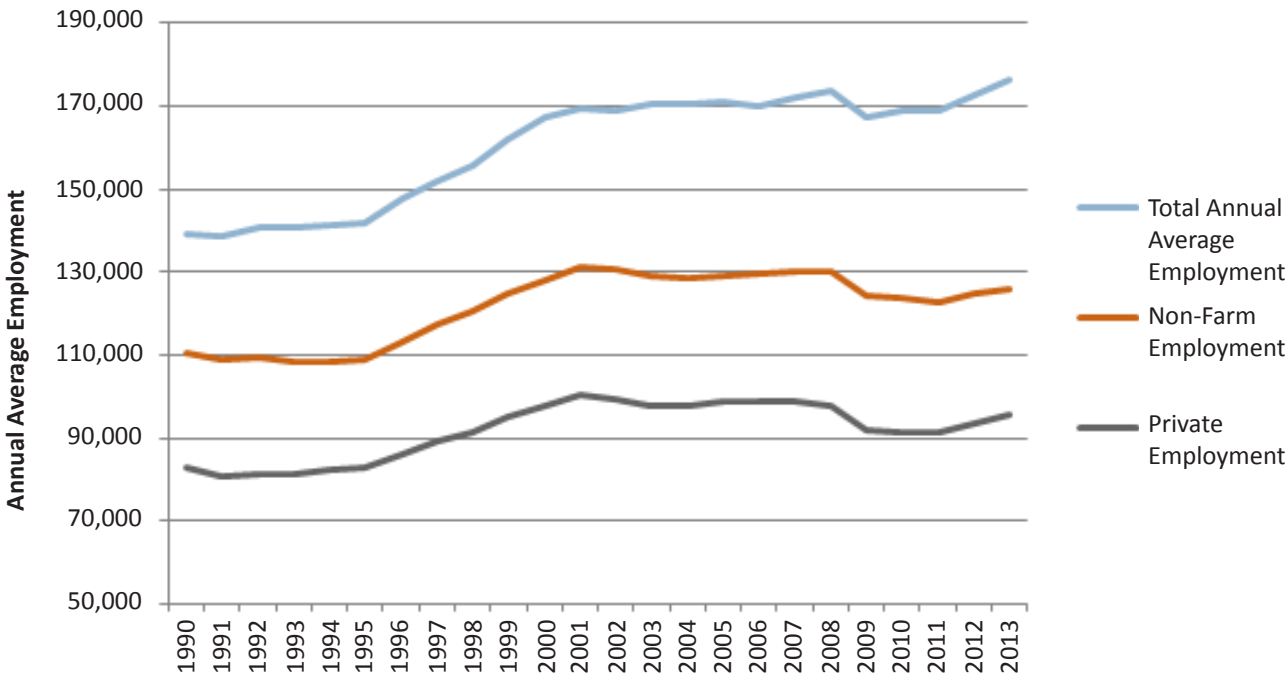
Sources: California Employment Development Department, "Industry Employment & Labor Force - by Annual Average." Salinas MSA (Monterey County), October 2014; Strategic Economics, 2014. Employment is not seasonally adjusted.

Figure A2.20: Year-Over-Year Change in Annual Average Non-Farm Employment: Monterey County and the State of California, 1990-2013

Sources: California Employment Development Department, "Industry Employment & Labor Force - by Annual Average." Salinas MSA (Monterey County), October 2014; Strategic Economics, 2014. Employment is not seasonally adjusted.

Figure A2.21: Annual Average Civilian Unemployment Rat, 2000 -2013

Sources: California Employment Development Department, "Industry Employment & Labor Force - by Annual Average, " Salinas MSA (Monterey County) and State of California, October 2014; Strategic Economics, 2014.

A2.23

Monterey County's economic recovery has been driven by growth in the agriculture, education and health services, leisure and hospitality, and retail industries. Figure A2.22 shows employment in Monterey County by industry for 1990, 2000, 2010 and 2013. Agriculture and government are the largest categories of employment, followed by leisure and hospitality. Between 2010 and 2013, as the economy began to recover from the recession, agriculture, education and health services, leisure and hospitality, and retail saw the most significant increases in employment. Agriculture and education and health are also the only sectors that experienced significant, net employment increases between 2000 and 2010.

Employment in the knowledge-based industries – which drive demand for office space – has declined since 2000. Knowledge-based jobs include employment in information, finance, and professional and business services. In 2013, there were 16,800 jobs in these industries in Monterey County – fewer than in 1990, when knowledge-based industries accounted for 17,300 jobs (Figure A2.22).

Figure A2.22: Employment by industry: Monterey County, 1990-2013

Sector	Annual Average Employment				Percent of Total Employment				Annual Average Percent Change		
	1990	2000	2010	2013	1990	2000	2010	2013	1990-2000	2000-10	2010-13
Agriculture & Resources [a]	29,000	39,200	45,300	50,900	21%	23%	27%	29%	4%	2%	4%
Construction	4,700	6,300	4,100	4,400	3%	4%	2%	2%	3%	-3%	2%
Industrial [b]	16,300	16,800	13,800	14,400	12%	10%	8%	8%	0%	-2%	1%
Retail	14,700	16,400	15,200	16,200	11%	10%	9%	9%	1%	-1%	2%
Knowledge-Based Services [c]	17,300	22,000	17,500	16,800	12%	13%	10%	10%	3%	-2%	-1%
Education & Health Services	8,400	12,100	15,700	16,900	6%	7%	9%	10%	4%	3%	3%
Leisure & Hospitality Services	17,800	20,000	20,000	21,800	13%	12%	12%	12%	1%	0%	3%
Other Services	3,500	4,200	4,600	4,800	3%	3%	3%	3%	2%	1%	1%
Government	27,700	30,400	32,600	30,200	20%	18%	19%	17%	1%	1%	-2%
Total	**139,400**	**167,400**	**168,800**	**176,400**	**100%**	**100%**	**100%**	**100%**	**2%**	**0%**	**2%**

(a) Include agriculture, mining, and logging.
(b) Includes manufacturing, wholesale trade, transportation, warehousing, and utilities.
(c) Includes information, financial activities, and professional and business services.
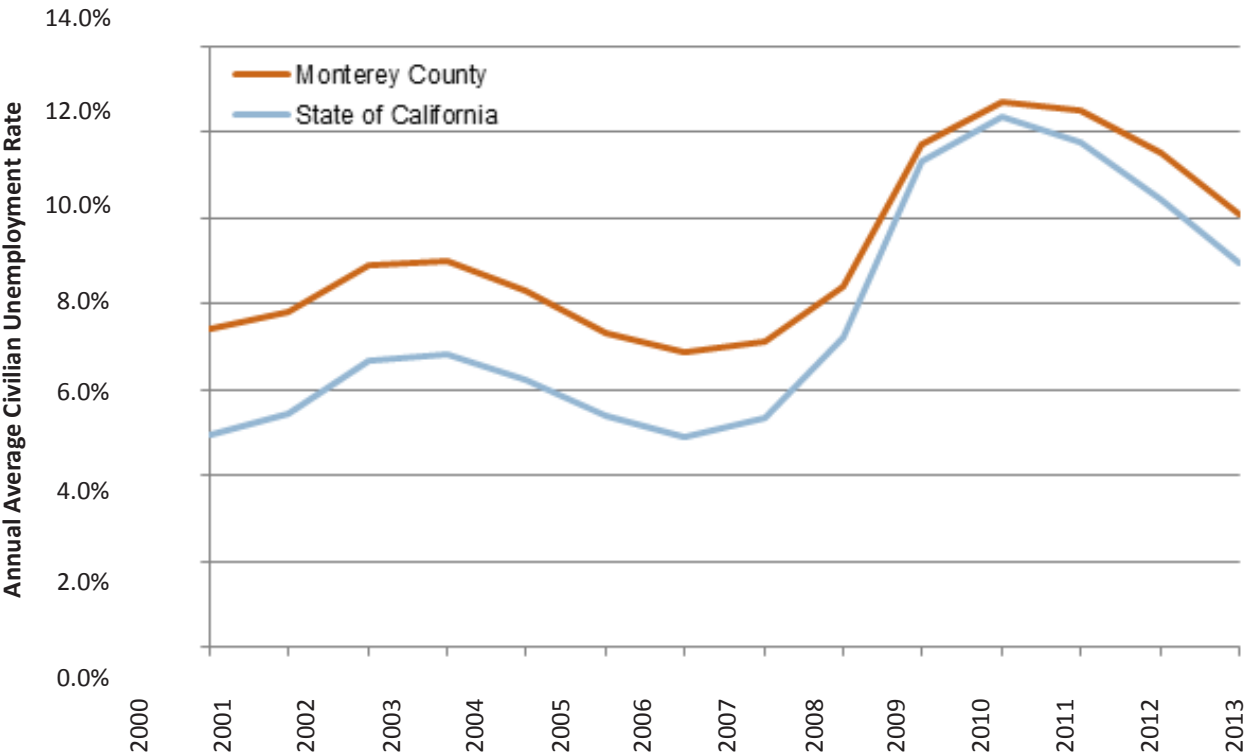Sources: California Employment Development Department, "Industry Employment & Labor Force - by Annual Average," Salinas MSA (Monterey County) and State of California, October 2014; Strategic Economics, 2014.

Employment by Submarket

- The City of Salinas is the largest employment center in the county, followed by the City of Monterey. Figure A2.23 shows total employment numbers by submarket and city; Figure A2.24 provides a map of where employment is most concentrated within the county. As shown, the City of Salinas accounts for 54,500 jobs, or nearly 30 percent of the county's employment; the next largest employment center is the City of Monterey at 26,900 jobs or 15 percent of county employment. In total, there are fewer than 7,000 jobs in the North Peninsula cities, or about 4 percent of county employment.

Figure A2.23: Employment by Industry: Monterey County, 1990-2013

Submarket/City	Employment	Percent of Total County Employment
City of Salinas	54,504	30%
West Peninsula		
Monterey	26,933	15%
Pacific Grove	8,792	5%
Carmel-By-The-Sea	2,282	1%
Subtotal	38,007	21%
North Peninsula		
Seaside	7,790	4%
Marina	4,951	3%
Sand City	1,562	1%
Del Rey Oaks	414	0%
Subtotal	6,927	4%
Other Salinas Valley		
Greenfield	6,934	4%
King City	4,273	2%
Gonzales	2,922	2%
Soledad	2,572	1%
Subtotal	9,767	5%
Unincorporated County	58,071	32%
Total Monterey County	182,000	100%

Sources: Association of Monterey Bay Area Governments, "Regional Growth Forecrast", 2014, Strategic Economics, 2014.

Figure A2.24: Monterey County Employment Concentrations, 2011
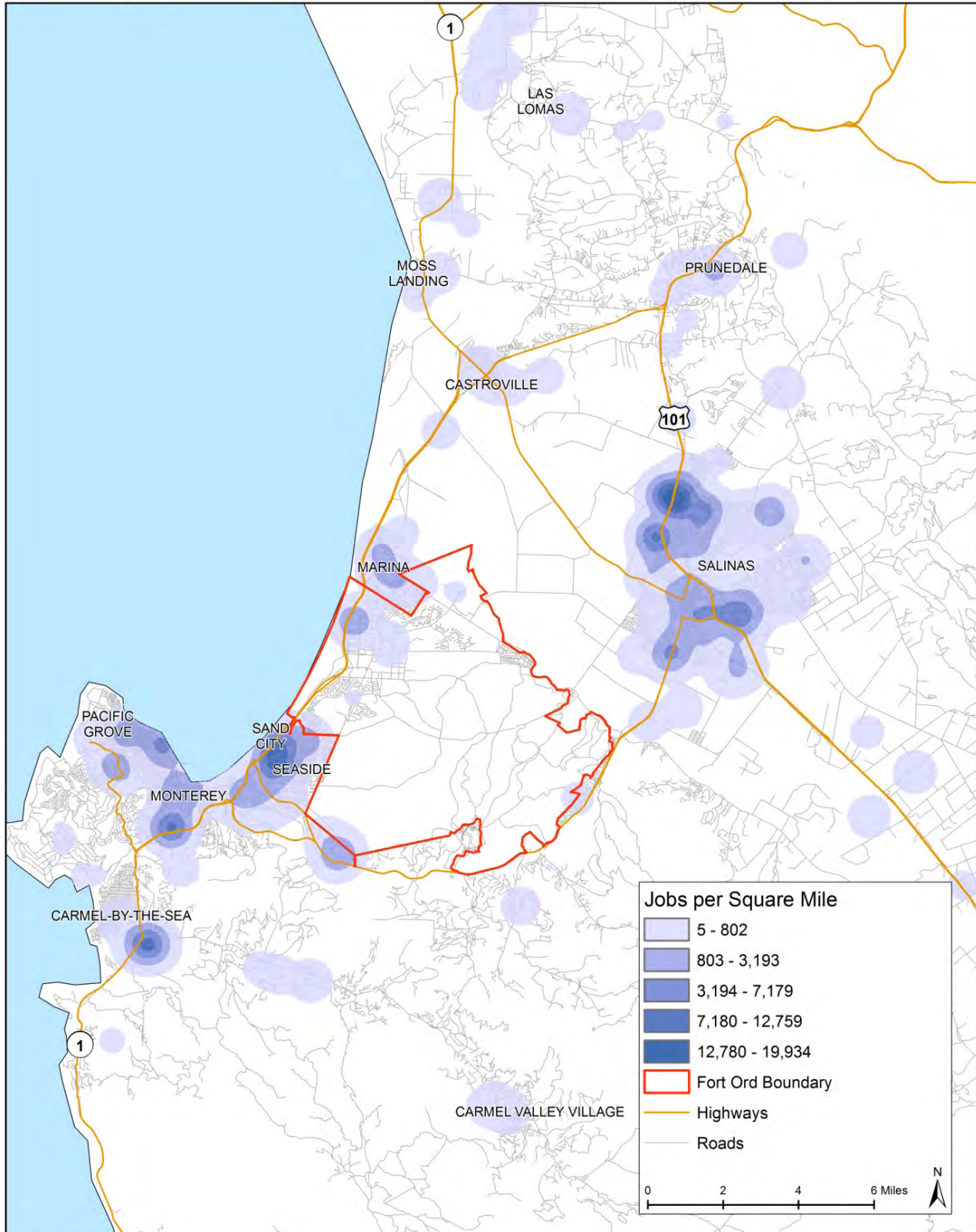
Jobs per Square Mile

	5 - 802
	803 - 3,193
	3,194 - 7,179
	7,180 - 12,759
	12,780 - 19,934
	Fort Ord Boundary
	Highways
	Roads

0   2   4   6 Miles

N

Sources: US Census Longitudinal Employer-Household Dynamics "On the Map", 2011; US Census TIGER Line Data, 2013.

Most jobs in the North Peninsula are in the service, public, and retail sectors. Figure A2.25 compares the employment in the submarkets by sector, using the sectors for which AMBAG reports data. While the service, public, and retail sectors account for most of the employment in the North Peninsula, the West Peninsula and Salinas have significantly more employment in each of these sectors. In particular, Salinas has by far the most public sector and retail jobs. Other data sources suggest that, for all submarkets, leisure and hospitality account for most of the service-sector employment shown in Figure A2.25. Education and health care employment are included in AMBAG's estimate of public sector employment.

Figure A2.25: Employment by Industry and Submarket, 2010

As reported by AMBAG, the construction sector includes mining, logging, and construction employment; the industrial sector includes manufacturing employment; the retail sector includes wholesale and retail trade employment; the service sector includes transportation, warehousing and utilities, information, financial activities, professional business services, leisure and hospitality, and other services; and public includes education and health care as well as government employment.
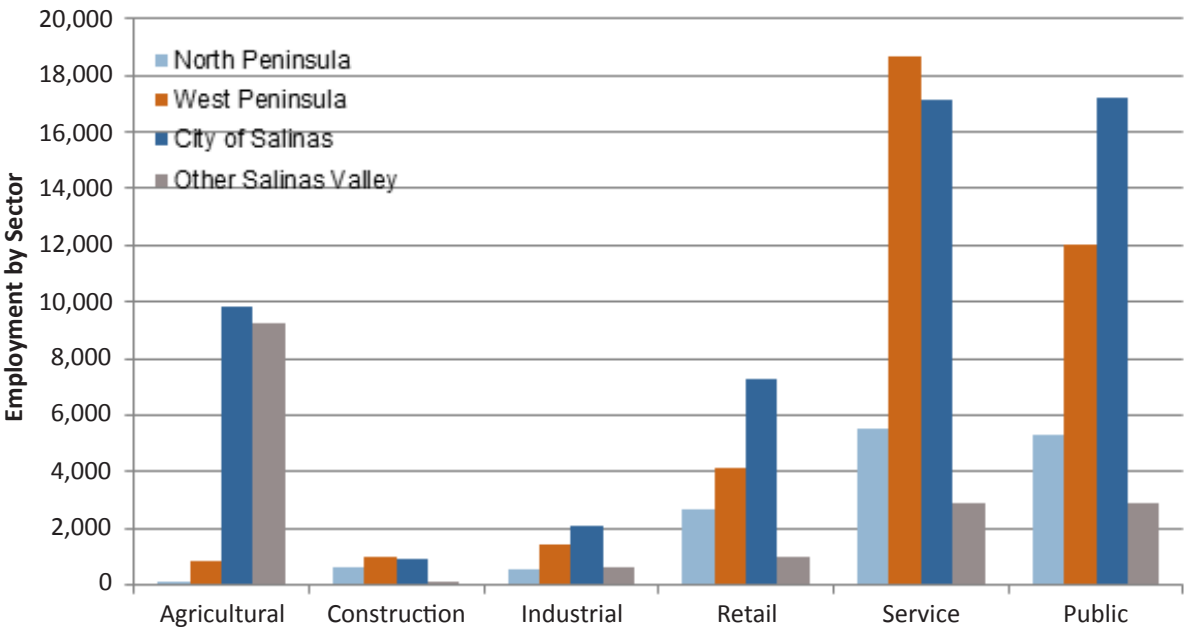Sources: Association of Monterey Bay Area Governments "Regional Growth Forecast", 2014; Strategic Economics, 2014.

A2.27

Commute Patterns

Monterey County commute patterns are relatively self-contained; 66 percent of workers employed in Monterey County in 2011 also lived there, while only 34 percent commuted in from other counties. In comparison, 36 percent of workers employed in Santa Cruz County commuted in from outside the county, while 38 percent of workers employed in Santa Clara County lived in another county. For workers employed in Monterey County who lived outside the county, the most common places of residence were Santa Cruz, Santa Clara, and San Benito Counties (Figure A2.26).

A high share (70 percent) percent of workers who live in Monterey County have found work in the county. This is similar to the share of Santa Clara County's employed residents who work in the county where they live (70 percent), and significantly higher than the share of employed residents in Santa Cruz County who work in the county where they live (54 percent). Among Monterey County workers who commuted to jobs outside of the county, the top commute destinations were Santa Clara County, Santa Cruz County, and Alameda Counties (Figure A2.27).

Figure A2.26: Top Counties Where Workers Employed in Monterey County Lived, 2011
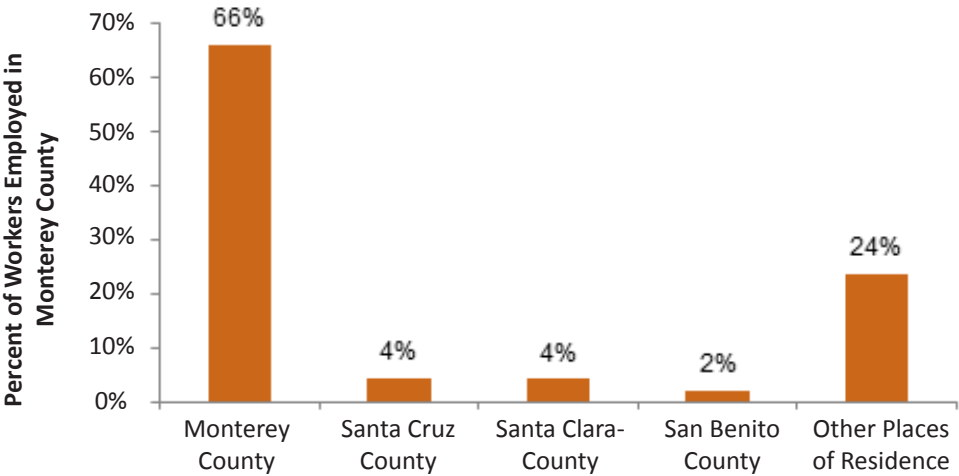
Sources: US Census Longitudinal Employer-Household Dynamics "On the Map", 2002 and 2011; Strategic Economics, 2014.

figure A2.27: Top 5 Counties Where Workers Employed in Monterey County Lived, 2011
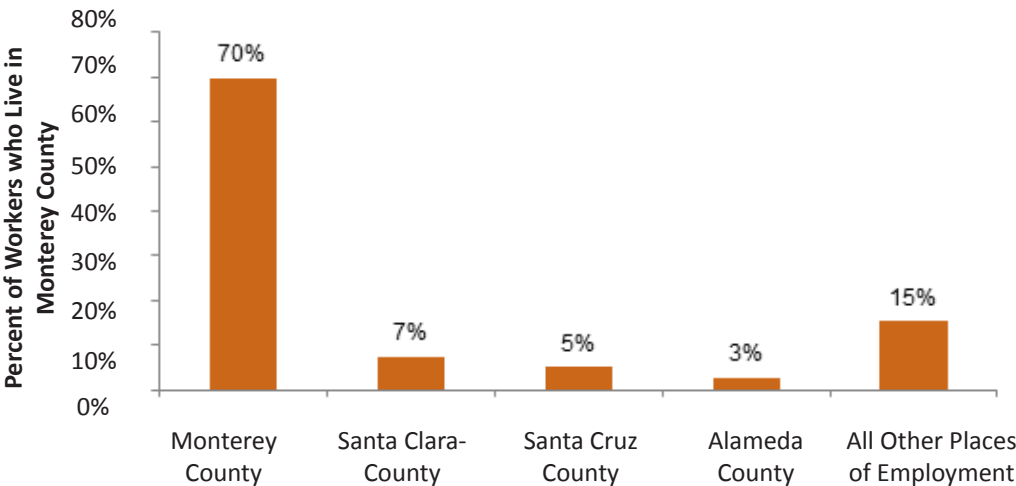
Sources: US Census Longitudinal Employer-Household Dynamics "On the Map", 2002 and 2011; Strategic Economics, 2014.

The majority of workers who live or work in the North Peninsula also commute within Monterey County. Figure A2.28 shows where workers employed in the North Peninsula lived, and where workers who lived in the North Peninsula were employed. As for the county as a whole, the majority of commutes are occurring within Monterey County.

Figure A2.28: Places where Workers employed in North Peninsula Lives

Places Where Workers Employed in the North Peninsula Lived

- Other Locations Outside of Monterey County 20%
- North or West Peninsula 36%
- Santa Clara or Santa Cruz Counties 12%
- Other Monterey County 32%

Places Where Workers who Lived in the North Peninsula were Employed

- Other Locations Outside of Monterey County 24%
- North or West Peninsula 41%
- Santa Clara or Santa Cruz Counties 8%
- Other Monterey County 27%

Sources: US Census Longitudinal Employer-Household Dynamics "On the Map," 2011; Strategic Economics, 2014.

Employment Projections

Various data sources report significantly different current employment, and project varying rates of employment growth. Figure A2.29 compares the employment projections published by AMBAG, the California Economic Development Department (EDD), and Woods & Poole[16]. Woods & Poole is significantly more aggressive than the two government sources in both the current employment estimate, and in the projected rate of growth. AMBAG and EDD's projections are fairly similar.

Like the population projections, the employment projections have been revised downwards. In 1995, when the Base Reuse Plan was written, AMBAG projected that Monterey County would exceed 221,000 jobs by 2015. In comparison, the most recent AMBAG forecasts project that the county will not reach that level until 2035.

Service and public sector jobs are expected to drive the county's future employment growth. Figure A2.20 shows forecasted employment growth by sector, based on AMBAG's projections. The service and public sectors are projected to growth the fastest, followed by retail and agriculture.

AMBAG currently projects that the North Peninsula will add 230 to 265 jobs per year through 2035, while the West Peninsula and Salinas Valley will add more jobs. Figure A2.21 shows forecasted employment growth by submarket. The North Peninsula is expected grow at roughly the same annual average rate as the other major submarkets between 2010 and 2020 (1.6 percent a year), and slightly faster between 2020 and 2035 (1.2 percent a year). However, this rate of growth only translates to less than 300 jobs per year on average.

16 - Note that EDD only projects employment through 2020.

Figure A2.29: Comparison of Employment Projection Sources: Monterey County, 2010-2035
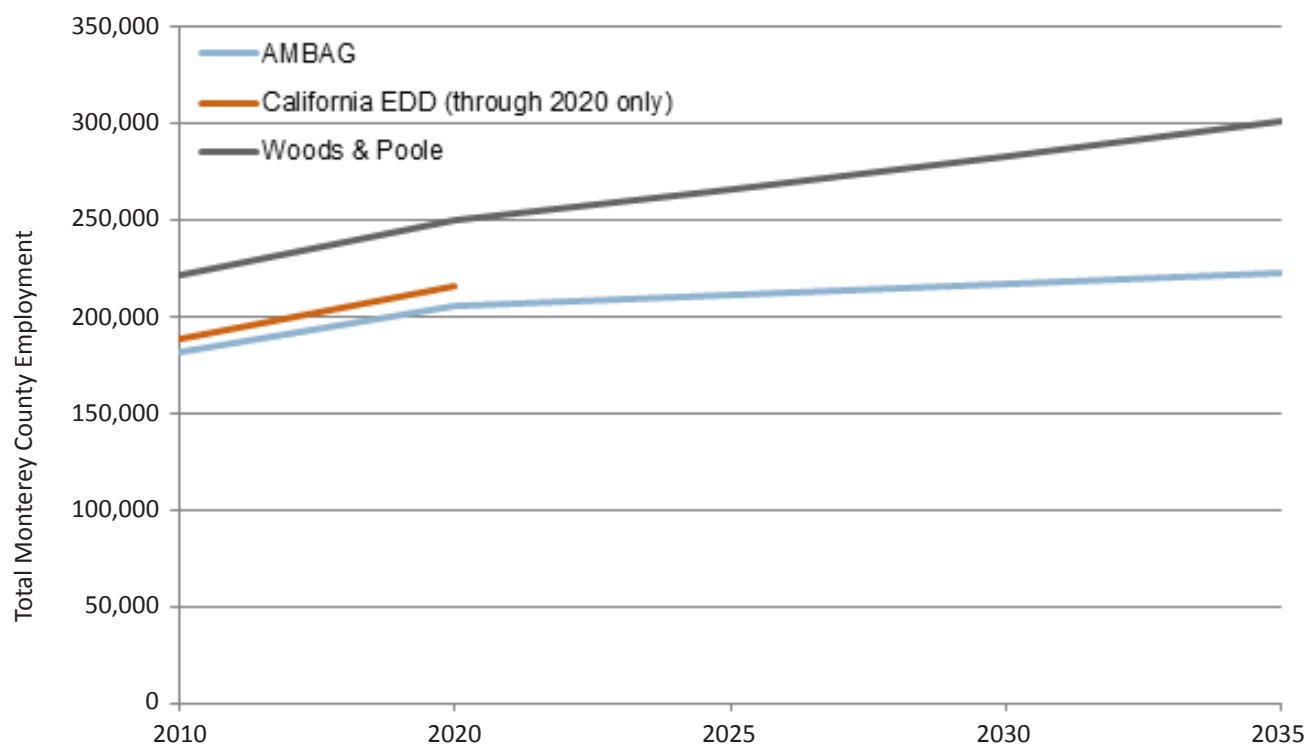
Sources: Association of Monterey Bay Area Governments "Regional Growth Forecast", 2011; CA Economic Development Department, 2014; Woods & Poole Eocnomics 2014; Strategic Economics, 2014
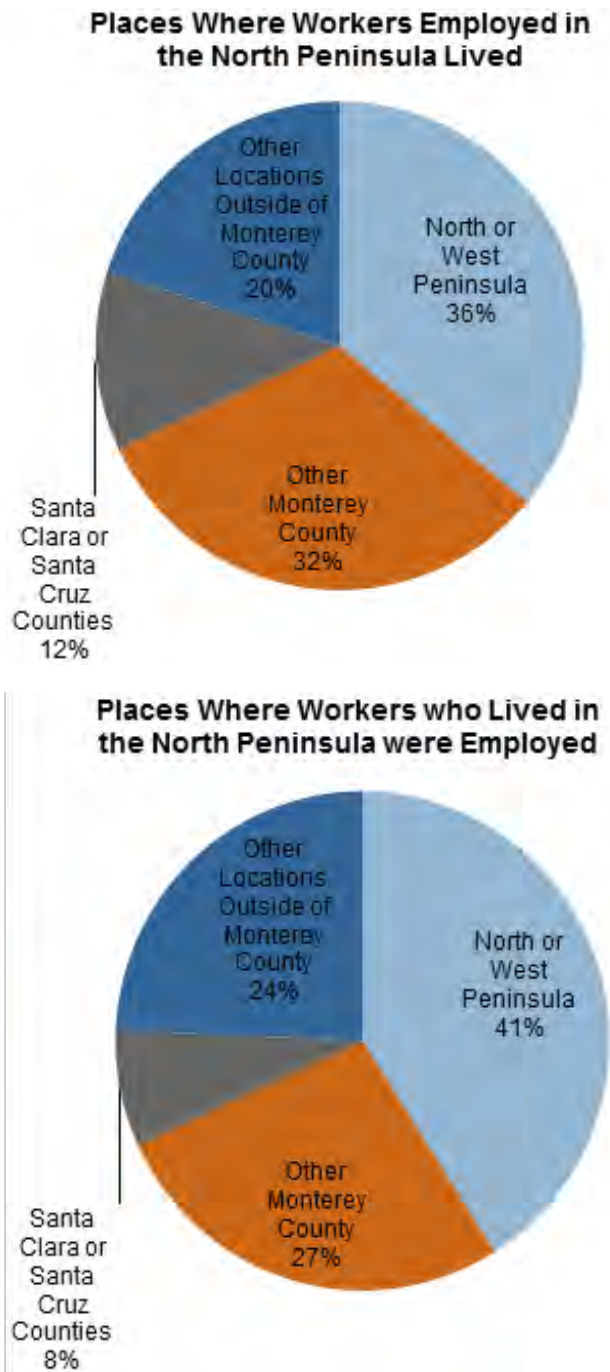
Figure A2.30: Projected Monterey County Employment Growth by Sector (AMBAG)

Sector	Employment			Annual Average Change		Annual Average Percent Change	
	2010	2020	2025	2010-20	2020-35	2010-20	2020-35
Agricultural	45,100	47,432	48,666	233	82	0.5%	0.2%
Construction	4,300	5,902	6,226	160	22	3.7%	0.4%
Industrial	5,600	5,651	5,425	5	-15	0.1%	-0.3%
Retail	20,100	23,306	23,869	321	38	1.6%	0.2%
Service	60,900	71,430	77,805	1,053	425	1.7%	0.6%
Public	46,000	52,256	60,146	626	526	1.4%	1.0%
Total	182,000	205,977	222,137	2,398	1,077	1.3%	0.5%

As reported by AMBAG, the construction sector includes mining, logging, and construction employment; the industrial sector includes manufacturing employment; the retail sector includes wholesale and retail trade employment; the service sector includes transportation, warehousing and utilities, information, financial activities, professional and business services, leisure and hospitality, and other services; and public includes education and health care as well as government employment.

Sources: Association of Monterey Bay Area Governments, 2014; Strategic Economics, 2014.

Figure A2.31: Projected Monterey County Employment Growth by Submarket (AMBAG)

	Employment			Annual Average Change		Annual Average Percent Change	
	2010	**2020**	**2025**	**2010-20**	**2020-35**	**2010-20**	**2020-35**
Employment							
North Peninsula	14,717	17,034	21,006	232	265	1.6%	1.6%
West Peninsula	38,007	44,055	48,897	605	323	1.6%	0.7%
Other Salinas Valley	71,205	81,890	88,791	1,069	460	1.5%	0.6%
Unincorporated County	58,071	62,998	63,443	493	30	0.8%	0.0%
Total County	182,000	205,977	222,137	2,398	1,077	1.3%	0.5%

Sources: Association of Monterey Bay Area Governments, 2014; Strategic Economics, 2014.

CONCLUSION

Monterey County's economy is relatively small, slow growing, and self-contained. The county is home to 415,000 residents and 170,000 to 180,000 jobs, of which approximately 30 percent are agricultural and 20 percent are in the public sector. With the notable exceptions of agriculture and tourism, most employment in the county is in industries that support the local population, including health care, education, and retail, rather than in industries that are exporting goods or services to other places. Most of the workforce lives within the county boundaries. Although Monterey County grew rapidly through mid-20th century, in more recent decades the pace of growth has been significantly slower than the statewide average.

Fort Ord's expansion between World War II and the end of the Vietnam War drove population growth and development in the Peninsula; since that time, the momentum of growth within Monterey County has increasingly shifted towards Salinas. The development of Seaside and Marina was particularly tied to the military's activities at the Fort. Since the base's closure in the 1990s, population in the North Peninsula has declined by 20 percent. The closure of the army base also affected the West Peninsula, which experienced a smaller but still significant population decline of 11 percent between 1990 and 2000. Even prior to the base closure, the City of Salinas was growing more quickly than the Peninsula, and this trend is expected to continue.

Overall, the population in the North and West Peninsula has been declining since 1990, with the greatest decreases seen among the younger age groups. The overall shrinking and aging of the population suggests that there are limited work opportunities for recent graduates and working households.

Employment growth in the North Peninsula will likely be slow, and driven by resident-serving industries such as education, health care, and retail. These industries have experienced some growth in recent years, and are projected to continue growing modestly in the future. The leisure and hospitality industry is also expected to grow. However, traditional office-based employment sectors (i.e., information, financial services, and professional services) have lost jobs since 2000, and may take longer to recover.

Population and employment projections for the county have been shifted downwards over time, suggesting that the build-out of the Base Reuse Plan will take significantly longer than was originally anticipated. AMBAG projects that the North Peninsula as a whole will add just 200 to 300 new housing units a year, on average, over the coming decades, and about the same number of jobs. At this rate of growth, build-out of all the new housing units envisioned in the BRP will take 20 to 30 years, assuming that Fort Ord captures 100 percent of new growth. Moreover, as discussed in Chapter V, much of the demand for new employment space in the North Peninsula may be met by filling existing, vacant buildings. The West Peninsula is projected to add jobs at a slightly faster rate, but not to experience significant net new housing development.

Given the slow rate of projected growth, the region should ensure that the development that does occur is designed to meet both regional and local goals. The Regional Urban Design Guidelines can play an important role in focusing growth to desired locations, and ensuring that the quality of new development is high and contributes to the long-term economic revitalization of the North and West Peninsula areas and the vision for the reuse of the former Fort Ord.

Residential Market

The pace of new residential development at Fort Ord and the type of new units that are built (i.e., single-family homes, townhouses, condos, or apartments) will be driven in part by the demographic shifts discussed in the previous chapter, including the rate of population and employment growth as well as household change over time – for example, young adults creating new households by moving out of their parents' home or graduating from CSUMB, families adding children and moving up to larger housing units, and older households downsizing to smaller units. In addition to these local and regional demographic factors, the market for new housing in Fort Ord will also shaped by changing consumer preferences, the attractiveness of Fort Ord to second homebuyers, retirees, and other households from around the region and the state, and the competitive supply of housing units throughout the region (including both the existing housing stock and new housing built in other parts of the region).

This chapter explores all of these factors, and presents an updated assessment of the residential real estate market that builds on the discussion of demographic and employment trends in the previous section. The analysis also augments the findings from the 2012 Market and Economic Analysis performed as part of the Base Reuse Plan Reassessment, incorporating up-to-date market data as well as qualitative findings from interviews with brokers, developers, and economic development professionals. Following an overview of the existing housing stock and regional housing market trends, the chapter discusses recent market activity on the former Fort Ord and concludes with a summary of implications for the base's long-term reuse and revitalization.

CHARACTERISTICS OF THE EXISTING HOUSING STOCK

Most of the North Peninsula's housing was built prior to 1980, with the greatest number of units dating from the 1960s and 1970s. Figure A2.32 compares housing stock characteristics for the four submarkets, county, and state. Nearly half (44 percent) of all housing units in the North Peninsula were built in the 1960s and 1970s, the period when the submarket – like Fort Ord itself – experienced the most significant population growth. The cities of Seaside and Marina, in particular, grew to meet demand for housing generated by Fort Ord's expansion during this period. A military buildup at the base between 1968 and 1978 resulted in significant additional demand for lower-cost housing for military families. Many of these older, smaller homes are now being rented and are in need of repair or renovation. In comparison, the West Peninsula has relatively more pre-World War II housing (19 percent of units were built prior to 1940) while the Salinas Valley's housing stock is generally newer (approximately 44 percent were built after 1980).

The North Peninsula has a relatively low housing vacancy rate compared to the county and the state. Just 6 percent of housing units in the North Peninsula were vacant in 2012, compared to 10 percent of units in Monterey County and 9 percent in the State of California. In comparison, the West Peninsula had an 18 percent vacancy rate, which may reflect the many homeowners who have retirement or vacation homes that were vacant when the Census data were collected[17]. The relatively low vacancy rate in the North Peninsula likely reflects the relative affordability of the housing stock, as well as the limited housing construction that has occurred in recent decades. Even though the overall population has declined, new households have continued to form and little to no new housing stock has been built to accommodate first-time and move-up buyers and renters. In addition, the older, rented homes in Seaside and Marina provide one of the few sources of affordable, market-rate housing for service workers employed in the Peninsula. The low vacancy rate in the North Peninsula also suggests a smaller second home market in this part of the region compared to the West Peninsula.

17 - The American Community Survey classifies housing units occupied at the time of interview entirely by people who will be there for two months or less as "Vacant - Current Residence Elsewhere." This classification appears to undercount second homeowners, as it only captures those who are occupying their second home at the time of the Census. Units classified as "Vacant- Current Residence Elsewhere" are included in the estimated number of total vacant units.

Figure A2.32: Housing Stock Characterisitics: Submarkets, County, and the State of California, 2012

	North Peninsula		West Peninsula		Salinas Valley		Total County		State of California	
	#	% of Total	#	% of Total	#	% of Total	#	% of Total	#	% of Total
Occupancy Status										
Occupied	17,743	94%	21,411	82%	52,147	94%	125,123	90%	12,466,331	91%
Vacant	1,167	6%	4,597	18%	3,338	6%	13,963	10%	1,200,895	9%
Total Housing Units	18,910	100%	26,008	100%	55,485	100%	139,086	100%	13,667,226	100%
Tenure										
Owner Occupied	7,555	43%	8,725	41%	23,936	46%	63,463	51%	6,978,397	56%
Renter Occupied	10,188	57%	12,686	59%	28,211	54%	61,660	49%	5,487,934	44%
Total Occupied Housing Units	17,743	100%	21,411	100%	52,147	100%	125,123	100%	12,466,331	100%
Housing Stock by Units in Structure										
1 unit	12,649	67%	15,718	60%	35,748	64%	96,258	69%	8,909,117	65%
2 - 4 units	2,058	11%	3,802	15%	4,989	9%	12,927	9%	1,106,556	8%
5 - 9 units	1,564	8%	2,407	9%	5,463	10%	10,251	7%	830,119	6%
10 or more units	1,837	10%	3,869	15%	7,264	13%	13,987	10%	2,282,957	17%
Mobile home, trailer, other	802	4%	212	1%	2,021	4%	5,663	4%	538,477	4%
Total Housing Units	18,910	100%	26,008	100%	55,485	100%	139,086	100%	13,667,226	100%
Housing Units by Year Built										
Built 2010 Or Later	74	0.4%	0	0.0%	98	0.2%	196	0.1%	26,855	0.2%
Built 2000 To 2009	1,640	9%	1,227	5%	6,542	12%	13,107	9%	1,582,291	12%
Built 1980 To 1999	3,576	19%	3,873	15%	17,981	32%	36,208	26%	3,546,995	26%
Built 1960 To 1979	8,374	44%	8,461	33%	19,166	35%	50,440	36%	4,396,238	32%
Built 1940 to 1959	4,852	26%	7,465	29%	9,113	16%	28,871	21%	2,808,475	21%
Built 1939 Or Earlier	394	2%	4,982	19%	2,585	5%	10,264	7%	1,306,372	10%
Total Housing Units	18,910	100%	26,008	100%	55,485	100%	139,086	100%	13,667,226	100%

A2.33

The North Peninsula's existing housing stock – including the rental housing stock – is predominantly single-family. As shown in Figure A2.32, over two-thirds (67 percent) of the North Peninsula's housing stock is single-family, similar to the county-wide average (69 percent) and higher than the state as a whole (65 percent). The North Peninsula also has a relatively high share of renters; renters occupy 57 percent of all housing units in the North Peninsula, compared to 49 percent in the county and 44 percent of all housing units statewide. According to local brokers, a sizeable percentage of the rental housing stock is made up of privately owned single-family homes. As discussed below, the rental single-family housing stock has been growing in recent years as investors have purchased foreclosed homes.

Homeownership rates decline significantly during the recession. As shown in Figure A2.33, homeownership rates in Monterey County increased significantly between 1990 and 2000, especially in the North Peninsula. However, by 2012, homeownership rates had fallen as foreclosed single-family units were transitioned to the rental market. While homeownership rates in the west Peninsula and Salinas Valley are now below 1990 levels, in the North Peninsula a higher share of units are still occupied by homeowners compared to 1990 – presumably reflecting the relative affordability of the North Peninsula market.

Figure A2.33: Homeownership Rates: Submarkets and County, 1990-2012
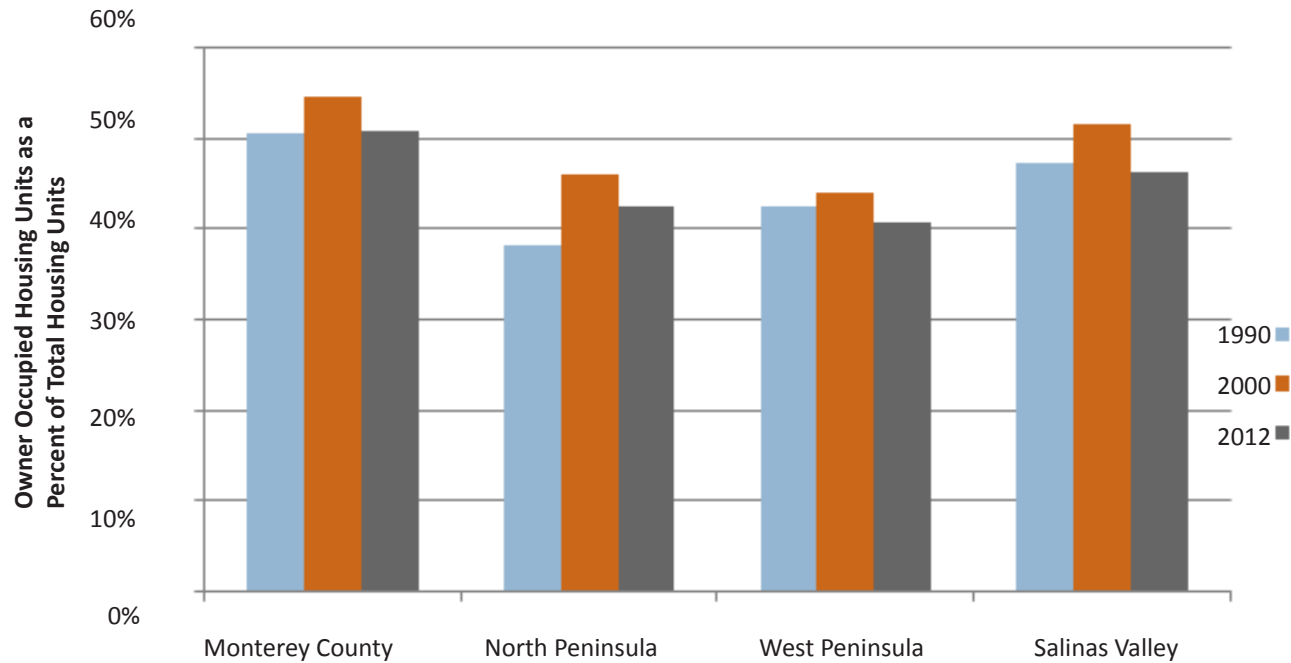
Sources: US Decennial Census, 1990, 2000 and American Community Survey 5 Year Estimates, 2008-2012; Strategic Economics, 2014

REGIONAL MARKET DYNAMICS

Monterey County saw a huge run-up in prices during the recent housing bubble, driven by speculation, retirees, and second home buyers. Figure A2.34 shows monthly median home sales prices in Monterey County compared to the state of California between 2000 and November 2014. As shown, housing prices increased faster in the county than in the state as a whole during the early 2000s, reaching a peak of over $600,000 in 2005 and 2006. As in many communities, the housing bubble was fueled by speculation in residential property. In addition, brokers reported that the immense wealth generated in Silicon Valley resulted in increasing numbers of households purchasing second or retirement homes in Monterey County.

The rapid increase in housing prices was followed by a precipitous decline, from which the region has only recently begun to recover. Between 2006 and 2011, prices in Monterey County dropped by as much as 50 to 60 percent in many communities, to a low of around $260,000 on average for the county overall – slightly below the statewide low (Figure A2.34). Meanwhile, foreclosure activity skyrocketed. As reported in the 2012 Market and Economic Analysis, at the bottom of the housing collapse an estimate 13.5 percent of all households in Monterey County were in some stage of the foreclosure process. Discussions with area brokers suggest that foreclosure rates, at least on the Peninsula, have now stabilized to pre-recession levels.

Home prices began to stabilize in 2011, assisted in part by investors purchasing single-family homes to rent. Anecdotal information from local brokers indicates that, at least initially, the increase in demand was fueled by investors purchasing single-family homes at attractive prices, undertaking small improvements, and returning the homes to the market as rentals. Demand from investors helped stabilize the downward trend in home prices. Seaside and Marina were particularly attractive for this type of investment activity because of the cities' proximity to service jobs on the West Peninsula. The median home price for Monterey County had increased to approximately $460,000 by late 2014, slightly exceeding the statewide median. It is uncertain whether home prices will rebound to their previous highs, but, as discussed below, the reduced prices may be an asset for increasing affordability levels and ownership rates for county residents.

Within Monterey County, there is significant variation in home prices. Figure A2.35 shows median single-family housing price trends for selected communities within Monterey County. Single-family home prices vary dramatically across the region, particularly on the Peninsula where homes sell for well over $1 million in the wealthy communities of Carmel and Pebble Beach, compared to more moderate median prices in most of the North Peninsula. Within the North Peninsula, the median price in the first half of 2014 was approximately $355,000 in Seaside, $423,000 in Marina, $450,000 in the Del Rey Oaks, and $700,000 in the Highway 68 corridor. Median home prices in the Salinas Valley are in the $300,000 range.

Communities in the North and West Peninsula have experienced a more prolonged slump in housing prices compared to the Salinas Valley. The Salinas Valley experienced the sharpest decline in housing prices, with prices falling by 50 to 60 percent between 2007 and 2009. However, Salinas Valley prices began to recover after 2009, and most parts of the Valley have seen sustained price increases since that time. In comparison, prices continued to fall in most North and West Peninsula communities through 2011, and have generally recovered more slowly in the ensuing years (Figure A2.35).

Figure A2.34: Monthly Median Home Sales Prices: Monterey County and the State of California, January 2000-November 2014
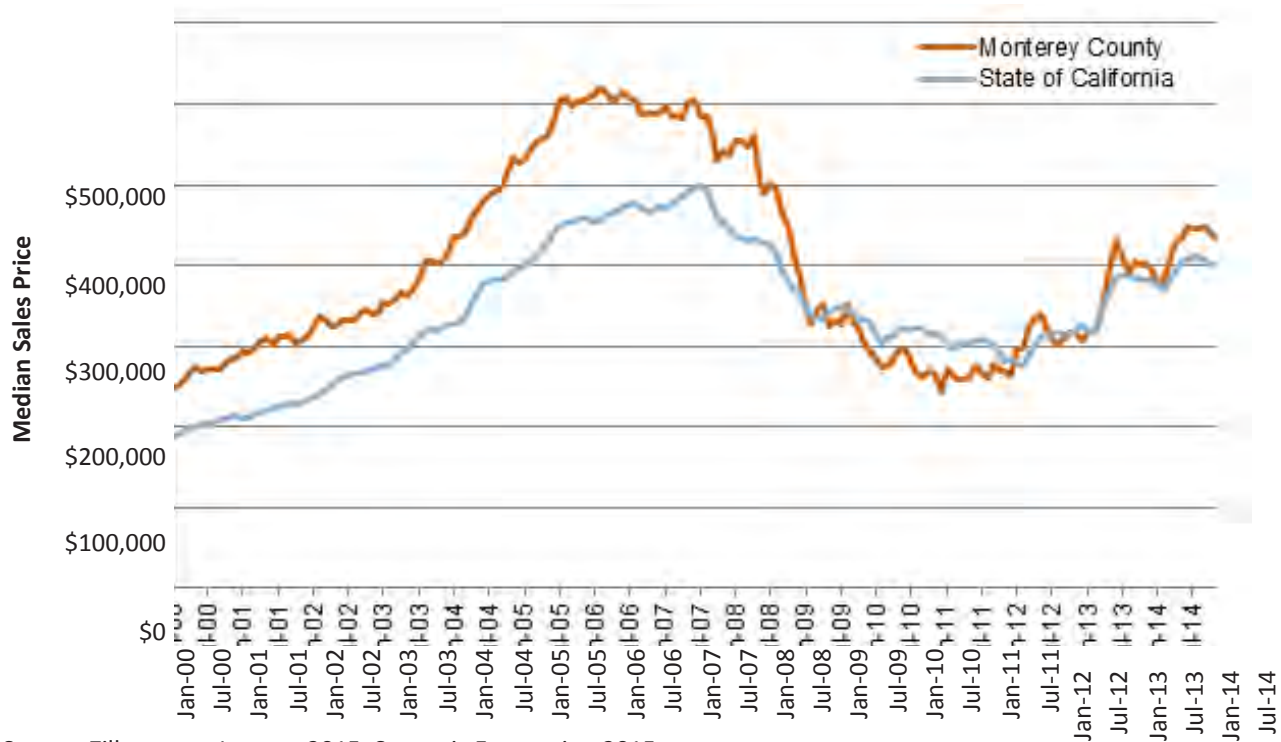
Source: Zillow.com, January 2015; Strategic Economics, 2015.

Figure A2.35: Historic Median Single-Family Sales Prices: Selected Markets in Monterey County, 2007-2014

	Median Sales Price					Percent Change			
	2007	**2009**	**2011**	**2013**	**2014***	**2007-09**	**2009-11**	**2011-13**	**2013-14**
North Peninsula									
Del Rey Oaks	$735,000	$405,000	$385,000	$450,500	$450,000	-45%	-5%	17%	0%
Marina	$580,000	$354,000	$310,000*	$385,124	$423,808	-39%	-12%	24%	10%
Highway 68 Corridor	$932,500	$573,500	$558,000	$600,000	$700,000	-38%	-3%	8%	17%
Seaside/Sand City	$619,000	$270,598	$264,050	$327,400	$355,325	-56%	-2%	24%	9%
West Peninsula									
City of Monterey	$795,000	$520,000	$463,000	$590,224	$635,000	-35%	-11%	27%	8%
Carmel	$1,550,000	$1,240,000	$1,082,500	$1,205,000	$1,350,000	-20%	-13%	11%	12%
Pacific Grove	$805,000	$603,750	$537,500	$682,500	$727,500	-25%	-11%	27%	7%
Pebble Beach	$2,312,500	$1,100,000	$1,104,000	$1,147,500	$1,440,000	-52%	0%	4%	25%
Salinas Valley									
East Salinas	$433,950	$160,000	$174,500	$231,900	$312,000	-63%	9%	33%	35%
North Salinas	$535,000	$209,000	$222,000	$280,000	$319,000	-61%	6%	26%	14%
South Salinas	$540,000	$276,250	$285,000	$390,000	$386,000	-49%	3%	37%	-1%

* Annual data are not available; based on semi-annual data from the January to July period.
Sources: Monterey County Association of Realtors; Strategic Economics, 2014.

Monterey County has a very small for-sale condominium and townhome market. In 2013, 2,788 single-family homes sold in Monterey. In comparison, just 347 common interest development units[18] were sold, accounting for just over 12 percent of total transactions. As shown in Figure A2.36, the majority these units were concentrated in the more affluent communities of Carmel, Pacific Grove, and Monterey. There were also a relatively large number of transactions in Northern Salinas, while very few multi-family ownership homes sold in Marina and Seaside. The small size of the multi-family market, especially in the North Peninsula, likely reflects the area's historically family-oriented communities. Countywide, condo prices averaged $320,000 in 2013; prices were significantly lower in Seaside and Marina.

Within the Seaside/Marina market area, a sizable percentage of the rental stock is made up of privately owned single-family homes. According to local brokers, after housing prices reached their trough in about 2009, there was a significant increase in the number of investors purchasing single-family homes and placing them on the rental market. Investors focused on Marina and Seaside in particular due to their affordability and proximity to service jobs in the West Peninsula. With prices now stabilizing, brokers indicate that this trend has slowed substantially. Older, more run down single-family homes often rent for under $1,500 per month, with rents for homes in better shape currently advertised at about $1,000 for one-bedroom units, $1,600 to $2,600 for two-bedroom units, $2,500 to $3,300 for three-bedroom unit, and $2,100 to $3,400 for four-bedroom units. However, because single-family home rentals are not tracked by market data vendors, data on the rental market in the Peninsula is very limited and incomplete.

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18 - Common interest developments (CIDs) include Condominiums and Planned Developments; these two forms of ownership are characterized by common ownership of private residential property and mandatory membership in a homeowner's association.

figure A2.36 Common Interest Development Sales, 2013

	Closed Sales	Median Sales Price
North Peninsula		
Del Rey Oaks	12	$317,500
Marina	10	$177,000
Seaside/Sand City	8	$250,000
West Peninsula		
City of Monterey	80	$357,500
Carmel	21	$520,000
Pacific Grove	19	$489,500
Pebble Beach	10	$552,000
Salinas Valley		
East Salinas	20	$96,050
North Salinas	44	$97,425
Salinas Monterey Highway	11	$325,000
South Salinas	20	$227,000
Monterey County Total	347	$320,000

Sources: Monterey County Association of Realtors, 2013; Strategic Economics, 2014.

Very few new homes have been built in the county since 2005, although there is significant housing development planned both at Fort Ord and in the Salinas area. As discussed below, the first two residential projects to commence development in Monterey County since the recession are both located on Fort Ord. As previously discussed, the Base Reuse Plan calls for an additional 5,700 new housing units to be built at the former Fort Ord. Several projects were entitled on the base before or during the recession, but put on hold due to poor market conditions including low sales prices and high foreclosure rates. Meanwhile, the City of Salinas recently annexed land to the northwest that is a part of three specific plans that allow for up to 13,000 new housing units.

Although home prices remain lower than before the recession, Monterey County continues to face a significant discrepancy between housing prices and incomes. A report prepared by the Monterey County Association of Realtors notes that only 27 percent of Monterey County households can afford a home priced at $460,000, the median price of a home in the county in October 2014[19]. There is an even more significant gap between local incomes and new home prices, which have sold (at East Garrison) for up to $650,000. Only 11 percent of Monterey County households can afford a home priced at this level[20]. While East Garrison is reportedly doing well and attracting move-up homebuyers from within the county, it remains unclear how deep the market demand will be for new homes priced in the $500,000s and mid $600,000s given the limited number of local households who can afford homes in this price range.

While the high cost of housing in the West Peninsula is supported by a large percentage of second homes and wealthy retirees, there has been less demand to date from these types of buyers in Marina, Seaside, and Fort Ord. Local brokers noted that the majority of second homebuyers in the Peninsula are looking for the lifestyle and amenities associated with Carmel, Pebble Beach, and surrounding affluent communities. The more affordably priced housing stock in Marina and Seaside is typically occupied by first-time homebuyers and renters, including many service workers. Anecdotally, brokers suggest that in some communities in Carmel and Pebble Beach, 60 percent or more of housing units are owned by second homeowners and are not occupied full-time. In comparison, second homeowners are thought to account for around 10 to 20 percent of the market in Seaside and Marina.

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19 - To afford a home costing $460,000 -- the median home price in October 2014 – a household would need to have an annual income approaching $100,0000. Only 27 percent of Monterey County households earned more than $100,000 in 2012.

20 - Based on calculation by Strategic Economics. Only 11 percent of Monterey County residents earned $150,000 or more in 2012, the approximate income required to afford a home priced at $650,000.

RECENT MARKET ACTIVITY IN THE FORMER FORT ORD

The first two residential projects to begin construction in Monterey County since the recession are both located on Fort Ord. Figure A2.37 provides a summary of unit types and pricing for East Garrison and The Dunes, the two new single-family development projects that are currently under development on the base. As noted above, the units are on relatively small lots, but are set at price points ranging from the mid $400,000s to mid $600,000s, significantly higher than average prices for older homes in Marina and Seaside. The other residential projects in the planning pipeline for the former Fort Ord are currently stalled due to financing, entitlement, water, environmental, or other factors.

East Garrison, the first project to begin selling new housing on Fort Ord, has primarily attracted families relocating from within the county or outside the region, including some employees at CSUMB and local hospitals and clinics. The East Garrison development is approved for a mix of housing types totaling 1,472 units, with 170 single-family permits pulled for Phase 1. Early marketing began in mid-2013, with the first units occupied in early 2014. The developer indicated that they are pleased with the pace of sales and pricing, with an estimated 50 units built and 70 units sold (including pre-sales). A favorable land basis allowed the developer to initiate the project early in the market recovery. Buyers are attracted to the opportunity to purchase a new home and include a mix of move-up buyers, a limited number of former renters from within the county, and families relocating from communities outside the area including Bakersfield, Sacramento, and Los Angeles. Some homebuyers have moved from Salinas in search of lower crime rates and better schools. Several homes have also been sold to CSUMB professors and those employed in the area's hospitals and clinics. A small number of homes have been sold to families who are still working in the greater region, but intend to retire to the area. However, the housing at East Garrison is family-oriented and is not located near the coast, and has not proven to be particularly attractive for second home buyers or retirees.

figure A2.37: New Sinfle-Family Development in Fort Ord

Project	Unit Types	Unit Sizes (sq. ft.)	Lot Sizes (sq. ft.)	Asking Prices	Status (As of Late 2014) and Comments
East Garrison (Phase 1)					
The Monarch	3 bdrms/2.5 bath	1,575 -1,870	2,500 - 4,000	$449,000-$489,000	Phase I includes 170 single-family units. An estimated 50 units built and 70 sold since home sales began in late 2013 (approx. 3-4 units per month). East Garrison also includes Manzanita Place, a 61-unit affordable apartment building occupied summer 2013.
The Artisan	3-6 bdrms/3 bath	1,719-2,607	4,000	$499,000-$575,000	
The Heritage	4-6 bdrms/2.5-4bath	1,975-2,877	5,000-6,000	$575,000-$648,000	
The Dunes				Projected:	Phase I is projected to include 108 single-family attached and detached units. Model homes under construction, sales expected to commence in Feb. 2015. Developer projects absorption of 3 units/month. Phase 1 also included 108-unit affordable apartments.
Sea House (duets)	2-4 bdrms/2.5bath	1,523-1,896	2,500	High $400's - $500's	
Surf House	3-4 bdrms/2.5bath	1,928-2,158	5,000	$500's to $600's	

Source: Project Sponsors, 2014; Strategic Economics, 2014.

The Dunes on Monterey Bay has approvals for 1,237 housing units, and may prove more attractive than East Garrison for second home buyers. A 108-unit affordable rental apartment project at The Dunes was completed last year. The for-sale residential component had been on hold for several years during the recession, but the developer believes the market can now support the pricing required to make the project economically viable. Model homes are under construction, with sales projected to commence in February 2015. Phase I includes permits for 108 market-rate, single-family attached and detached units. As noted in Figure A2.37, the single-family duets and detached homes will range from 1,800 to 2,200 square feet and are projected to sell for $500,000 to the mid $600,000s. Sales representatives indicated they are projecting selling between 3 and 4 units per month. Because The Dunes is located nearer to the coast than East Garrison and some units will have ocean views, sales representatives and local brokers are expecting it to attract more second home buyers and retirees.

Both East Garrison and The Dunes include long-term plans for multi-family townhomes and condos, but multi-family development is not expected to be economically viable until prices appreciate significantly. On a per-square-foot basis, construction costs are generally higher for multi-family than for single-family development. The prevailing wage requirement on Fort Ord further increases construction costs. As a result, condominium and townhome prices will need to increase significantly for multi-family development to be feasible, and for the private market to deliver a broader range of housing products. The developer of East Garrison suggested that an attached multi-family project might not be economically viable for a minimum of five years. Given low apartment rents in the surrounding areas, the developers of the two projects do not anticipate introducing a market-rate apartment project for some time.

Fort Ord benefits from having ample vacant available land on which to develop new residential projects, but also faces challenges including high prices for new development relative to local incomes, a lack of cohesive neighborhoods, and poorly ranked schools. Compared to the older homes in the surrounding area, the new homes on Fort Ord are in pristine condition. However, pricing of the single-family units is high relative to existing home prices and household incomes in the surrounding communities, the emerging neighborhoods within Fort Ord are still quite isolated and offer few amenities, and, with the exception of Carmel and Pebble Beach, the county's schools are ranked poorly on statewide ranking scales.

Absorption of new market-rate homes in Fort Ord has totaled under 50 units a year to date, and is projected to reach approximately 100 units per year with the completion of additional homes at East Garrison and The Dunes in the coming years. Since sales began at East Garrison in late 2013, units have sold at approximately 3 to 4 units per month. Sales representatives at The Dunes are projecting a similar absorption rate. Assuming these absorption rates continue, absorption of homes at East Garrison and The Dunes combined is likely to total approximately 100 units per year, suggesting that new neighborhoods will be slow to emerge.

CONCLUSION

The existing housing stock in Seaside and Marina is relatively affordable, predominantly single-family, and serves as an important source of housing for service workers employed on the Peninsula. Nearly half of all housing units in the North Peninsula were built in the 1960s and 1970s, the period when Seaside and Marina experienced significant population growth associated with the expansion of Fort Ord. Many of the housing units built during this era were small, low-cost, single-family homes, and many of these are now being rented and are in need of repair or renovation. The older, rented homes in Seaside and Marina provide one of the few sources of affordable, market-rate housing for service workers employed in the Peninsula. In the wake of the housing market crash that began in 2007 and 2008, there has been a significant increase in the number of investors purchasing single-family homes and placing them on the rental market. Investors have focused on Marina and Seaside in particular due to their affordability and proximity to service jobs in the West Peninsula.

Seaside and Marina have not historically attracted many second homebuyers and retirees. While the high cost of housing in the West Peninsula is supported by a large percentage of second homes and wealthy retirees, there has been less demand to date from these types of buyers in Marina, Seaside, and Fort Ord. Local brokers noted that the majority of second homebuyers considering options in the Peninsula are looking for the lifestyle and amenities associated with Carmel, Pebble Beach, and surrounding affluent communities. Anecdotally, brokers suggest that in some communities in Carmel and Pebble Beach, 60 percent or more of housing units are owned by second homeowners and are not occupied full-time. In comparison, second homeowners are thought to account for around 10 to 20 percent of the market in Seaside and Marina.

Although the first two major residential projects to commence development in Monterey County since the recession are both located on Fort Ord, absorption of new, market-rate housing units has been slower than AMBAG household growth projections would suggest. AMBAG projects that the North Peninsula cities will add approximately 200 to 300 households a year between 2010 and 2035. However, actual absorption of new, for-sale, market-rate homes in Fort Ord has totaled fewer than 50 units a year since new units at East Garrison began marketing in mid 2013, and is projected to reach approximately 100 units per year with the completion of additional homes at East Garrison and The Dunes in the next few years. (Approximately 170 affordable rental units have also been completed and occupied in the past two years.) The other residential projects in the planning pipeline for the former Fort Ord are currently stalled due to financing, entitlement, water, environmental, or other factors, but could be completed in the medium- to long-term.

The slow development and absorption of new market-rate units reflects slow regional population growth, the lingering effects of the recession, a mismatch between the incomes of Monterey County residents and the prices that are needed to support new development, and the challenges associated with construction on Fort Ord. New construction has been slow to occur on the base, in part as a result of regional economic conditions, including slower than expected population growth, relatively low household incomes in the region, and the effects of the recent recession. Moreover, there is a significant gap between local incomes and new home prices. For example, only 11 percent of Monterey County households can afford a home priced at $650,000, the cost of a higher-end new home in East Garrison[21]. Other factors contributing to the challenge of development on Fort Ord include the lack of cohesive neighborhoods, poorly ranked local school districts, and relatively high sales prices that are driven in part by high construction costs associated with blight removal and the prevailing wage requirement.

To some extent, slow absorption rates may also indicate a mismatch between demand and the supply of new units that have entered the market to date. To date, only single-family homes with three or more bedrooms have been completed on Fort Ord. These units have proven most attractive for move-up buyers and former renters from within the county, as well as families and older couples relocating from communities outside the area. There may also be demand for smaller, lower cost units – for example, from younger people creating new households by moving out of their parents' home or graduating from CSUMB, or from senior households who would like to move from a single-family home to a smaller unit – that is not being met by the new, single-family housing that on the market. Because the amount of recently completed development in Monterey County is so small, however, the market for smaller and attached units remains largely untested.

In the near-term, single-family homes are expected to account for most new development; market-rate multi-family development will only become economi-

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21 - Based on calculation by Strategic Economics. Only 11 percent of Monterey County residents earned $150,000 or more in 2012, the approximate income required to afford a home priced at $650,000.

cally viable when unit values increase significantly. Market-rate development on Fort Ord is likely to continue to take the form of single-family units (including attached and detached) in the short-term. To the extent that there is a growing segment of the market that is interested in higher-intensity development, prices will need to increase before this type of product will be financially feasible to build. Current single-family sales prices are adequate to cover the cost of construction – which, on a per-square-foot basis are typically lower for single-family homes than for multi-family development – and offer an acceptable return on investment for single-family homebuilders. However, rents and sales prices are not expected to reach the level required to support multi-family construction costs, including providing an acceptable rate of return for the developer, for at least the next five years.

Vertical mixed-use development is also unlikely to be economically viable in the short- to mid-term. Like other types of multi-family development, mixed-use development will be challenging because it is more expensive to build on a per-square-foot basis, and thus requires higher prices than the market currently supports. In addition, there is limited demand for additional retail space on the former Fort Ord, and retailers prefer to locate in highly visible, concentrated activity nodes near large, brand-name anchor tenants. These location considerations are often difficult to accommodate in a vertical mixed-use format.

Absorbing the housing development anticipated in the BRP will likely require attracting segments of the housing market not currently active in the North Peninsula, including retirees and second homebuyers. Given the relatively low incomes in the North Peninsula and slow pace of household growth and employment that is projected over the coming decades, Fort Ord will need to attract buyers from outside the region in order to fully realize the community's vision for the base reuse. Although Seaside and Marina had historically struggled to attract retirees and second homebuyers, Fort Ord could prove attractive for moderate-income buyers from inland Monterey County or other parts of the Central California, who are looking for a second home or retirement community located near the coast that is relatively affordable compared to communities such as Carmel and Pebble Beach.

Attracting and retaining members of the Millennial generation will also be critical to the long-term economic revitalization of the North and West Peninsula area. In many other parts of the country, people in their 20s and 30s have been driving demand for new housing. In the North and West Peninsula, however, the population under age 45 has been decreasing since the 1990s. In order to stabilize or reverse the decline in young people and retain CSUMB graduates and other younger households over time, the region will need to provide housing and neighborhoods that meet their preferences, as well as good jobs and high-quality K-12 schools for families with children. In order to help grow the base of high-quality jobs and retain more young workers, the County Economic Development Department, CSUMB, UC MBEST, and individual cities' economic development staff are working to capitalize on key employment sectors already present in the county, including pursuing approaches to expand education, health, and hospitality employment as well as research and development opportunities in agriculture and marine research.

The Regional Urban Design Guidelines represent an opportunity to help make Fort Ord more attractive for Millennials, families, and older second homebuyers and retirees, as well as more functional for an aging population. Surveys indicate that Baby Boomers and Millennials are less interested in other age groups in traditional, auto-dependent suburbs, and instead prefer locations with easy access to amenities and a broader range of mobility options such as walking and public transit[22]. Creating more cohesive, pedestrian-oriented neighborhoods with improved connections to retail and other activity centers could help make Fort Ord more attractive for these buyers.

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22 - See, for example, American Planning Association, Investing in Place: Two Generations' View on the Future of Communities, May 2014, http://www.planning.org/policy/polls/investing/pdf/pollinvestingreport.pdf.

Commercial Market

This chapter provides an overview of recent commercial trends. The analysis builds on the discussion of employment trends and findings from the 2012 Market and Economic Analysis. The chapter also incorporates updated market data from the commercial vendor CoStar, as well as qualitative findings from interviews with local commercial real estate brokers, developers, and economic development professionals. The following sections provide an overview of regional market dynamics and recent market activity on the former Fort Ord for each major commercial product type envisioned in the Base Reuse Plan (office, retail, hotel, and industrial/flex space). The chapter concludes with a discussion of implications for future development on the base.

Note that the tables below use slightly different submarkets than the previous sections, reflecting the geographies at which CoStar reports data.

OFFICE MARKET OVERVIEW

Regional Market Dynamics

Monterey County's current office inventory totals 7.9 million square feet of rentable building area, with the largest concentration of space in CoStar's North Monterey County submarket and the City of Salinas. As shown in Figure A2.38, North County (which includes Ryan Ranch, Moss Landing, the Carmel Valley, and Salinas Valley north of Soledad) has 2.8 million square feet of office space. The City of Salinas is the second largest office market, with 2.1 million square feet, followed by the City of Monterey at just under 2 million square feet of space. Marina and Seaside contain a very small percentage of the county's inventory of office space, with less than 400,000 square feet combined.

Figure A2.38: Office Market Statistics, 3rd Quarter 2014

CoStar Submarkets	Rental Building Area		Vacant Sq. Ft.***		Total Vacancy Rate	YTD Net Absorption	Average Asking Rent (per Sq. Ft. per Year)
	Total Sq. Ft.	% of Total	Direct	Total			
North Monterey County	2,804,386	35%	194,318	396,676	14.1%	-20,839	$23.20
City of Salinas	2,130,490	27%	96,402	97,352	4.6%	19,520	$19.44
Monterey	1,953,081	25%	123,327	124,327	6.4%	3,464	$21.07
Downtown Salinas	389,673	5%	15,840	17,920	4.6%	2,660	$16.67
Marina/Seaside	376,138	5%	26,693	26,693	7.1%	-245	$16.64
Pacific Grove	166,637	2%	11,880	11,880	7.1%	-4.896	$20.87
Carmel/Pebble Beach	74,783	1%	3,974	3,974	5.3%	-950	$26.40
Soledad	30,632	0%	0	0	0.0%	650	$0.00
South Monterey County**	12,000	0%	2,000	2,000	16.7%	0	$11.93
Total Monterey County	**7,937,820**	**100%**	**474,434**	**681,422**	**8.6%**	**-634**	**$21.30**

*North Monterey County includes Del Rey Oaks, Moss Landing, the Carmel Valley, and the Salinas Valley north of Soledad (excluding the City of Salinas)
**South Monterey County includes the 101 Corridor south of Soledad.
***Direct vacancies are defined as space being offered for lease by the landlord or owner of a building (as opposed to space being offered for sublease by an existing tenant). Total vacant space includes space available for sublease as well as direct vacancies.
YTD: Year to Date
Source: CoStar Group, 2014; Strategic Economics, 2014.

The office market in Monterey County has worsened slightly over last five years, despite the fact that little to no new construction has been added to the supply of space. The county had an overall vacancy rate of 8.6 percent in the third quarter of 2014, up slightly from the 7.5 percent in 2009. Average asking rents have also declined slightly from $22.06 to $21.30. The softness of the market is further demonstrated by the recent increase in subleased space. In 2009, virtually all the available office space was being directly leased; in the third quarter of 2014, 30 percent of the vacant space was comprised of subleased spaces. With an existing vacant inventory of 680,000 square feet of space, the county has an excessive supply of space on the market despite the fact that (according to CoStar), only 15,000 net new square feet of office space has been absorbed since 2009[23].

The Cities of Salinas and Monterey have the lowest vacancy rates (at 4.6 percent and 6.4 percent respectively) in the county, while vacancies in the North Monterey County and Marina/Seaside submarkets are significantly higher. The vacancy rate in North County, which as noted above includes office buildings in Ryan Business Park, was 14.1 percent in the third quarter of 2014. The vacancy rate in Marina/Seaside was just over 7 percent.

While average rents are in the range of $20 to $23 per square foot a year in most of the major office submarkets in Monterey County, rents are much lower in the Marina/Seaside area. Annualized asking rents average $23 per square foot in the North County, $21 per square foot in Monterey, and $19.40 per square foot in Salinas. However, brokers leasing space in Ryan Ranch indicated they typically lower rents substantially below asking rates to attract tenants. In the smaller Marina/Seaside market, rents average under $17 per square foot per year.

The majority of office tenants are small professional users who require less than 10,000 square feet of space. Brokers note that tenants in multi-tenant buildings include medical practitioners, attorneys, accountants, services and small to medium business owners.

Larger national tenants have been leaving the county, and have not been replaced by similarly sized companies. For example, Capital One vacated a 300,000 square foot building in Salinas, relocating their 800-person operations to Texas. The County of Monterey purchased the vacated building, preventing vacancy rates from increasing significantly as a result. McGraw Hill, which has a 210,000 square foot office building in Ryan Ranch, is in the process of downsizing and relocating out of the area; the building is now largely vacant and is on the market for sale. The 62,500 Monterey Herald building, also located in Ryan Ranch, was also recently vacated by the newspaper. The company will remain in Monterey, but is downsizing. The building was sold to CSUMB for $5.7 million, or $91 per square foot, well below the $7.2 million asking price. CSUMB plans to use the property to accommodate their research space needs, continuing education and other programs. It should be noted that this acquisition was executed in lieu of earlier plans to build new offices on the campus, which was deemed too costly an option.

Ryan Ranch Business Park, which represents the largest multi-tenant office node on the Peninsula and is directly adjacent to the former Fort Ord, has struggled to maintain occupancy and rent levels. The seven-building complex has 177,000 square feet of space and caters to small to medium sized tenants including many professional offices. The complex has a current vacancy rate of 18.6 percent. Asking rents at Ryan Ranch range from $17.40 to $19.80 per square foot, although the leasing agent indicated to attract tenants they often provide some free rent and pay moving expenses. Several spaces have been on the market for years.

The general consensus among local brokers, developers, and local economic development professionals is that the office market is unlikely to improve in the coming five to 10 years. The pessimism regarding the speculative office market is based on the weak market indicators, the localized nature of demand, lack of educated labor pool, and high housing prices. Further, the projected growth in employment is primarily in retail, leisure and hospitality, education and health care, and other services sectors that do not generate significant demand for office space.

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23 - Brokers from Cassidy Turley, one of the largest commercial brokers in Monterey, indicated that the CoStar vacancy rates reflect vacancies in all buildings including government tenants. A more accurate regional vacancy rate for private development would exclude these users, resulting in a 2014 office vacancy rate of 14.5 percent countywide. However, CoStar data are used here because they provide more detailed data at the submarket level.

Recent Market Activity in the Former Fort Ord

Expectations that UC MBEST or CSUMB would generate demand for new research facilities requiring office or flex/light industrial space have not come to fruition. As discussed above, CSUMB recently acquired the former Monterey Herald building. This acquisition is projected to accommodate the university's foreseeable future need for office and research space. UC MBEST's latest visioning report reduced their long-term build-out from several million square feet of office/light industrial space to a 296,000 square foot facility. Moreover, UC MBEST recently vacated an 11,000 square foot office building that they are now trying to sell, and the 26,000 square foot headquarters building is only half leased, with little apparent demand for space.

The existing supply of office space in the market is likely to accommodate most of the increased demand associated with employment growth for the coming decade. The new 148,000 square foot Veterans Medical Clinic will add a substantial number of new employees and an estimated 70,000 patients per year to Ford Ord. Local brokers are hopeful that the project may spin off of some additional demand for small professional offices, and that this may have some positive impact on the area's high vacancy rates.

RETAIL MARKET OVERVIEW

Regional Market Dynamics

In Monterey County, the greatest concentration of retail space is found in and around the City of Salinas, but there is also a significant amount of retail space in and around Fort Ord. Out of a total of 18 million square feet of retail space in the county, Salinas has 6.9 million square feet or 42 percent (Figure A2.39). North Monterey County (which includes Del Rey Oaks) and Marina/Seaside/Sand City markets each have approximately 3 million square feet.

The county's retail market is generally stable, but not growing. Current vacancy rates are 3.8 percent, down from 5 percent in 2009. As shown in Figure A2.39, retail vacancy rates are fairly consistent throughout the county, although they are somewhat lower in Salinas and higher in the small retail market of Pacific Grove. Asking rents average $17.70 per square foot, slightly below the 2009 average rate of $17.98 per square foot.

The retail market in Marina/Seaside is generally underperforming compared to the county as a whole. Rents in the Marina/Seaside submarket have declined from $17.55 to $16.41 per square foot in the last five years. Vacancies have declined over the same period from 6.4 percent to 4.4 percent, but are still slightly higher than the countywide average of 3.8 percent.

Discussions with retail developers and brokers suggest that the Peninsula has tapped out retail demand. The local retail market benefits from the large number of visitors to the area. However, with just over 100,000 residents the overall size of the local market area is quite small, and most types of retail are already represented in the marketplace. Further, the slow pace of projected population growth will minimize new demand for the next five to 10 years. As new housing is built over time, there may be the potential to support a small additional amount of locally-serving retail.

Figure A2.39: Retail Market Statistics, 3rd Quarter 2014

CoStar Submarkets	Gross Leasable Area		Total Vacant Sq. Ft.	Vacancy Rate	Average Asking Rents (per Sq. Ft. per Year)
	Total Sq. Ft.	%of Total			
City of Salinas	6,909,794	38%	201,808	2.9%	$16.09
Other North Monterey County*	3,127,791	17%	142,281	4.5%	$19.05
Marina/Seaside/Sand City	2,974,318	16%	131,714	4.4%	$16.41
Monterey	2,473,392	14%	82,913	3.4%	$17.05
Downtown Salinas	710,571	4%	22,574	3.2%	$18.08
Pacific Grove	670,259	4%	60,571	9.0%	$17.59
Other South Monterey County**	557,583	3%	26,050	4.7%	$12.57
Carmel/Pebble Beach	416,739	2%	12,616	3.0%	$38.38
Soledad	266,416	1%	0	0.0%	$0.00
Totals	**18,106,863**	**100%**	**680,527**	**3.8%**	**$17.70**

*North Monterey County includes Del Rey Oaks, Moss Landing, the Current Moss Landing, the Carmel Valley, and the Salinas Valley

Recent Market Activity in the Former Fort Ord

The Dunes on Monterey Bay came on the market in 2007 with a strong array of tenants including REI, Bed Bath & Beyond, Best Buy, and Target, but the shopping center's leasing agents are struggling to lease out the small amount of space that remains unfilled. Based on discussions with the project's leasing agents, the 365,000 square foot center is doing well. The project is over 95 percent leased. Currently anchor space is leased at $24 per square foot, while the smaller storefronts are renting for $36 per square foot. However, the shopping center's leasing agents are currently having difficulty leasing the last 3,300 square feet of space, particularly given the high rents.
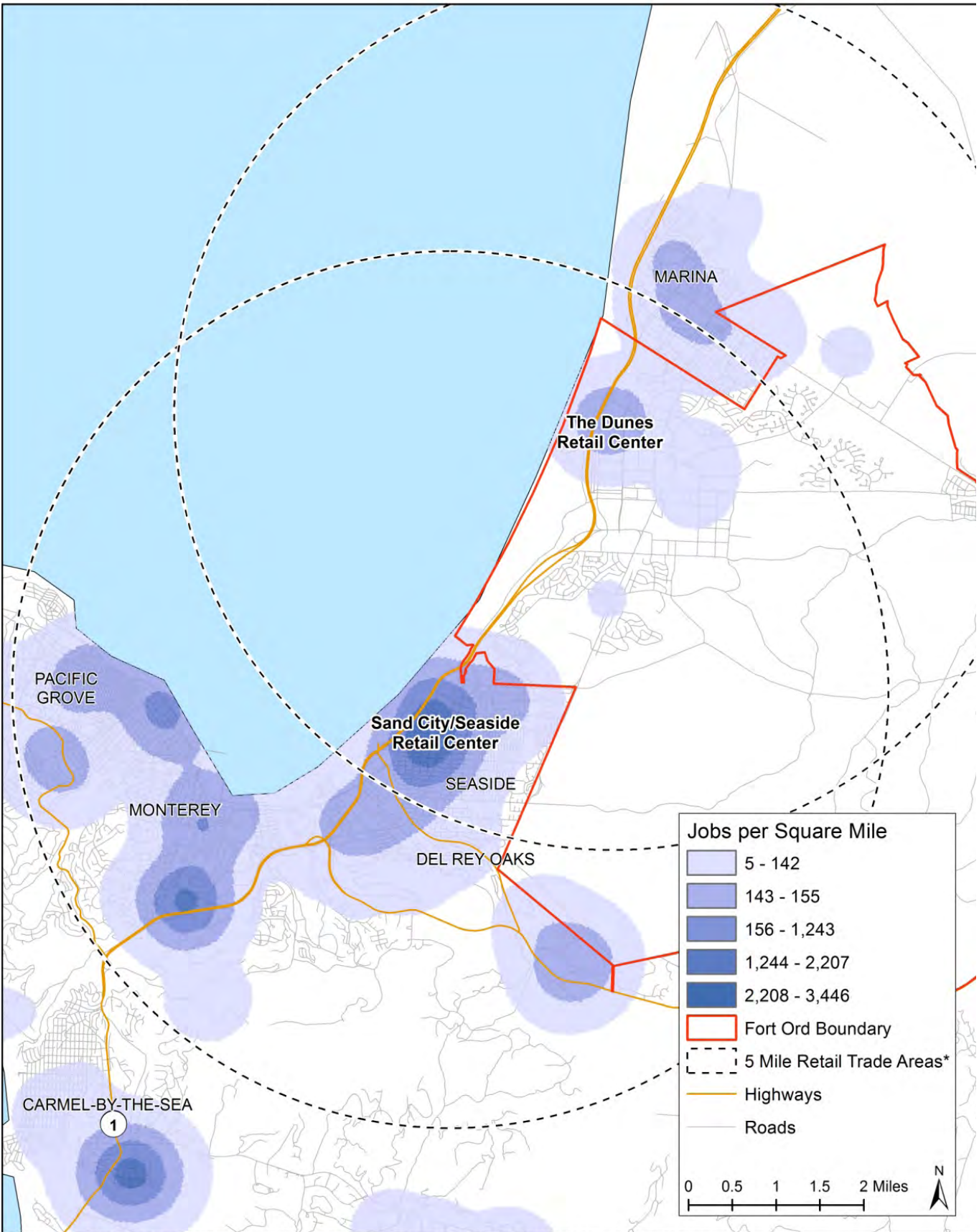
Demand for regional-serving retail centers appears to be saturated. Regional-serving, big box shopping centers like The Dunes typically serve a trade area of approximately 3 to 5 miles. Figure A2.40 shows retail employment concentrations within and around the Fort Ord retail market area, which includes The Dunes and the nearby Sand City Retail Center. As shown, the five-mile trade areas for these two centers cover nearly the entire Peninsula, suggesting that there is limited unmet demand for any additional retail of this scale. In addition to the big box centers in Sand City, other shopping nodes within the immediate retail market area include some strip retail on Reservation Road in Marina and Fremont Boulevard in Seaside, and the newly developed convenience retail center at in Stone Creek Village Shopping Center in Del Rey Oaks.

However, dining and food and beverage establishments on Fort Ord land are severely undersupplied and offer one area for ne ar-term retail growth. There currently are no dining or food and beverage outlets near CSUMB and other nearby institutions. The new 150,000 square foot Veterans' Medical Center and multiplex movie theater that are under construction, as well as the planned new hotel at The Dunes, are expected to generate additional demand for this type of retail use.

Phase 2 at The Dunes is targeting this pent-up demand for eating establishments. The master developers of The Dunes have located a retail developer to undertake a 21,000 square foot food court on a 3.7-acre parcel. Leasing agents have already had considerable interest from quick serve restaurants interested in serving lunch and dinner to the area's large numbers of students and employees. Interest from more formal, sit-down restaurants has been limited.

Other than The Dunes Phase 2, most plans for additional retail development on Fort Ord are on hold. The Dunes has approvals to build retail under townhomes and condominiums as part of a town center, but this project is on hold. The plans for East Garrison also included a retail component, with a minimum of 34,000 and up to 110,000 square feet of neighborhood-serving retail. However, the developer does not anticipate that sufficient demand for new retail uses will be generated in the foreseeable future to support the retail component of the project.

Figure A2.40: Retail Employment Concentrations, 2011

MARINA

The Dunes Retail Center

PACIFIC GROVE

Sand City/Seaside Retail Center

SEASIDE

MONTEREY

DEL REY OAKS

CARMEL-BY-THE-SEA

Jobs per Square Mile

	5 - 142
	143 - 155
	156 - 1,243
	1,244 - 2,207
	2,208 - 3,446
	Fort Ord Boundary
	5 Mile Retail Trade Areas*
	Highways
	Roads

0   0.5   1   1.5   2 Miles

N

Sources: US Census Longitudinal Employer-Household Dynamics "On the Map", 2011; US Census TIGER Line Data, 2013.
*5 mile retail trade areas only for The Dunes Retail Center and Sand City/Seaside Retail Center.

HOTEL MARKET OVERVIEW

Regional Market Dynamics

Hotels and other visitor-serving accommodations remain a strong and improving sector in the Peninsula economy. Monterey County has a total of 252 lodging establishments, accounting for 1,204 guestrooms. The vast majority of these are located on the Peninsula, with the majority of those located in Monterey and Pacific Grove. While impacted by the recent recession, the hotel market has improved since 2011. As of October 2014, vacancy rates were at 70 percent, up 1.4 percent from the prior year. The average daily room rate was at $187, a 5.1 percent increase from the previous year.[24]

No new hotels have been built in the county in the previous five years, but several projects are actively pursuing planning approvals. At least two hotels are likely to receive local approvals within the next year, while approval of several other projects is uncertain due to issues including limited water availability, challenges obtaining needed approvals from the Coastal Commission, and other factors.

Recent Market Activity in the Former Fort Ord

Two new hotels are in the approvals process in Fort Ord. The City of Marina recently approved a $1 million incentive package to support development of a 106-room Marriott Springhill Suites Hotel at the Dunes. A second hotel project is undergoing review on the site known as "26 acres" on Lightfighter Drive in Seaside. The developer is proposing a 110-room Hilton Hamptons Inn and Suites for this site. These hotel projects are expected to augment the area's identity as a destination from which to explore the Monterey Peninsula, and will meet an underserved niche for college graduations and events.

INDUSTRIAL MARKET OVERVIEW

Regional Market Dynamics

The overall industrial market in Monterey County has improved over the last year, with increased net absorption and lower vacancy rates. The average, countywide industrial vacancy rate was about 10 percent during the recent recession, but has recently dropped to 5.9 percent (Figure A2.41). During the first six months of 2014, the county absorbed 422,000 square feet of industrial space. Discussions with area brokers indicate the majority of this leasing activity was concentrated in the areas surrounding Salinas, and is reflected in the North County numbers.

The industrial market is concentrated in and around the City of Salinas. The City of Salinas and the North Monterey County submarket – which includes the Salinas Valley north of Soledad – account for 16.5 million out of 20 million square feet of space in the county. South County has an estimated 1.5 million square feet of industrial space, while Marina and Seaside combined make up 1 million square feet of the market.

Rents for traditional industrial space are quite low and would prove a barrier for new development on Fort Ord. Annualized rents for industrial space average $5.30 per square foot countywide. Excluding South County (which includes the 101 corridor south of Soledad and is not relevant for Fort Ord), annual asking rents range from $6.41 per square foot in the North County to $9 per square foot in Marina/Seaside. New construction would likely command somewhat higher rent rates as much of the existing inventory consists of older, inferior space. However, local brokers and developers believe that rents would need to be over $15 per square foot in order to support new development.

Most large industrial users cater to agriculture and distribution, and cluster in the Salinas area to have immediate access to trucking routes along Highway 101. According to local brokers, the greatest current demand is for warehouse, distribution, and refrigerated warehouse space, much of it associated with agricultural processing and transportation.

Demand for industrial space on the Peninsula is generally dominated by smaller, local-serving tenants including automotive, contractors, machine shops and warehousing. These tenants are less sensitive to proximity to Highway 101.

24 - Monterey County Convention and Visitor's Bureau, 2014.

The flex/R&D market has been underperforming compared to warehouse space. The flex market comprises only 4 percent of the overall industrial market, with approximately 900,000 square feet of space (Figure A2.42). The majority of this space is concentrated near Salinas and other locations within the North County submarket. No new additions to supply have occurred over the last five years. Nonetheless, there are an estimated 140,000 square feet of vacant inventory and an overall vacancy rate of 15.8 percent – up dramatically from 5.1 percent reported in 2009. Rents per square foot average $13.48, and range from $9.40 to $19.60 per square foot, with the lowest pricing found in Salinas, and Monterey commanding the highest asking rents.

Recent Market Activity in the Former Fort Ord

The only light industrial development that is expected to locate on or near Fort Ord in the foreseeable future will be tied to niche or specialized users with outside funding. As discussed, UC MBEST has long had plans to create a R&D office/light park, although those plans have recently been scaled back and it remains uncertain when or if the project will be complete. Meanwhile, a unique light industrial project is under consideration in the City of Monterey adjacent to Ryan Ranch Business Park. The project sponsor is proposing an international, state-of-the-art motor sports facility. Phase 1 includes 250,000 square feet and would employ several hundred workers, with more than three times that amount projected at build-out.

Figure A2.41: Retail Market Statistics, 3rd Quarter 2014

CoStar Submarkets	Rentable Building Area		Vacancy Rate	YTD Net Absorption	Average Asking Rents (per Sq. Ft. per Year)
	Total Sq. Ft.	% of Total			
North Monterey County*	12,254,124	61%	1.0%	429,792	$6.41
City of Salinas	4,473,099	22%	1.4%	30,864	$8.32
South Monterey County**	1,472,032	7%	37.1%	1,200	$3.26
Marina/Seaside	1,041,569	5%	6.5%	23,329	$9.05
Soledad	446,885	2%	0.0%	0	$0.00
Monterey	306,046	2%	6.6%	16,452	$13.26
Downtown Salinas	28,416	0%	0.0%	0	$7.08
Pacific Grove	19,946	0%	0.0%	0	$0.00
Total	**20,042,117**	**100%**	**5.9%**	**422,075**	**$5.34**

Figure A2.42: Flex/R&D Market Statistics, 2014

CoStar Submarkets	Rentable Building Area		Total Vacancy Sq. Ft.	Vacancy Rate	Average Asking Rents (per Sq. Ft. per Year)
	Total Sq. Ft.	% of Total			
North Monterey County*	580,945	65%	103,756	17.9%	$14.30
City of Salinas	150,853	17%	14,000	9.3%	$9.40
Monterey	84,696	9%	11,633	13.7%	$19.60
Marina/Seaside	52,880	6%	12,445	23.5%	$13.80
Pacific Grove	18,366	2%	0	0.0%	$0.00
South Monterey County**	8,406	1%	0	0.0%	$0.00
Downtown Salinas	2,300	0%	0	0.0%	$0.00
Soledad	0	0%	0	0.0%	$0.00
Total	**898,446**	**100%**	**141,834**	**15.8%**	**$13.48**

*North Monterey County includes Del Rey Oaks, Moss Landing, the Carmel Valley, and the Salinas Valley north of Soledad (excluding the City of Salinas).
**South Monterey County includes the 101 Corridor south of Soledad.
YTD: Year to Date
Source: CoStar Group, 2014; Strategic Economics, 2014.

CONCLUSION

Monterey County's commercial real estate markets have generally been flat over the last five years, and the slow pace of development is expected to continue in the foreseeable future. There have been some modest improvements in the industrial and hotel markets in recent months, but a significant supply of existing vacancy space, low rents, and a significant sublease market in most commercial markets suggest that the pace of new construction will continue to be slow in the coming years. Demand for new, multi-tenant speculative commercial buildings in particular is not expected for the next five to 10 years.

The existing supply of office space in the market in and around Fort Ord is likely to accommodate most of the increased demand associated with knowledge-based employment growth for the coming decade. As discussed in Chapter III, Monterey County has lost employment in traditional office-based employment sectors (i.e., information, financial services, and professional services) since 2000. Long-term employment projections forecast that future job growth in the county will be concentrated in the leisure and hospitality, education and health care, retail, and agriculture industries, which typically do not generate significant demand for office space. Expectations that CSUMB or UC MBEST would generate demand for new research facilities requiring office or flex/light industrial space have not come to fruition, and the institutions have scaled back their growth projections over time. Given the large amount of vacant office space on the market, any spinoff associated with UC MBEST, CSUMB, or other institutions (such as medical offices associated with the Veteran's Clinic) in the next five to ten years will likely be absorbed by existing buildings. However, if various economic development efforts are successful, this trend could change over the longer term.

While vacancy rates for industrial space have declined in recent years, rents remain too low to support new, speculative industrial development. The only light industrial development that is expected to locate on or near Fort Ord in the foreseeable future will be tied to niche or specialized users with outside funding, such as UC MBEST or the motor sports facility that is planned adjacent to the Ryan Ranch Business Park. Other build-to-suit facilities may be developed in the future, but are difficult to predict based on current growth projections.

Some hotel development is likely to occur on Fort Ord in the near term, reflecting local and regional growth in the tourism industry. As discussed in Chapter III, leisure and hospitality is one of the industries that have driven job growth in Monterey County in recent years. Hotels and other visitor-serving accommodations remain a strong and improving sector in the Peninsula economy, and two hotel projects are in the approvals process on the former Fort Ord. These hotel projects are expected to augment the area's identity as a destination from which to explore the Monterey Peninsula, and will meet an underserved niche for college graduations and events.

Additional large-scale, regional-serving retail projects are unlikely to be feasible in the near- to mid-term. Between The Dunes Retail Center and the Sand City Retail Center, the North Peninsula trade area appears to be saturated with existing supply of regional-serving, big box retail. Moreover, the slow pace of projected population and employment growth suggests that demand for regional-serving retail will not increase significantly in the near- to mid-term. As a result, some of the large-scale retail projects that were proposed prior to the recession may not move forward given current market conditions.

However, it may be possible to attract a small grocery store, restaurants, or other convenience-oriented shops serving the area near CSUMB, East Garrison, and The Dunes. Dining and food and beverage establishments on Fort Ord land are undersupplied and offer one area for near-term retail growth. The Dunes Phase 2 is targeting the pent-up demand for restaurants, but there may be additional demand for this type of retail space, especially as the number of residents and workers on the base increases incrementally over time. Demand for dining and food and beverage uses is likely to be strongest in the area closest to CSUMB and The Dunes, where there is a growing critical mass of population and employment and an existing concentration of retail activity.

A3
Process

A3.1

Establishing a Common Vision

Direct community input shaped the ideas and recommendations in the Regional Urban Design Guidelines (RUDG). Under the direction of the Fort Ord Reuse Authority (FORA) and RUDG Taskforce, Dover-Kohl held a public charrette in February 2015. Over the course of nine days, more than 1,200 residents and stakeholders participated in the planning process, including elected officials, neighbors, merchants, developers, and community leaders. Responsible growth requires teamwork; the high level of civic involvement displayed during the charrette process will ultimately guide growth and ensure quality development for future generations of residents.

Charrette Preparation

In August 2014 the planning team began gathering base information and studying both the existing physical and economic conditions of the area, including a thorough review of the original Base Reuse Plan, the Base Reassessment Plan and the Highway 1 Design Guidelines, among others. A series of analysis maps were created in order to better understand the existing conditions.

Project Kick-off

Key members of the Dover, Kohl & Partners team including Jason King, principal with DKP, Dena Belzer, of Strategic Economics, and Bryan Jones of Alta Planning + Design met with FORA staff and the RUDG Task Force on September 21, 2014 to officially kick-off the project. This was a first opportunity for the DKP team and FORA staff to officially meet and discuss the goals and objectives for the RUDG, finalize the project schedule and review how the process would inform the overall document.

Public Outreach

A key element in preparing for the charrette was generating public awareness. FORA staff spread the word about the RUDG planning process through Save the Date cards, e-mail blasts, updates on FORA's website, and extensive use of social media outlets such as Facebook and Twitter.

Online Engagement - MindMixer, an online town hall, was a key component in gathering public input even prior to the charrette. Since its launch in August 2014, over 800 unique visitors have contributed ideas and initiated discussions between neighbors.

What is a Charrette?

Charrette is a French word translating to "little cart." At the leading architecture school of the 19th century, the École des Beaux-Arts, students would be assigned a tough design problem to work out under pressure of time. They would continue sketching as fast as they could, even as little carts carried their work away to be judged and graded. Today, "charrette" has come to describe a rapid, intensive and creative work session in which a team focuses on a particular design problem and arrives at a collaborative solution. Charrettes are product-oriented. The public charrette is fast becoming a preferred way to face the planning challenges confronting American communities.

Figure A3.1: Kickoff Workshop

Figure A3.2: Seaside Sopher Center Mobile Charrette II

Figure A3.3: Marina Library Mobile Charrette

Figure A3.4: Reporting Table findings at the Kickoff Workshop

Site Visit

A site visit in November 2014, allowed the planning team to meet FORA Staff, the RUDG Taskforce elected officials, residents, developers, and other local stakeholders in preparation for the charrette. Technical meetings were also held with members of the California State University at Monterey Bay (CSUMB), Monterey County, and the Association of Monterey Bay Area Governments (AMBAG), and the Monterey Salinas Transit Authority (MSTA) to discuss topics such as regional transit, trails and trail head development, development, and habitat conservation. The various, initial hands-on visioning sessions, meetings and interviews helped the team to grasp the dynamics of the former Fort Ord and gain a better understanding of the challenges facing the region.

The site visit included a helicopter tour guided by Josh Metz, Senior Planner with FORA, to get a first hand look at the region and potential focus areas. The flight path covered the entire perimeter of the former base, taking off from the Marina Airport and circling the area in clockwise fashion, which allowed the team to appreciate the diversity of the region's natural and built environment.

Figure A3.5: Site Visit Technical Meetings

Figure A3.6: Aerial image from the helicopter tour

The Charrette

Touring the Region

The charrette began on the Morning of Monday, February 2, 2015 with the full consultant planning team meeting at the FORA offices for a group briefing and tour of the region. The design team was given an overview of the former Fort Ord and the base closure process to date at FORA offices by Executive Director Michael Houlemard. Senior Planner Josh Metz gave a tour of the FORA offices which was also the location of the open studio, numerous technical meetings, and both larger public sessions, the Kick-off and Hands-On Design Session at the beginning of the charrette and the Work-in-Progress Presentation at the close of the charrette.

The planning team was led on a van tour, provided by Jonathan Garcia, Senior Planner with FORA, of the former Fort Ord and its surrounding areas. The team first visited the northern section of the fort including the former barracks off of Imjin Parkway, the Marina Heights project, the Marina Airport and East Garrison. The team the visited the housing in the Schoonover Road area and the CSUMB campus.

The team had a chance to see a full spectrum of old military facilities, new housing developments, new buildings, building reuse, trails and new transit corridors such as General Jim Moore Boulevard and Imjin Parkway as well as older corridors such as Inter-Garrison Road.

RUDG Educational Forum

In the afternoon of the first day, an Educational Forum was held in Carpenter's Hall, next to the FORA offices focusing on the benefits of urban design for beauty, function, and economic vitality. The session began with an overview charrette process for the creation of the RUDG, including the scheduled dates for the multiple hands-on design sessions, the open house and Work-in-Progress presentations.

Victor Dover provided background information on traditional town building, delving into the possibilities and goals of urban design in a Food-for-Thought presentation designed to inspire stakeholders to envision participants about what gateways, centers, corridors and trails could become in the future.

Peter Katz, Strategic Consultant, addressed the implications of design on the economic vitality of the region and the importance of developing an environment that will help attract and retain college students, entrepreneurs and provide jobs for the region.

Figure A3.7: Table discussion at Marina Library Mobile Charrette

Figure A3.8: Victor Dover presenting at the Educational Forum at Carpenter Hall

Figure A3.9: Members of the audience were invited to ask questions at the RUDG Educational Forum.

figure A3.10: A trail in the foothills of the Fort Ord National Monument.

City Council Briefings

Victor Dover and Jason King briefed City Council members of Marina, Seaside and Monterey on the Charrette process, its purpose and timeline. Council members were invited to participate in the many scheduled hands-on design opportunities or to drop into the studio to see what the team was working on and provide their input.

Hands-on Design Sessions

Five separate Hands-on Design Sessions were held during the first week of the charrette at Carpenter's Hall, Marina Library, CSUMB Student Center and two at the Seaside Sopher Center.

The first, on Monday, February 2, focused on all of the jurisdictions within the former Fort Ord, while subsequent meetings held on Wednesday, February 4, Thursday, February 5, and Saturday, February 7 concentrated on the immediate vicinity where the hands-on sessions were occurring. Between 50 to 100 members of the community attended each of the meetings.

Each session began with an introduction provided by Senior Planner Josh Metz explaining the planning process and the importance of public involvement to the development of design guidelines that will guide the redevelopment of Fort Ord.

Jason King followed up at each session with a presentation about a range of Urban Design principles intended to get members of the audience thinking about what type of design characteristics could enhance the character and walkability of the region. The audience was polled using keypad devices to gauge participant priorities, with real-time results displayed on the screen. Questions began with demographic query, to find out who was in the room, in terms of tenure, age and occupation.

Figure A3.11: A participant at the Seaside Mobile Charrette presents the five main concepts discussed by her team to the rest of the attendees.

Figure A3.12: Participants at the CSUMB Mobile Charrette work together in small groups to share their ideas for Fort Ord's future.

Figure A3.13: Jason King describes the different charrette events and goals of the Hands-On Design Session.

Figure A3.14: A DKP team member set up a booth at CSUMB to allow students pressed for time to contribute their ideas between classes.

Figure A3.15: A participant at the Marina mobile charrette presents the five key concepts discussed at his table.

A community image survey showing images of peer communities around the country, was also a part of the polling process. People were asked to rank each image as "Love it", "Hate it", or "No Opinion". The results of the survey helped to gauge the types of places residents would like to see more of in the region.

Following the presentation the event transitioned to the group table sessions starting with a briefing by Jason King to explain the goals and objectives, introduce participants to the base maps, and set ground rules. Working in small groups of eight to ten people, participants gathered around tables to draw and share their varied ideas for the future of the region overall as well as for the specific area where the meeting was being held. A member of the design team or FORA staff was at each table to hear discussions and help facilitate the conversation.

At the end of the session, a spokesperson from each table presented their table's map and five big ideas to the entire assembly. Numerous ideas emerged. Some of the big ideas mentioned repeatedly were the need for increased connectivity and the development of a town center near Second Avenue.

In addition to the table maps and group presentations, participants were asked to fill out an exit survey and "one word" cards as an additional way to express their ideas, hopes, and vision for the former Fort Ord.

In addition to the Hands-on design session, Aditi Sharma, Town Planner with DKP, operated a mobile station inside the CSUMB University Center to capture input from busy students rushing to or from classes.

Figure A3.16: Participants at the Seaside mobile charrette shared a variety of ideas about what should be prioritized in Seaside.

Open Design Studio

From Tuesday February 3, to Wednesday February 11, the design team worked with the community in an open design studio where community members were welcomed to stop in at any time.

The convenient location of the studio, as well as widespread community interest, led to dozens of people participating throughout the week. Visitors to the design studio were welcomed, introduced to the activities taking place around the room and invited to look over the teams shoulders and ask questions. Table drawings and plans from the Hand-on Design Sessions were displayed around the room for easy review as new people became involved.

While stakeholders visited the studio, the design team began combining the information gathered at the Hands-on Design Sessions into a single Synthesis Map that included the many ideas heard. The Synthesis Map included locations identified as being gateways to the region, potential centers of activity, where corridors to travel through the region should be, and where trails could be located to accommodate both commuter and recreational biking activities.

In addition, exit surveys captured ideas that had not been discussed during the Hands-on Sessions. These were analyzed and informed the team about other major themes, such as the need for developing signage, commemorative statues, or civic centers to commemorate the rich military history of the Fort.

Many of the ideas discussed at the Hands-on Sessions and in the Open Design Studio became integral to the creation of illustrative concepts and renderings produced to illustrate how the different focus areas could change and/or develop over time in Marina, at Lightfighter drive and on the east side of General Jim Moore Boulevard.

Technical Meetings

Members of the Dover-Kohl design team met with stakeholders in a series of scheduled technical meetings. The meetings were used to discuss topics such as transportation, development, education, diversity and how they could or could not be affected by the design guidelines. The technical meetings included sessions with staff from the cities of Marina, Monterey, and Seaside as well as members from the RUDG taskforce and county level regional and transportation planners.

Figure A3.17: Creating the preliminary stages of an illustrative concept.

Figure A3.18: Synthesis Map showing ideas from Hands-On-Design Sessions.

Figure A3.19: Technical meetings were held as part of the design studio.

Figure A3.20: Victor Dover welcomes stakeholders to the Open House

Figure A3.21: Open House at Carpenter Hall

Figure A3.22: Participants were able to provide comments at the Open House

The technical meetings helped to further shape the elements that should be incorporated into the Design Guidelines and to ensure that the ideas being processed were balanced by the awareness of many viewpoints.

Other team members such as economists Dena Belzer and Alison Nemirow of Strategic Economics, transportation specialists Wade Walker and Brian Jones of Alta Planning & Design, and developers John Rinehart of Civitas Consulting and Bruce Freeman of Pinnacle Consulting, participated in most of the technical expertise. Their Expertise was invaluable in strengthening conversations with developers, trail enthusiasts, municipal and county transportation or planning staff of what type of developments the area's market can support to how multi-modal or "Complete Streets" can improve transit alternatives for pedestrians, bikers and drivers alike.

Open House

On Monday, February 9, the team held an Open House. Nearly 100 people attended and were able to preview draft stages of the vision. Maps, street sections, computer visualizations, and draft area plans were pinned up around the room, giving attendees the chance to see where the plan was headed and how their ideas had been incorporated into the vision.

Work-In-Progress Presentation

The charrette ended with a Work-in-Progress presentation on the evening of Wednesday, February 11, at Carpenter's Hall. Over 80 stakeholders attended the event to hear and see the shared community vision for the future of Fort Ord. For nearly half the audience, the Work-in-Progress was the first charrette event they had attended.

FORA Executive Director Michael Houlemard opened the meeting, addressing the work completed by the planning team over the past nine days. Following the introduction, Victor Dover and Jason King, presented a summary of the numerous ideas developed during the charrette. The presentation included a draft illustrative map and visualizations of what type of development could result from the Regional Urban Design Guidelines.

Dena Belzer, of Strategic Economics, presented a market analysis of the region, detailing how the vision could be financially feasible, and result in economic prosperity for the area. Bryan Jones from Alta Planning + Design addressed mobility principles that would be key in establishing corridors that could be shared by cars, bicyclists and pedestrians alike.

At the end of the presentation, the audience was asked if they felt the vision was on the right track. 44% of the audience felt that the vision was headed in the right direction, 35% felt that it might be and 21% felt that the vision for the guidelines was not there yet.

DO YOU FEEL
THE DRAFT VISION IS GENERALLY
ON THE RIGHT TRACK?

Not Yet 21%
44% Yes
Maybe Yes 35%
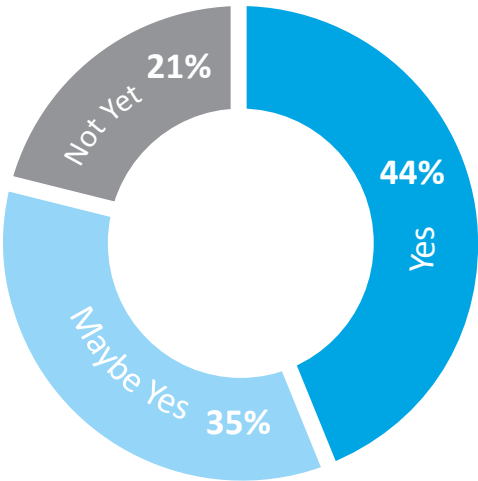
Figure A3.24 (above): FORA Executive Director Michael Houlemard introduces the planning team.

Figure A3.23 (below): Victor Dover discusses the results of the Charrette process to date.

Community Input: Vision

The following pages document input collected throughout the charrette process that helped shape the overall vision for how the guidelines can improve the character of new development on Fort Ord.

These include:
- The Keypad Polling which summarize answers to the questions asked during the introductory presentation at the various hands-on section.

- The word clouds, a compilation of words that hands-on session participants at the Febr used to describe how they envision Fort Ord currently and how they would imagine Fort Ord in the future.
- The synthesis map, a compilation of hands-on map exercises held at the kick-off hands-on session.

Figure A3.25: DKP Project Director Jason King looks on as a student presents her table's top five ideas.

Keypad Polling:

Throughout the charrette participants were asked keypad polling questions so we could tell who was in the room and general preferences of the community. The following pages show some of the feedback received at various events.

Kickoff Session on February 2, 2015

Figure A3.26: Snapshot of the break-out groups at the Kickoff Hands-on session.

IN WHAT PART OF THE REGION DO YOU LIVE?

- Other 16%
- Seaside or Sand City 18%
- Marina 23%
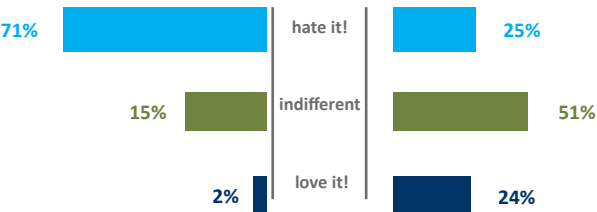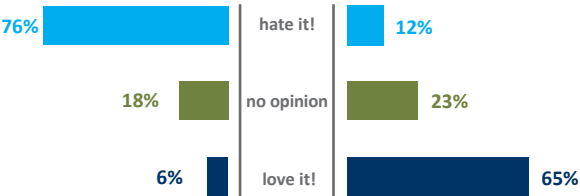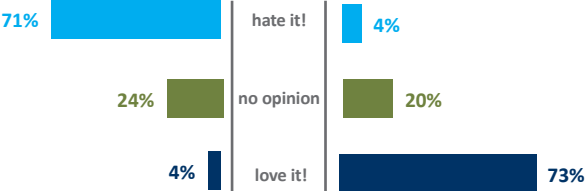- Monterey County 67%
- Monterey 18%
- Carmel or Pacific Grove 11%

HOW LONG HAVE YOU LIVED OR WORKED IN THE MONTEREY BAY AREA?

- ≤5 Years 9%
- 6-10 Years 16%
- 11-30 Years 49%
- 31-50 Years 27%
- >51 0%

WHAT IS YOUR AGE?

- <20 0%
- 20-29 2%
- 30-39 2%
- 40-49 11%
- 50-59 30%
- > 60 54%
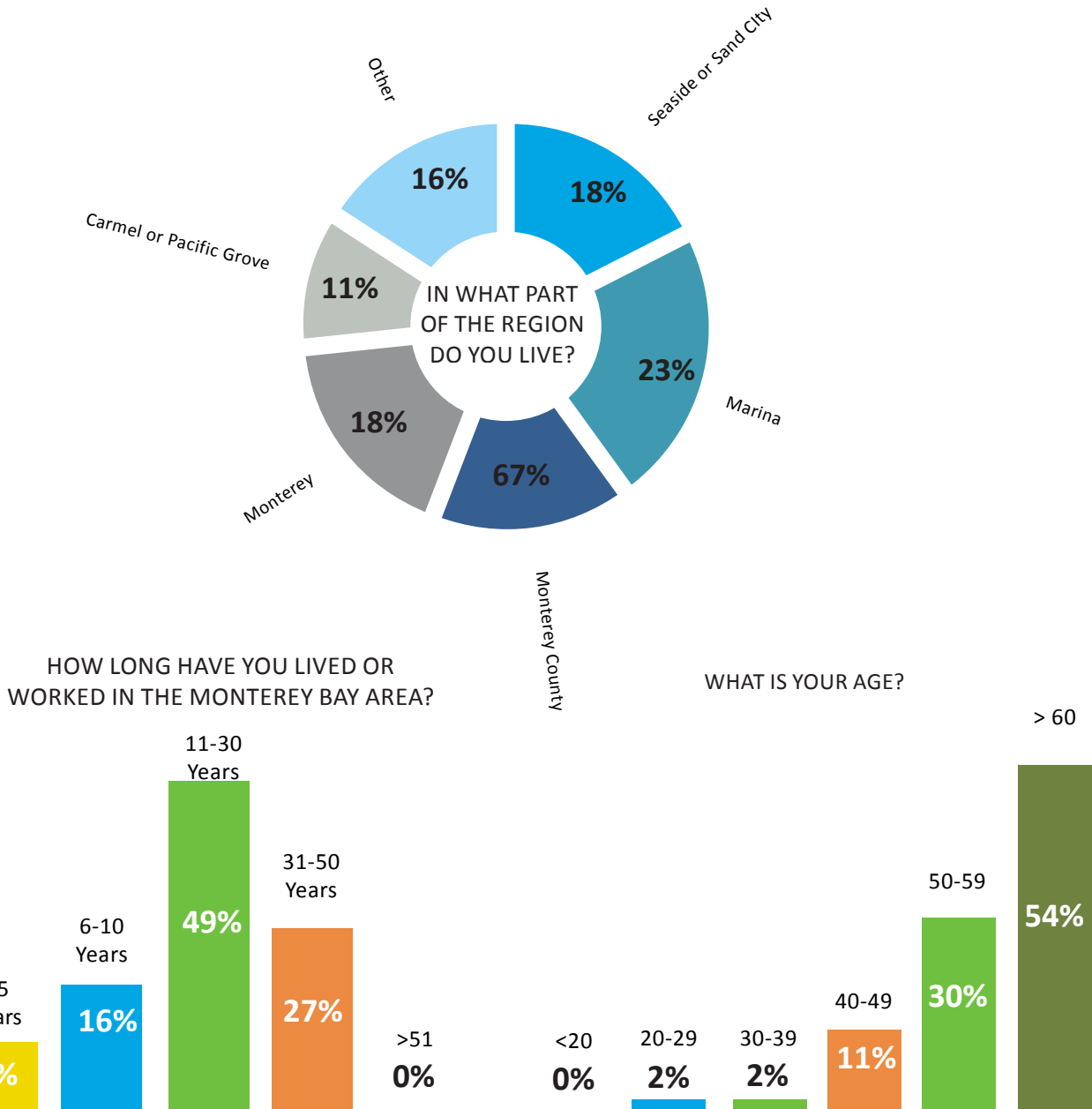
Rating Urban Form: Love It or Hate It

As part of the keypad polling, participants were showed an image and asked if they "love it!," "hate it!," or were "indifferent" to the image. The images were then paired with similar type images nut in a different setting. Below and throughout this section are the results of those questions.

46%	hate it!	7%
36%	indifferent	3%
18%	love it!	90%

83%	hate it!	40%
15%	indifferent	30%
1%	love it!	30%

83%	hate it!	16%
13%	indifferent	23%
4%	love it!	61%

83%	hate it!	23%
16%	indifferent	44%
2%	love it!	33%

90%	hate it!	27%
8%	indifferent	32%
1%	love it!	40%

87%	hate it!	18%
12%	indifferent	20%
4%	love it!	60%

A3.13
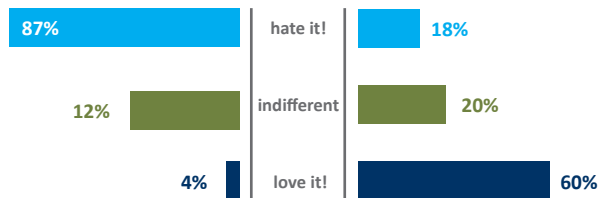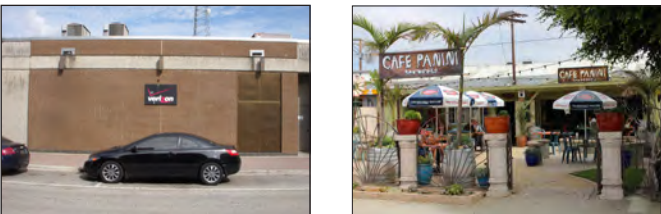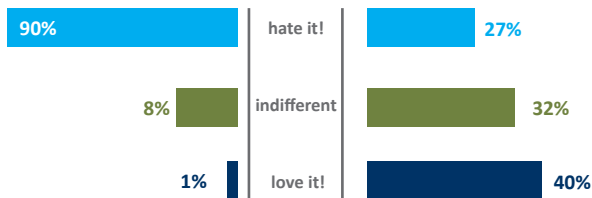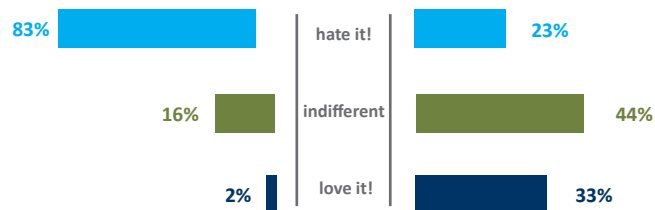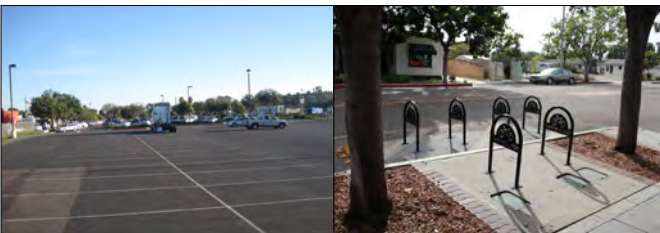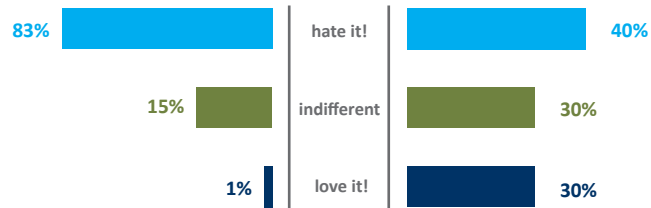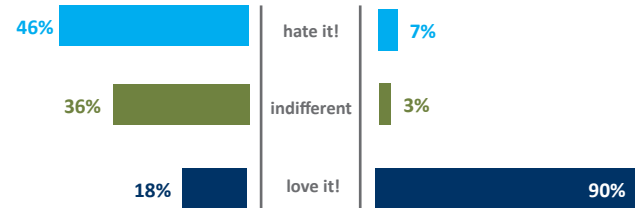
Keypad Polling:
Seaside Mobile Charrette on February 4, 2015
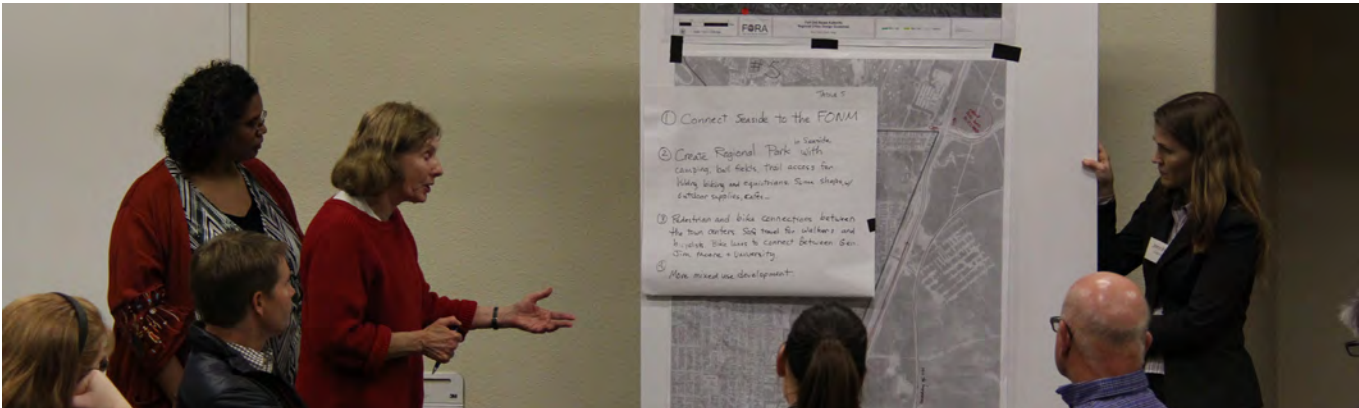
Figure A3.27: A table spokesperson explains her groups big ideas at the Seaside Mobile Charrette.
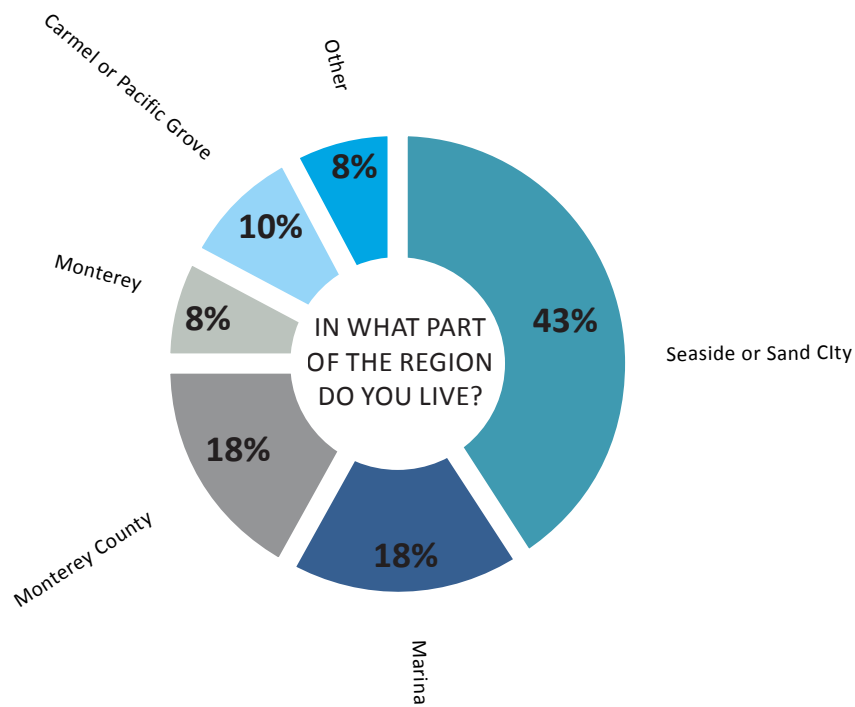
IN WHAT PART OF THE REGION DO YOU LIVE?

- Other: 8%
- Carmel or Pacific Grove: 10%
- Monterey: 8%
- Monterey County: 18%
- Marina: 18%
- Seaside or Sand CIty: 43%

HOW LONG HAVE YOU LIVED OR WORKED IN THE MONTEREY BAY AREA?

- ≤5 Years: 9%
- 6-10 Years: 12%
- 11-30 Years: 41%
- 31-50 Years: 32%
- >51 Years: 6%

WHAT IS YOUR AGE?

- <20: 0%
- 20-29: 0%
- 30-39: 3%
- 40-49: 18%
- 50-59: 42%
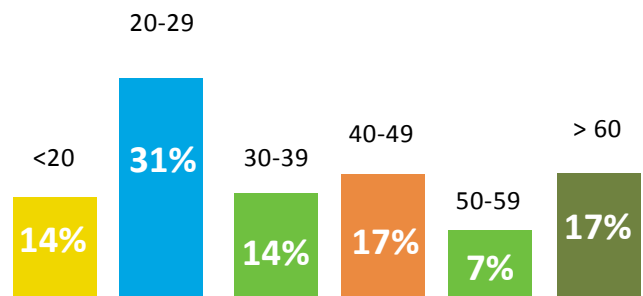- > 60: 37%

Rating Urban Form: Love It or Hate It

71%	hate it!	**4%**
24%	no opinion	**20%**
4%	love it!	**73%**

76%	hate it!	**26%**
12%	indifferent	**50%**
12%	love it!	**19%**

76%	hate it!	**12%**
18%	no opinion	**23%**
6%	love it!	**65%**

71%	hate it!	**25%**
15%	indifferent	**51%**
2%	love it!	**24%**

15%	hate it!	**35%**
36%	indifferent	**47%**
43%	love it!	**19%**

87%	hate it!	**18%**
12%	indifferent	**20%**
4%	love it!	**60%**
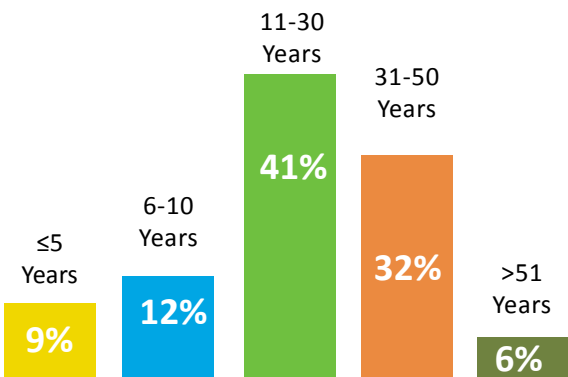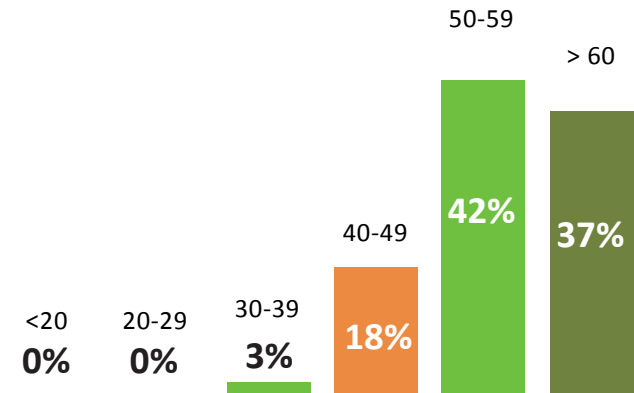
Keypad Polling:
CSUMB Mobile Charrette on February 5, 2015

BEFORE YOU WERE A CSUMB STUDENT, WHERE WAS HOME?

- International 3%
- Out of State 20%
- Central Valley 10%
- Northern California 10%
- Southern California 27%
- Bay Area 3%
- Monterey Bay 27%

WHERE DO YOU DO FOR FUN/ RECREATION OFF CAMPUS?

- Other 6%
- Fort Ord National Monument 13%
- Bay Area 16%
- Bay Area 10%
- Downtown Santa Cruz 16%
- Downtown Monterey 39%

WHAT IS YOUR FAVORITE SCENIC SPOT?

- Trails near Campus (not park) 13%
- Other 6%
- Dunes State Park 6%
- National Monument 6%
- Carmel Beach 16%
- Lover's Point 13%
- Big Sur 41%

DO YOU FEEL CONNECTED TO THE LOCAL COMMUNITY BEYOND THE CAMPUS?

- NO 38%
- Yes 62%

HOW LONG HAVE YOU LIVED IN THE MONTEREY BAY AREA?
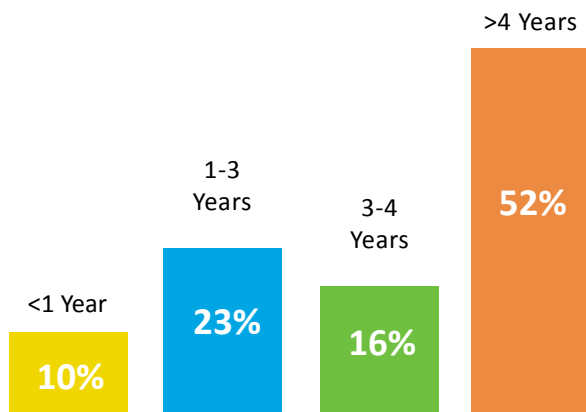
- <1 Year 10%
- 1-3 Years 23%
- 3-4 Years 16%
- >4 Years 52%

WHAT IS YOUR AGE?

- <20 14%
- 20-29 31%
- 30-39 14%
- 40-49 17%
- 50-59 7%
- > 60 17%

Rating Urban Form: Love It or Hate It

	hate it!	
0%		10%
9%	no opinion	6%
91%	love it!	84%

	hate it!	
88%		26%
6%	indifferent	55%
1%	love it!	19%

	hate it!	
10%		56%
35%	no opinion	31%
55%	love it!	13%

	hate it!	
22%		97%
19%	indifferent	0%
59%	love it!	3%

	hate it!	
24%		53%
36%	indifferent	25%
39%	love it!	22%

	hate it!	
9%		10%
9%	indifferent	10%
82%	love it!	80%

A3.17
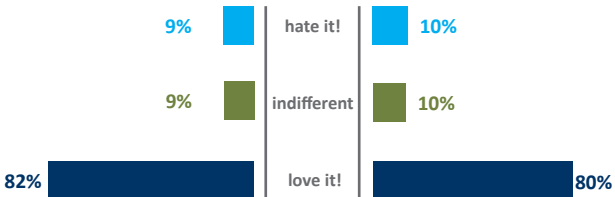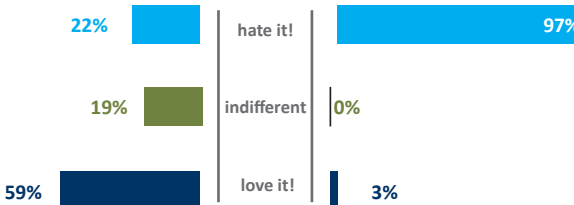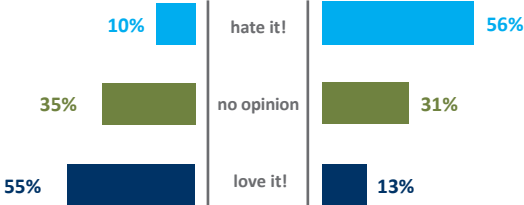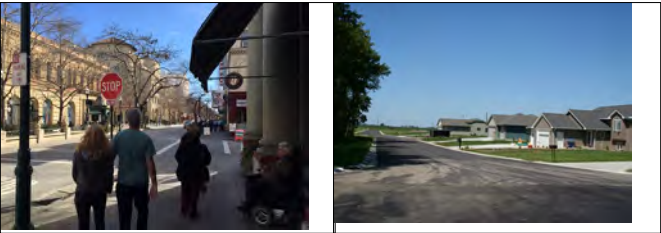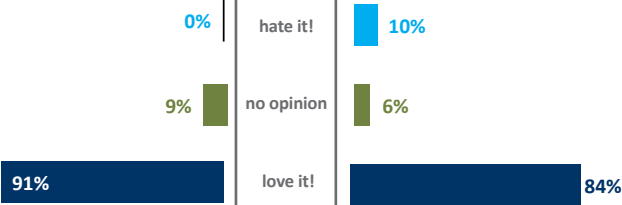
Keypad Polling:
Seaside Mobile Charrette on February 5, 2015

Figure A3.28: Participants at the Seaside Mobile Charrette thinking about which areas to prioritize.
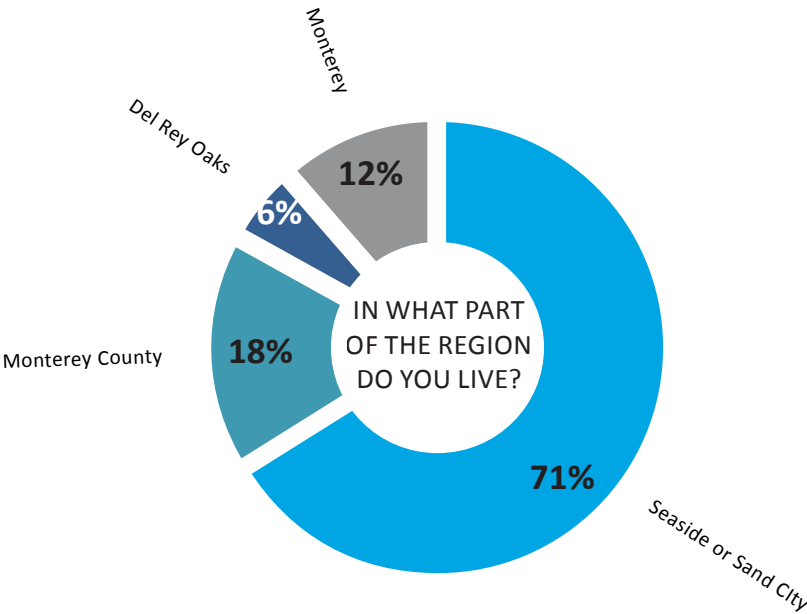
IN WHAT PART OF THE REGION DO YOU LIVE?

- Monterey: 12%
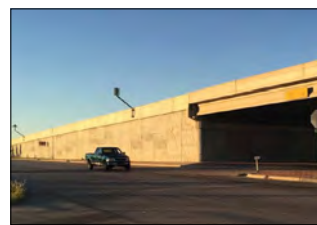- Del Rey Oaks: 6%
- Monterey County: 18%
- Seaside or Sand City: 71%

HOW LONG HAVE YOU LIVED OR WORKED IN THE MONTEREY BAY AREA?

- ≤ 5 Years: 7%
- 6-10 Years: 7%
- 11-30 Years: 53%
- 31-50 Years: 20%
- >51 Years: 13%

WHAT IS YOUR AGE?

- <20: 0%
- 20-29: 2%
- 30-39: 2%
- 40-49: 11%
- 50-59: 30%
- > 60: 54%

Rating Urban Form: Love It or Hate It

81%	hate it!	6%
19%	no opinion	31%
0%	love it!	63%

100%	hate it!	53%
0%	indifferent	47%
0%	love it!	0%

53%	hate it!	13%
41%	no opinion	31%
6%	love it!	56%

100%	hate it!	25%
0%	indifferent	50%
0%	love it!	25%

15%	hate it!	11%
35%	indifferent	47%
50%	love it!	43%

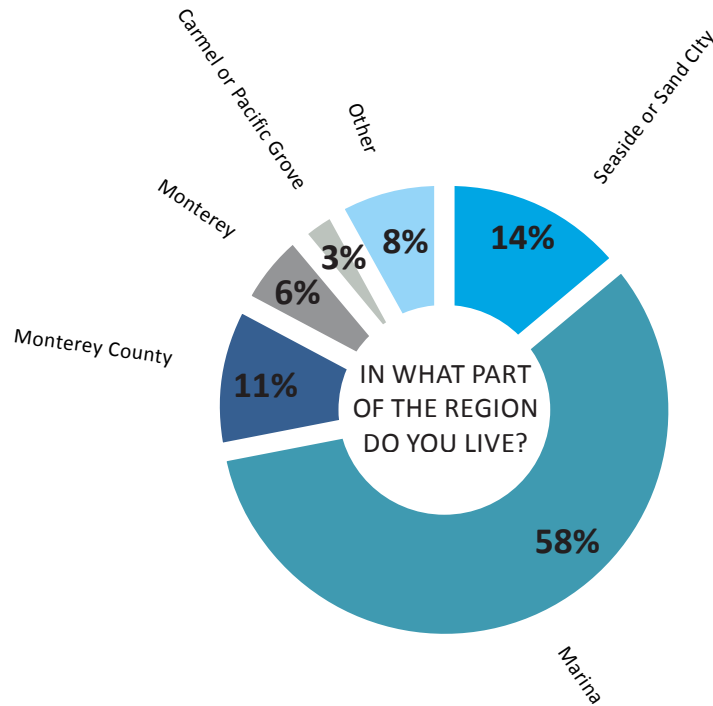|		
87%	hate it!	18%
12%	indifferent	20%
4%	love it!	60%

A3.19
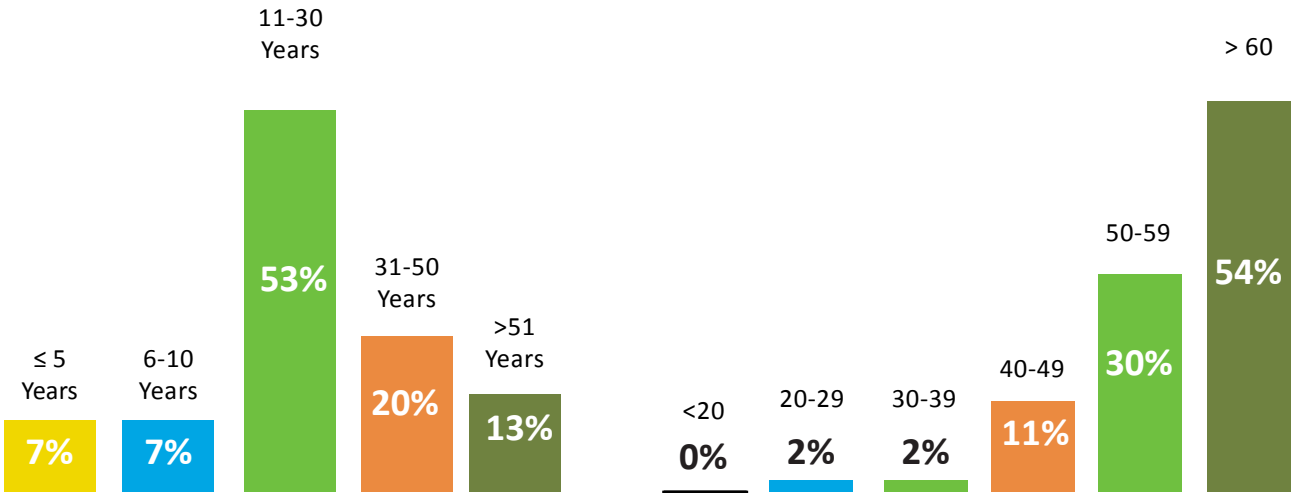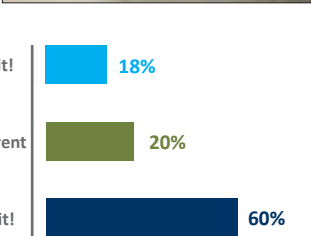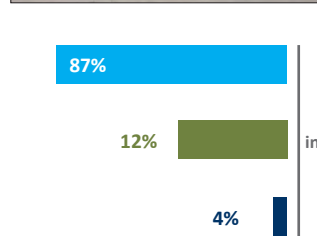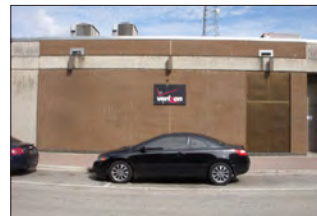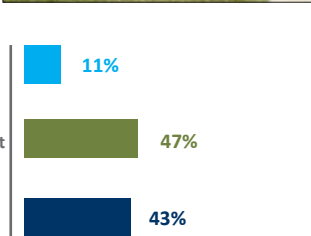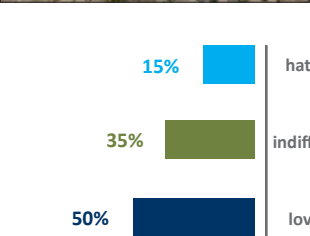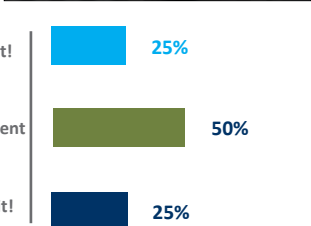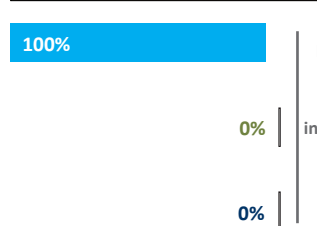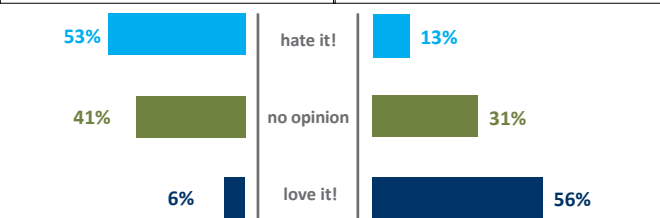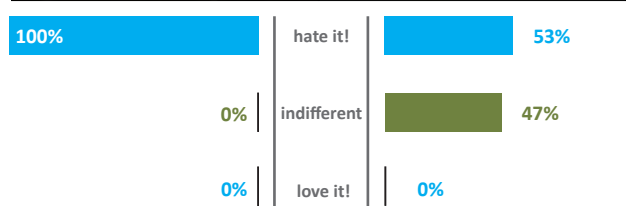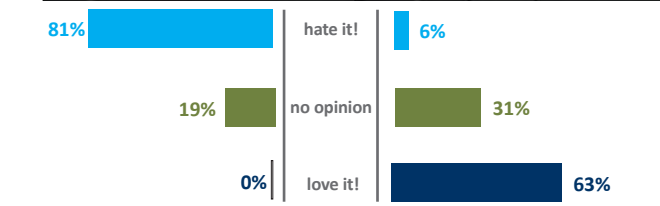
Keypad Polling:
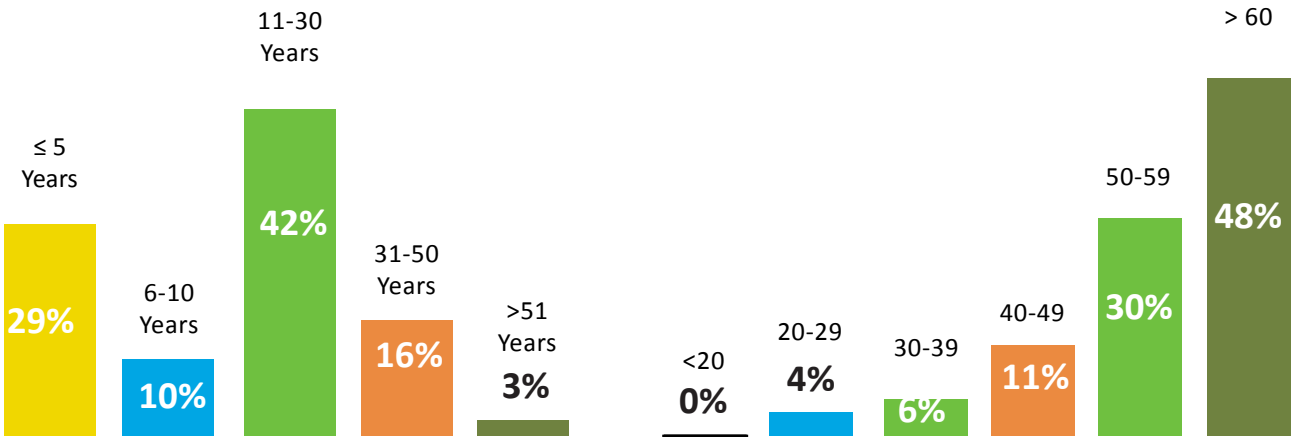## Marina Mobile Charrette Session on February 7, 2015

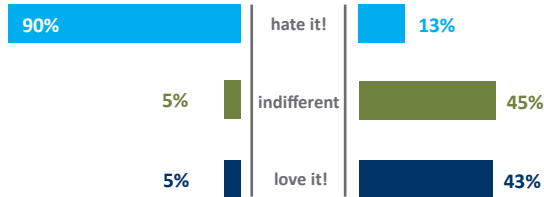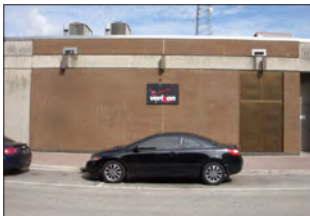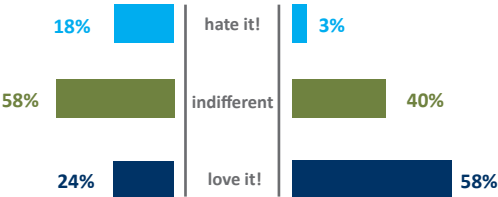*Figure A3.29: Participants at the Marina Mobile Charrette discuss which areas to prioritize.*

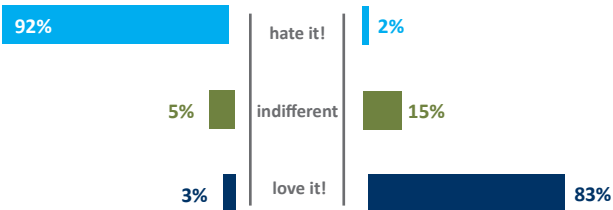**IN WHAT PART OF THE REGION DO YOU LIVE?**

- Seaside or Sand City 14%
- Marina 58%
- Monterey County 11%
- Monterey 6%
- Carmel or Pacific Grove 3%
- Other 8%

HOW LONG HAVE YOU LIVED OR WORKED IN THE MONTEREY BAY AREA?

- ≤ 5 Years 29%
- 6-10 Years 10%
- 11-30 Years 42%
- 31-50 Years 16%
- >51 Years 3%

WHAT IS YOUR AGE?

- <20 0%
- 20-29 4%
- 30-39 6%
- 40-49 11%
- 50-59 30%
- > 60 48%

Rating Urban Form: Love It or Hate It

69% hate it! 3%	
23% no opinion 8%	
8% love it! 89%	

92% hate it! 2%	
5% indifferent 15%	
3% love it! 83%	

18% hate it! 3%	
58% indifferent 40%	
24% love it! 58%	

90% hate it! 13%	
5% indifferent 45%	
5% love it! 43%	

Word Clouds

Participants at Hands-on Design Session on February 2ⁿᵈ, 2015 charrette were asked to provide

"One word that comes to mind about the former Fort Ord Now and in the Future."

The following word clouds were compiled based on the responses received. The more times a word appeared the larger the word appears in the word cloud.

NOW:

Figure A3.30: Word Cloud "Now" Response

IN THE FUTURE:

Figure A3.31: Word Cloud "In the Future" Response

Synthesis Map:

Derived from table exercises at the Kickoff Session on February 2, 2015

During the hands on sessions maps were laid out and participants were asked to use colored dots and markers to locate where they believed that centers, gateways, trailheads, transit hubs, corridors and trails exist in the former Fort Ord study area.

During the Charrette, the Dover, Kohl & Partners team created a heat map, which is a way to represent the number or density of dots placed at each location.
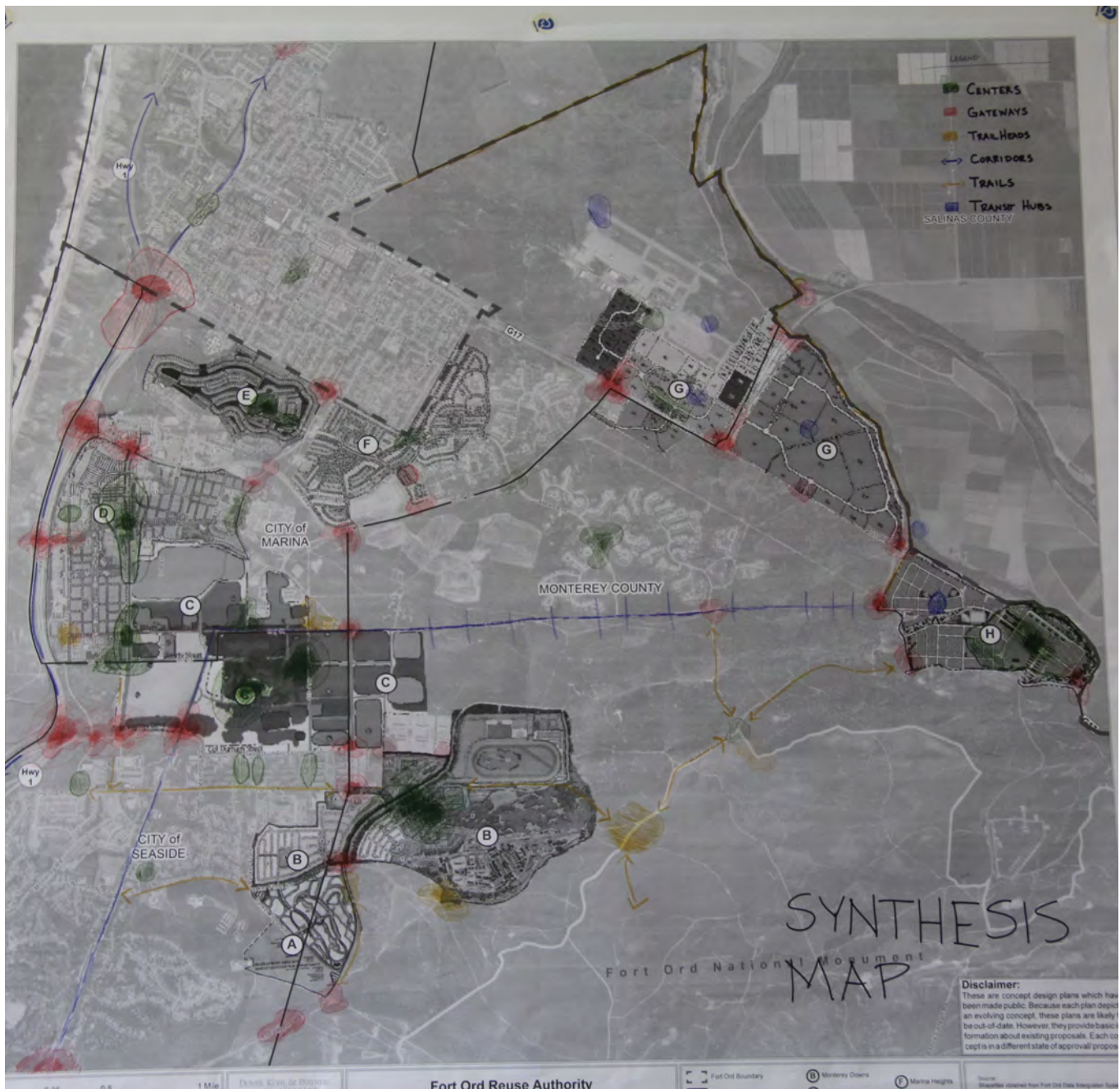

Figure A3.32: The image above depicts the manual version of the synthesis map showing locations people identified at gateways (red), centers (green) and trailheads (yellow).
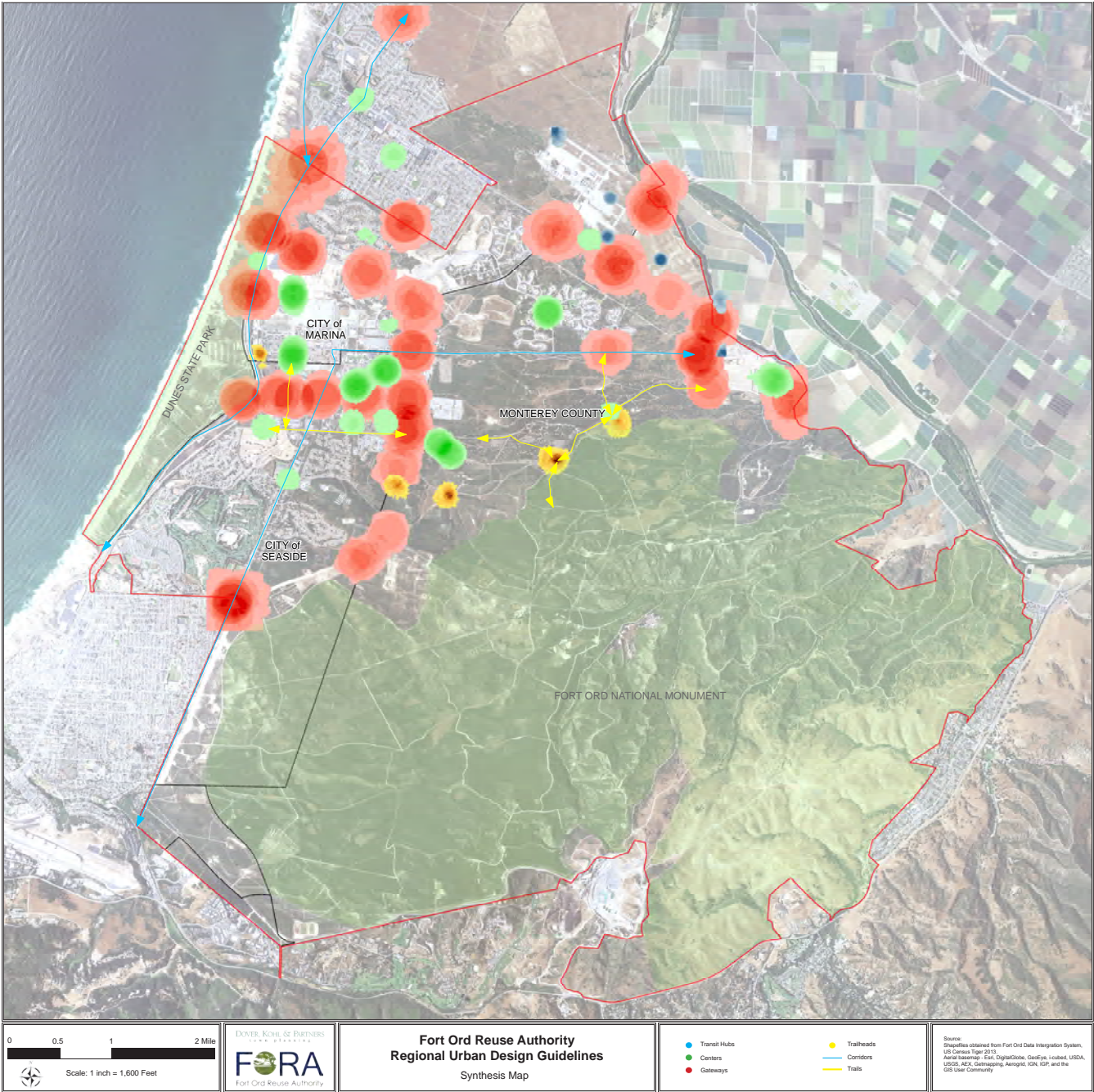
Figure A3.33: The image on the adjacent page is a digital version of the map produced using geographic information systems (GIS).

Analysis Maps:

Created during the charrette process in February of 2015

During the charrette, the DKP team used existing conditions and the input from the public obtained at the kick-off meeting to create maps that identified centers, gateways, corridors, trails and trailheads. These are elements whose design the Regional Urban Design Guidelines are intended to address.

The map below depicts major corridors through the former Fort Ord, centers in areas where development has occurred, is planned or places that the public identified as such and gateways. The map on the adjacent page illustrates trails that have been approved by FORA as well as trails that have been proposed by the Fort Ord Rec Trail and Greenway, a non-profit trail advocacy group.
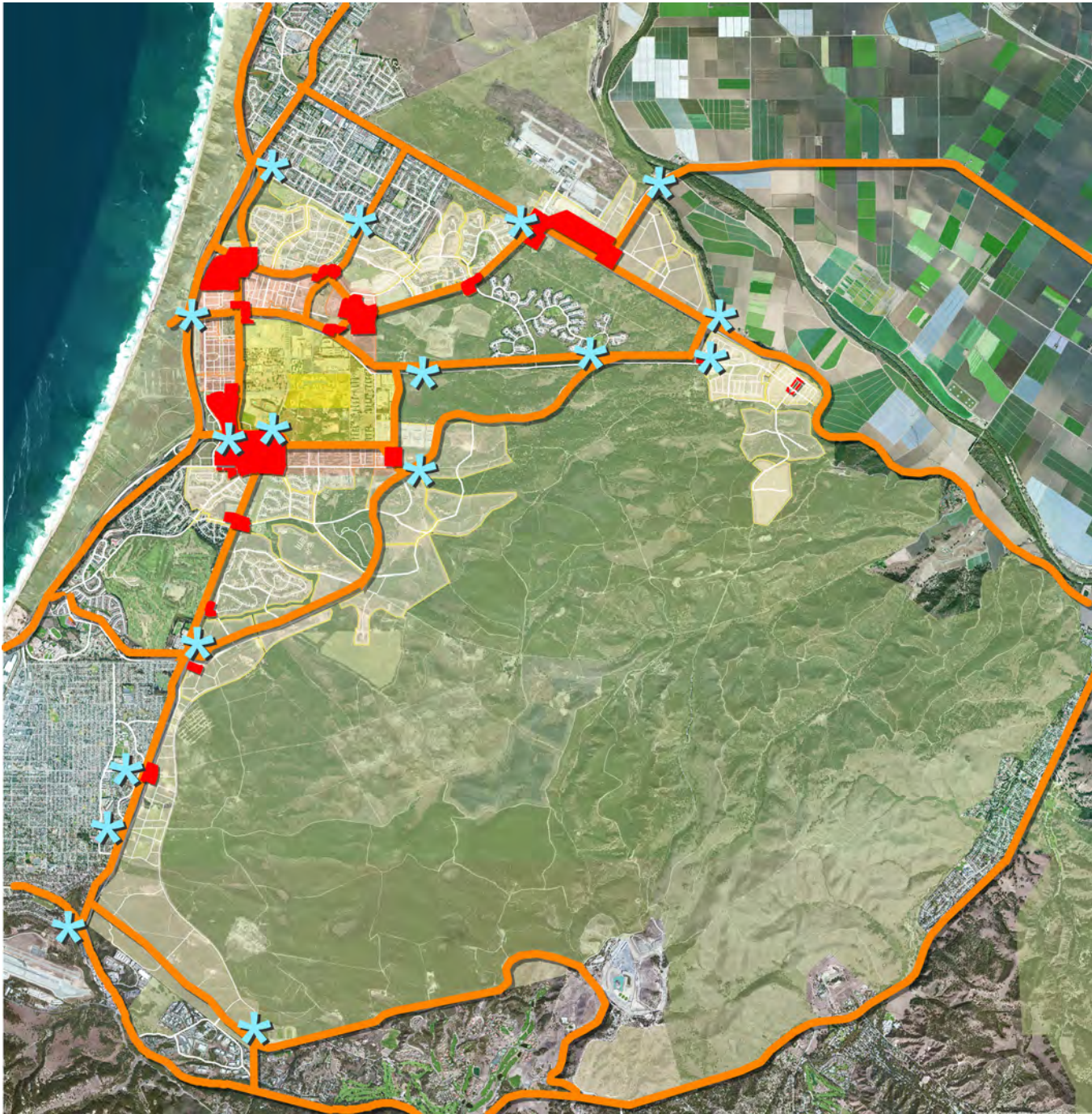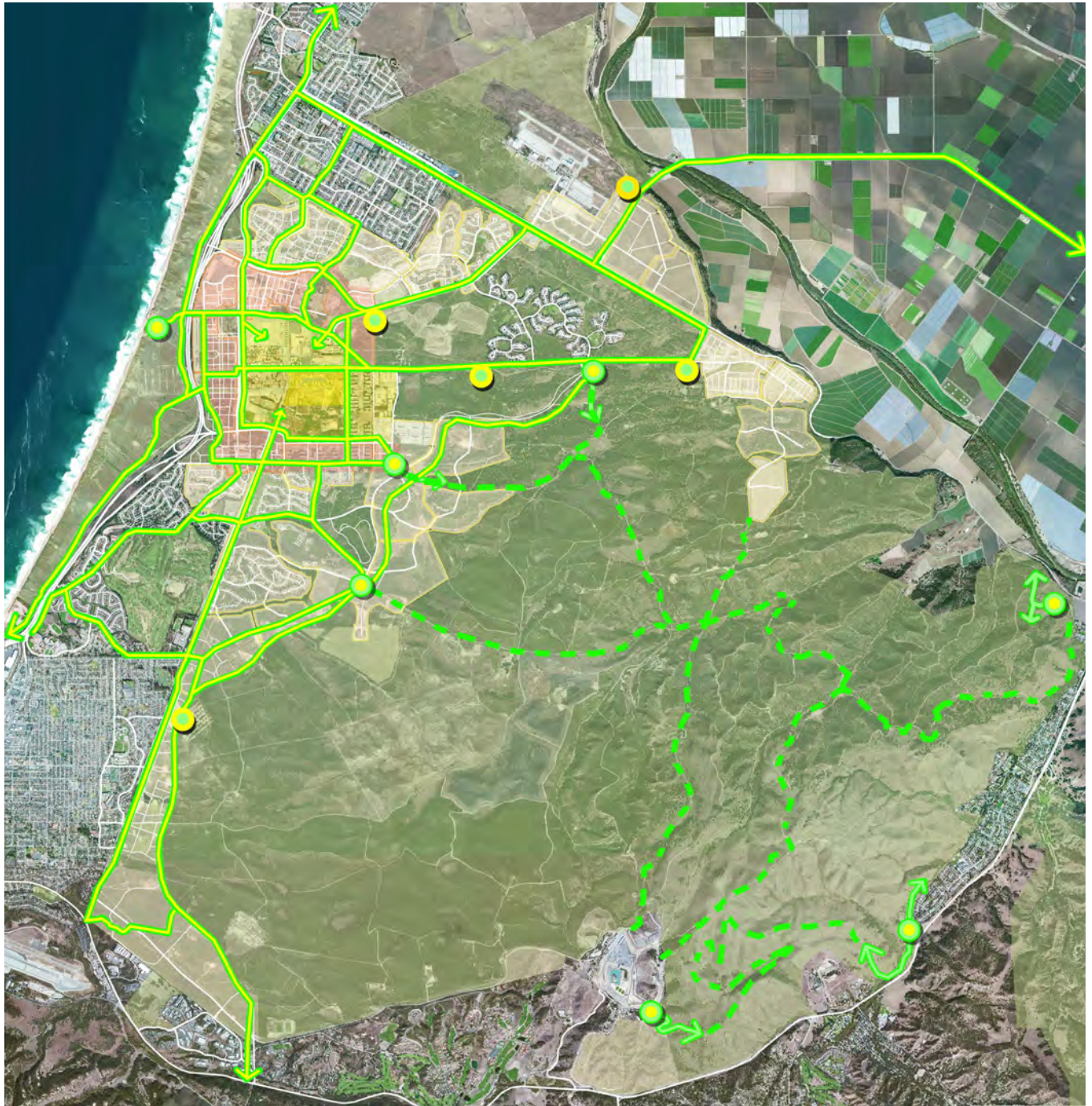

Figure A3.34: The map above illustrates centers, gateways and corridors. These elements were compiled from existing conditions and public input.

legend

- Regional Corridors
- Gateways
- Centers
- CSUMB Campus
- Urbanizing Areas
- New Streets

legend

- Protected Areas
- CSUMB Campus
- Urbanizing Areas
- Existing/Currently Planned Trailheads
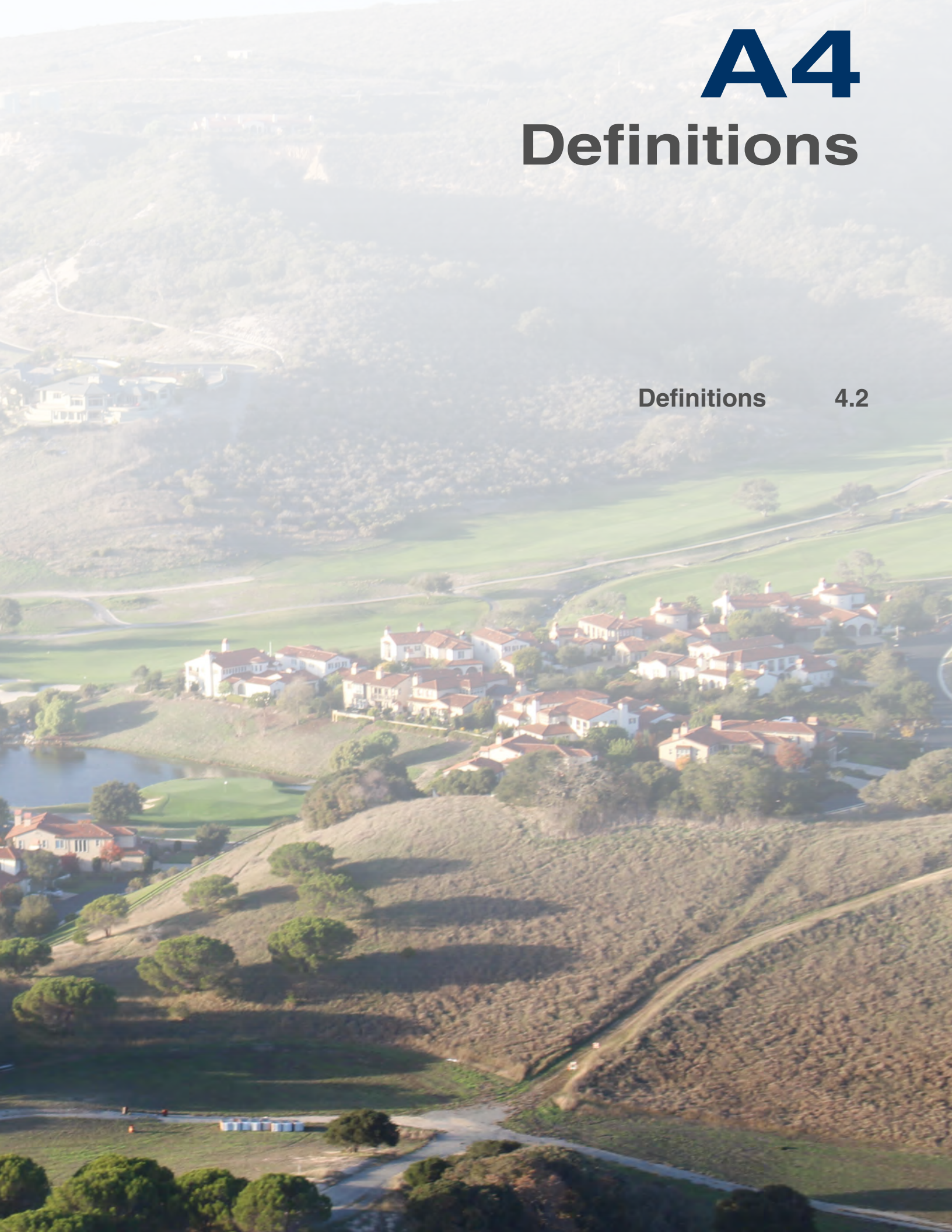- Suggested trail routes
- Suggested Trailheads

Figure A3.35: The map above illustrates existing and currently planned trails and trailheads that were approved by FORA, as well as trail routes and trailheads suggested by the Fort Ord Rect Trails and Greenway, a local non-profit trail advocacy group.

A4
Definitions

Definitions 4.2

Definitions

Alley: A vehicular way located at the rear of lots providing a location for utility easements and access to service areas, parking, and outbuildings.

Apartment Building: A building type that accommodates multiple units and may be managed as either a rental property in which units are not awned by residents or as a condominium, where each unit is privately held.

Apartment House: A building type that contains multiple units but is scaled to have a similar character as a large detached house.

Arcade: A covered pedestrian way within or along the side of a building at the ground floor level.

Arch: A structure that spans a space while supporting weight through compression.

Attic: The interior part of a building contained within its roof structure above the ceiling of a top story.

Awning: An architectural projection roofed with flexible material supported entirely from an exterior wall of a building.

Balcony: An unenclosed habitable structure cantilevered from a facade or building elevation.

Block: The aggregate of private lots, passages, alleys, and lanes circumscribed by thoroughfares.

Block Face: The aggregate of all building facades on one side of a block.

Building Footprint: Any structure built for the support, shelter, housing or enclosure of persons, animals or property of any kind, including appurtenances to buildings such as chimneys, stairs, and elevated stoops, porches, terraces and decks.

Building Frontage: The side of a building which faces the street.

Centers: Centers are the main points of interest in settlements. Centers act as a place to gather or accumulate in a cluster.

Civic Building: A building specifically for public use.

Civic Space: an outdoor area dedicated to public activities. Civic spaces may be parks, plazas, playgrounds, or civic building sites.

Community Character: The positive man-made and natural features that make a place distinctive and contribute to its quality of life.

Compact Development: Development that optimizes its use of land.

Complete Community: A community whose mix of housing offers many types of homes affordable to people with a wide range of incomes in multiple stages of their lives.

Corridor: A (generally linear) tract of land in which at least one main line for some mode of transport has been built. Thoroughfares that enable mobility between areas may also be called corridors. Successful corridors will include a variety of transportation methods catering to motorists, pedestrians, bicyclists and transit users.

Design Guidelines: a set of standards for road design, setbacks, building height, landscaping, signage, and other matters of visual importance.

Detached House: A building type that accommodates a single family residences.

Facade: The exterior wall of a building that is set along a frontage line.

Frontage: The area between a building facade and a vehicular lane of a thoroughfare or pavement of a pedestrian passage.

Gallery: A private frontage typically used in retail applications where the facade is aligned close to the frontage line with an attached cantilevered shed or a lightweight colonnade overlapping the sidewalk, with no enclosed habitable space above.

Gateways: Provide a sense of arrival and signal that one is entering or leaving a defined location. Gateways should be located around points of significance, such as National Monument entries, or transitions between Centers.

General Plan: A statement of policies, including text and diagrams setting forth objectives, principles, standards, and plan proposals, for the future physical development of the city or county.

Green: A civic space type for unstructured recreation spatially defined by landscaping rather than building frontages.

Greenfields: vacant, or previously undeveloped land.

Guideline: a rule or instruction that shows or tells how something should be done, not a legal term of art with no particular legal meaning.

Illustrative Exhibits: Non-binding Illustration(s) serving to explain a design concept.

Illustrative Plan: A scaled plan showing proposed uses and structures for parceled land. An illustrative plan could also show the location of lot lines, the layout of buildings, open space, parking areas and landscape features.

Impervious Surface: Any surface through which rainfall cannot pass or be effectively absorbed such as roads, buildings, paved parking lots, sidewalks, etc.

Infill Development: Infill projects use vacant or underutilized land in previously developed areas for buildings, parking, and other uses.

Infrastructure: Water and sewer lines, roads, urban transit lines, street trees, schools and other public facilities needed to support developed areas.

Land Use: The manner in which a parcel of land is used or occupied.

Liner Building: A building with habitable space specifically designed to mask a parking lot or a parking garage from public spaces or street frontages.

Live-Work Unit: A building type that provides flexible space at the street level for retail or office, with a complete living unit above. The ground floor should be designed to accommodate change in use. This type of structure may have a single owner or may be managed as a condominium, with lower and upper units owned separately.

Lot: A parcel of land having specific boundaries and recorded as such in a deed or subdivision plat.

Lot frontage: The property line adjacent to the frontage street.

Lot Line: The boundary that legally and geometrically demarcated a lot.

Lot width: The mean horizontal distance measured from side lot line to side lot line.

Main Street Building: A building type that is mixed-use in nature and features shopfronts along the sidewalk at the ground level, with office or residential spaces in the upper floors.

Mixed-Use Development: Development that includes a mixture of complimentary land uses. The most common mix of land uses including housing, retail, office, commercial services, and civic uses.

Neighborhood: 1. A neighborhood is compact, pedestrian-friendly, and mixed-use. There are five basic design conventions that provide a common thread linking neighborhoods: identifiable center and edge, walkable size, integrated network of walkable streets, mix of land uses and building types, and special sites for civic purposes.

Opportunity Corridors: Key Corridors throughout the former Fort Ord that have been previously identified or were identified as key corridors during the public process in February 2015.

Opportunity Gateway Sites: Gateway sites indicated in the regional urban design guidelines were identified previously or were identified during the public process in February 2015.

Opportunity Town and Village Center Sites: Town and village center sites indicated in the regional urban design guidelines were identified previously or were identified during the public process in February 2015.

Parking Structure: A building containing two or more stories of parking above natural grade.

Planning: The process of setting goals and policy, gathering and evaluating information, and developing alternatives for future actions based on the evaluation of information.

Right-of-Way: The strip of land dedicated to public use for pedestrian and vehicular movement, which may also accommodate public utilities. This strip of land is either publicly owned or subject to an easement for right-of-way purposes benefiting the general public.

Rowhouse: A building type that is a single-family dwelling that shares a party wall with another of the same type and occupies the full frontage line. Small front dooryards, and private walled rear yards are often accommodated. Corner rowhouses may have their primary entrances facing the side street, and may step forward to provide vistas down the street.

Setback: The area of a lot measured from the lot line to a building facade or elevation. This area often must be maintained clear of permanent structures with the exception of appurtenances which typically are permitted to encroach within the setback.

Shared Parking: An accounting for parking spaces that are available to more than one function or building due to their use at differing times of the day.

Shopfront: A private frontage, typically for retail use with substantial glazing and an awning, where the facade is aligned close to the frontage line with the building entrance at the level of the sidewalk.

Specific Plans: A plan addressing land use distribution, open space availability, infrastructure, and infrastructure financing for a portion of the community. Specific plans put the provisions of the local general plan into action.

Storefront: Building frontage at the ground floor usually associated with retail uses.

Story: A habitable level within a building.

Streetscape: The space between the buildings on either side of a street that defines its character. The elements of a streetscape include: building frontage/facade, landscaping (trees, yards, bushes, plantings, etc.), sidewalks, street paving, street furniture ()benches, kiosks, trash receptacles, fountains, etc.), signs, awnings, and street lighting.

Sustainable Development: Development with the goal of preserving environmental quality, natural resources and livability for present and future generations. Sustainable initiatives work to ensure efficient use of resources.

Thoroughfare: A way for use by vehicular and pedestrian traffic that provides access to lots and open spaces, and that incorporates vehicular lanes and the public frontage.

Townhouse: See Rowhouse.

Traditional Neighborhood Development: Development that emphasizes three broad goals: to reduce the destruction of habitat and natural resource, to reduce dependency on automobiles and their associated impacts, and to reduce polluting emissions, excessive use of energy and fragmentation of the landscape. Traditional neighborhood design is a development approach that reflects historic settlements, patterns and town planning concepts such as gridded, narrow streets, reduced front and side setbacks, and an orientation of streets and neighborhoods around a pedestrian oriented "town center" where residences are within walking distance to neighborhood stores, services, schools, recreational activities and open greenspaces.

Trail: Specific alignments of bike/pedestrian trails are currently part of ongoing regional trail planning. Trails should take into account their surroundings, from trails along major thoroughfares to natural trails entirely within the habitat areas.

Trailhead: The place where a trail begins. Formal trailheads can be clearly marked by signage, and a distinct entrance to the monument. Informal trailheads may have been defined over time by constant use by visitors.

Urban Design: The aspect of architecture and city planning that deals with the design of urban structures and spaces.

Zoning: Local codes regulating the use and development of property. The zoning ordinance divides the city or county into land use districts or "zones", represented on zoning maps, and specifies the allowable uses within each of those zones. It establishes development standards for each zone, such as minimum lot size, maximum height of structures, building setbacks, and yard size.