

FORT ORD REUSE PLAN



Volume I:
Context and Framework

Adopted June 13, 1997



FORT ORD REUSE PLAN

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Fort Ord Reuse Authority

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Volume I:

Context and Framework

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1.0 Summary of the Reuse Plan

1.1 Organization of the Reuse Plan and Business and Operations Plan

The Reuse Plan is organized into three volumes:

- Reuse Plan Context and Framework, which focuses on the broad concepts for re-development of the former Fort Ord military reservation;
- Reuse Plan Elements, defining individual topics for the three land use/ political jurisdictions; and
- Business and Operations Plan, an appendix to the Reuse Plan, which provides the dynamic tools for managing growth over the next 20 years (to 2015), and consists of the Comprehensive Business Plan (CBP) for Fort Ord Reuse Authority (FORA), the Public Facilities Implementation Plan (PFIP) required to serve development, and the Public Services Plan (PSP), required by each land use jurisdiction.

Volume 1: Contains the Context and Framework for the Reuse Plan.

Volume 2: Contains the Reuse Plan Elements.

Section 1 of this volume is intended to provide a brief overview of the Reuse Plan and to serve as a guide to the individual topics, which are addressed in detail in the subsequent sections.

Section 2, Context for the Reuse Plan, provides the major underlying foundation on which the document was prepared. It describes briefly:

- FORA, including a short history of the reuse planning that has taken place at the former Fort Ord;
- The socioeconomic setting that summarizes the existing and projected demographic and employment characteristics of the region;



- The market opportunities projected to the year 2015 for light industrial/business park, office/research and development, housing, retail, and lodging facilities; and
- The Reuse Considerations that derive from the Base Realignment and Closure Commission (BRAC) process guiding the disposition of surplus military bases.

Section 3, the Framework of the Reuse Plan, focuses on issues related to integrating the former Fort Ord property into the regional economy of the Monterey Peninsula. The Framework provides the overall context and rationale appropriate to the “General Plan” elements for all of the former Fort Ord lands, consistent with the provisions of Senate Bill (SB) 899 which establish FORA’s roles and responsibilities. The Framework includes:

- Community Vision;
- Development Framework for Land Use, Circulation, and Conservation, Open Space and Recreation;
- Planning Areas and Districts; and
- Implementation.

Section 4, the Reuse Plan Elements of the Reuse Plan, focuses on the specific provisions appropriate for each land use jurisdiction approving development within the former Fort Ord. Current responsibilities lie with: the City of Marina, the City of Seaside, Monterey County, University of California, California State University, and the California Department of Parks and Recreation. The City of Del Rey Oaks and the County of Monterey are prospective land use/political jurisdictions.

The heart of the Reuse Plan Elements is a set of integrated and internally consistent goals, objectives, policies and programs for each of the three land use jurisdictions. They reflect their vision for the former Fort Ord and establish who will carry out the activities needed to reach each goal. Goals and objectives are the same for each jurisdiction, while the policies and programs have been designed to meet the specific needs of each jurisdiction.

Goal: A general, overall and ultimate purpose, aim, or end toward which the City or County will direct effort.

Objective: A specific statement of desired future conditions which the City or County will try to reach.

Policy: A specific statement of principle or of guiding actions that the City or County elects to follow in order to meet its goals and objectives.

Program: An action, activity or strategy carried out in response to adopted policy to achieve a specific goal or objective.



Section 4 includes Goals, Objectives, Policies and Programs by land use jurisdiction for each element, including:

- Land Use Element;
- Circulation Element;
- Recreation and Open Space Element;
- Conservation Element;
- Noise Element; and
- Safety Element.

Appendix A, the Fort Ord Installation Wide Multi Species Habitat Management Program (HMP) Implementation Management Agreement defines the respective rights and obligations of FORA, its member agencies, California State University (CSU), and the University of California with respect to the implementation of the HMP.

Appendix B, the Business and Operations Plan is the fundamental implementing tool for the Reuse Plan. It is based on a 20-year horizon to the year 2015. The Business and Operations Plan is a dynamic tool designed to respond to changing conditions and commitments made during the course of future development. In addition, the Business and Operations Plan has been prepared to meet the requirements of the base closure procedures that govern the disposal actions of the Federal government, as defined by the Federal statute and regulations. In this way, it will serve as the basis for the preparation of the Economic Development Conveyance (EDC) that FORA will prepare to accomplish the transfer of the remaining lands to local control.

The Business and Operations Plan is based on the real estate market projections prepared as a baseline for the reuse planning and is integrated with the public facility requirements identified to serve a development scenario that accommodates the market projections, and the coordinated public facilities and services requirements of the three land use jurisdictions. The plan includes:

- CBP: Comprehensive Business Plan;
- PFIP: Public Facilities Implementation Plan; and
- PSP: Public Services Plan

1.2 Major Provisions of the Reuse Plan

1.2.1 Volume 1 - Context and Framework for the Reuse Plan

Context for the Reuse Plan

The context for the Reuse Plan provides the major underlying foundation on which the document was prepared.

Volume 3: Appendix A contains the Fort Ord Installation Wide Multi-Species Habitat Management Program Implementation Management Agreement and Appendix B contains the Business and Operations Plan.



Purpose of the Reuse Plan

The Reuse Plan for the former Fort Ord was prepared by FORA pursuant to the provisions of Senate Bill 899 to guide the development of the Former Military Reservation.

Socioeconomic Setting

Impacts of Closure: Fort Ord has been a significant presence in Monterey County since 1917 when it was established to serve primarily as a training and staging facility for infantry. It had maintained a large military population numbering approximately 14,500 military personnel and 17,000 family members of active duty personnel, and employed 3,800 civilian employees. The resident population of Fort Ord totaled 31,270 in 1991. On January 19, 1990, the Secretary of Defense officially announced proposals for defense installation realignment and closures including the down-sizing of Fort Ord.

The reuse of the former Fort Ord precipitates significant impacts on the region's economy, population, and demography.

A significant decline of 4.6 percent in employment was experienced in 1994, reflecting the full down-sizing of Fort Ord and spin-off impacts. During the first seven months of 1995, with the closure of Fort Ord, employment declined a further 5.8 percent. Assuming that there has been some nominal employment growth in the Salinas Valley and in the Peninsula's tourism industry, the secondary impacts of Fort Ord's closure exceed losses of the 4,500 civilian jobs (including directly employed civilians). As of July 1995, Monterey County's unemployment rate was a relatively high 9.3 percent.

Demographic Forecasts: The Association of Monterey Bay Area Government's (AMBAG) forecasts suggest relatively modest growth for the Peninsula between 1995 and 2000, with rather stronger growth in the Salinas Valley. This reflects the initial stages of recovery on the Monterey Peninsula (Peninsula) following the closure of Fort Ord and continued strong growth in the Salinas Valley. During the following 2000-through-2015 period, however, AMBAG anticipates strong growth on the Peninsula, with an average annual growth rate of 2.61 percent. During this period, an average of nearly 3,300 persons are expected to be added annually to the Peninsula's population. Approximately 84% of this growth is anticipated to be accommodated in Marina and Seaside, reflecting the redevelopment and reuse of the former Fort Ord property located in those municipalities.

Employment Forecast: Between 1995 and 2015, AMBAG forecasts the creation of over 79,000 net additional jobs for the region. This rate of growth would produce a net additional 4,000 jobs annually and an average annual growth rate of 2.2 percent. Such job growth would not only replace the approximately 20,000 to 21,000 jobs lost as a result of the Fort Ord closure, but would add 58,000 to 59,000 jobs. The successful redevelopment of the former Fort Ord will allow the Peninsula to potentially capture between 25 and 35% of County employment growth, or between 20,000 and 25,000 jobs between 1995 and 2015.



Market Opportunities

Market analysis for the 2015 time period projects intensities of demand and capture for the following former Fort Ord land uses:

- Light industrial/business park land uses could potentially occupy 1,137,000 sq. ft. of space at the former Fort Ord as 25% of the regional demand of 4.55 million sq. ft. is captured.
- The former Fort Ord stands to capture a total of 1,794,000 sq. ft. or 45% of demand for office and R&D space on the Peninsula, and an additional 750,000 sq. ft. of R&D from Santa Clara County firm demand.
- For housing, a capture of 6,520 new homes at the former Fort Ord is projected, representing a capture of about 18% of new home demand in the county and 63% of demand on the Peninsula.
- A demand for 500,000 sq. ft. of local-serving retail is anticipated at the former Fort Ord.
- The former Fort Ord has the potential to capture 250,000 sq. ft. of regional and entertainment retailing by 2015, with an additional 250,000 sq. ft. anticipated by the ultimate buildout date.
- The former Fort Ord stands to capture 750 to 800 rooms or approximately 50% of Peninsula demand for lodging facilities.

Reuse Considerations

Reuse planning is directly influenced by the Federal legislation procedures that govern military base closures and land disposal.

Fort Ord was included in the 1991 round of military installations listed for closure by the BRAC.

National Reuse Model: The Fort Ord Reuse process was designated a National Model for base conversion by Secretary of Defense, Dr. William Perry, in September of 1993. Fort Ord was chosen because of the unique opportunity to meet key defense conversion goals by utilizing education and research to create quality jobs as part of the President's desire to expedite communities' rapid economic recovery from base closures.

PBC, EDC Process: Through the base closure process, State and local government agencies as well as non-profit institutions which serve a specific public purpose can receive property at no cost or at a discounted price through the Public Benefit Conveyance (PBC) process. At the former Fort Ord, a total of 34 PBC's were filed, of which 11 were McKinney Act requesters. FORA is in the process of resolving any conflicts in requests.

The Defense Authorization Act of 1993 created a new conveyance mechanism allowing Local Reuse Authorities (LRAs) to request property specifically for economic development purposes. The Fort Ord Reuse Authority, as is the case



for other LRAs, is an agency with authority to prepare and administer land use plans for properties within the former Fort Ord and includes: the California Department of Parks and Recreation; Monterey County; the cities of Seaside and Marina; any surrounding city for which annexation within the former Fort Ord proceeds; and the University of California and California State University at Monterey Bay. This mechanism, the EDC provides communities with considerably more flexibility and local control over development than was possible under the previous regulatory framework. The LRA can hold and manage the property over the long-term, or sell the property and retain the proceeds to finance infrastructure and other improvements necessary to support future development. The ability to control these real property interests, to benefit locally from any market transactions, creates a powerful mechanism for local communities and institutions to proactively support economic development and job generating activities that replace the economic benefits to the local economy lost through the base closure process.

At the former Fort Ord, major conveyances by the Department of the Army consist of:

- A Memorandum of Understanding with the Bureau of Land Management (BLM) for the Habitat Protection area (soon to be conveyed);
- An economic development conveyance to California State University for a Monterey Bay campus (CSUMB);
- An economic development conveyance to the University of California for the Monterey Bay Education, Science and Technology (UC MBEST) Center;
- A public benefit conveyance to the City of Marina for the Marina Municipal Airport; and
- A conveyance to the California Department of Parks and Recreation (State Parks) for state park lands along the coast.

NEPA/CEQA Compliance: In compliance with the California Environmental Quality Act, FORA will be the Lead Agency in preparing an Environmental Impact Report (EIR) on the closed Federal military facility at Fort Ord. It will analyze an ultimate buildout scenario for the approximately 27,879.4 acre former Fort Ord facility. Public Resources Code Section 21083.8 allows FORA, local governments, and governmental entities meeting the definition of a redevelopment agency to rely in part on the Fort Ord Disposal and Reuse Environmental Impact Statement (EIS) and the Draft Fort Ord Disposal and Reuse Supplementary Environmental Impact Statement (SEIS) in preparing this EIR on a Reuse Plan to avoid duplication and to utilize or build on the environmental work already completed by a federal agency in a manner consistent with the CEQA.



Habitat Management Plan: The HMP is a requirement of the Final Biological Opinion of the U.S. Fish and Wildlife Service on the Army’s Biological Assessment for the disposal and reuse of Fort Ord. The HMP is an agreement between the Army and USFWS. The organizations who are to manage habitat reserves and habitat corridors enter into agreements with the Army for the transfer of the property and for implementation of the HMP requirements that apply to the land transferred to them. These agencies are referred to as concurring agencies in the HMP. There are presently eight concurring agencies with habitat management responsibilities in the HMP:

- Bureau of Land Management;
- California Department of Parks and Recreation;
- California Department of Transportation;
- City of Marina;
- University of California;
- Monterey County;
- FORA; and
- Monterey Peninsula Regional Park District.

The HMP contains several “Development with Reserve Areas” where there are habitat reserve requirements that apply to a portion of a larger area, such as polygons 8a and 11b. The HMP does not apply to the organizations receiving lands that are not HMP reserves or corridors. The HMP does not specify management goals for the development areas of Fort Ord and the recipients of these areas are not required to follow management guidelines in their HMP.

Four principal entities were identified as recipients of the largest, most important conservation areas and corridors. These entities were:

- the BLM (with approximately 15,000 acres in the interior of the base);
- the UC Natural Reserve System is adjacent to the UC MBEST Center (with 605 acres of prime maritime chaparral habitat reserve in the Marina Municipal Airport area);
- the California Department of Parks and Recreation (scheduled to receive virtually all the beach frontage and coastal dune land west of State Highway 1, comprising nearly 1,000 acres); and
- Monterey County (with over 1,000 acres in key habitat and corridor areas between the developed parts of the base and the inland range areas).



Environmental Remediation: Cleaning up contaminated property is a critical part of the legal process for transferring ownership of military property. Under federal law, title may not be transferred until the toxic or hazardous situation is remedied, or the remediation process is in place and operating correctly. Successful reuse of the former Fort Ord requires the Army to clean up each parcel on the base to the level required for its intended use as designated by this document. The duration and nature of clean-up activities will affect interim and long term reuse implementation.

The former Fort Ord was listed on the Superfund list in 1990. Cleanup here will include extracting and treating contaminated groundwater and capping the landfills to limit future infiltration and minimize additional leaching. Forty-one sites have been identified as potentially hazardous sites.

Framework for the Reuse Plan

The Framework for the Reuse Plan establishes the broad development considerations that link the various Reuse Plan elements for each of the land use jurisdictions into an integrated and mutually supporting structure.

Community Design Vision: The design and planning vision for the future of the former Fort Ord draws its inspiration from several sources:

- the nature of the land and existing facilities on the base;
- the history and culture of the Monterey Peninsula, and particularly Fort Ord itself;
- sound principles of community-making; and
- a responsible and positive attitude toward the environment.

The opportunity provided by this 27,879.4-acre resource is inestimable. The challenge, however, to not squander or abuse the special qualities of this place is substantial as well. The designation of Fort Ord as a model reuse project chosen among the 1991 round of base closures is indicative both of the challenges to be met in the future and the opportunities inherent in this unique site and its surrounding region.

The prevalence of the Peninsula academic and environmental communities has in recent years spawned a variety of educational and research initiatives. Following this lead, University of California (UC) and California State University (CSU) have both begun to plan and implement ambitious and important facilities at the former base. These facilities in many ways will form the nucleus of the future community envisioned to grow at this site.

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.

Design Principle 1: Create a unique identity for the new 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 and which provide a central focus for the reintegration of the former military base into the regional economy. 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.

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 Monterey Peninsula.

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 community is planned to consist of a series of villages with mixed-use centers.

Design Principle 4: Establish diverse neighborhoods as the building blocks of the community. The special character of the communities in the Monterey Peninsula is due 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.

Design Principle 5: Encourage sustainable practices and environmental conservation. The reuse of the former Fort Ord as a mixed-use community within the larger Monterey 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 mixed-use community which provides housing and employment opportunities, reducing the need for long distance commuting throughout the region.

Design Principle 6: Adopt regional urban design guidelines. The visual character of the former Fort Ord will play a major role in supporting its attractiveness as a destination for many visitors every year. 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 to govern the visual quality of areas of regional importance within the former Fort Ord.

The Reuse Plan provides Design Objectives to guide development of the former Fort Ord that address:

- Community Form;
- Development Pattern;
- Town and Village Centers;
- Existing Neighborhoods;
- New Neighborhoods;
- Major Development Sites; and
- Landscape and Open Space.

Existing Setting and Character of the Former Fort Ord

The regional character provides a description of the landscape and communities of the Peninsula. The urbanism of the Peninsula provides a description of the architectural and urban design resources.

The existing development at the former Fort Ord describes the various land use zones that make up the current land resource. The major development opportunities and assets are identified including:

- CSUMB;
- UC MBEST Center;
- Monterey Peninsula College District;
- Marina Municipal Airport;
- Fort Ord Dunes State Park;
- BLM Land Management;
- Golf Courses;
- Existing Housing Resources;
- Monterey Peninsula Unified School District (MPUSD) Resources; and
- Military Enclave including the POM Annex, DFAS, and other facilities.



The Land Use Concept

The Ultimate Development Plan and Map is a consensus plan and the product of the on-going reuse planning process at the former Fort Ord. The Land Use Concept reflects the ultimate reuse of the lands at the former Fort Ord and expresses a long range vision for the property consistent with the role the former Fort Ord will play in the region.

Development Capacity: The land supply is expected to accommodate growth for 40 to 60 years depending on the land use type and future market conditions.

Public Uses at the former Fort Ord: Of the nearly 28,000 acres at the former Fort Ord, 85 to 86% of the lands are reserved for public use.

Economic Development at For Ord: The remaining 14 to 15% of the lands at the former Fort Ord are planned in a coordinated way to provide a mix of uses that reflect market projections, promote the strategic objectives identified during the course of the reuse planning efforts, and can pay for infrastructure costs.

Employment Projections: The ultimate development land use plan is expected to generate a total of between 45,000 to 46,000 jobs.

Population Projections: The ultimate development land use plan will accommodate a resident population of an estimated 51,770 people, excluding the resident student population at CSUMB. With the resident full-time equivalent (FTE) students, the population at the former Fort Ord will rise to 71,770.

Land Use Designations and Land Resources

The land use designations which are shown on the Ultimate Development Map are organized by:

- Residential Uses;
- Mixed Use and Commercial Uses;
- Retail Uses;
- Visitor Serving Uses;
- Open Space, Recreation, and Habitat Uses;
- Institutional and Public Facilities; and
- Community ROW.

Circulation Concept

It is clear that the redevelopment of the former Fort Ord, plus growth throughout the remainder of Monterey County and the region, will significantly increase the demand placed on the region's transportation infrastructure and services. While the former Fort Ord will be the location of a portion of this



growth, reuse will only contribute to a region-wide traffic problem. To some extent, the increases in travel demand will be managed by building or improving transportation facilities, but there also exists a variety of concepts and objectives that can be used to minimize the demand for vehicle trips as an alternative to increasing roadway capacity. The approach taken as part of the Fort Ord Reuse Plan seeks to balance these two components to achieve a transportation system that is both financially feasible and operationally acceptable.

The Circulation Concept identifies the major regional and localized issues and defines the proposed roadway network. Approaches to travel demand management are identified including:

- Jobs/Housing Balance;
- Mixed-Use Development/Increased Densities;
- Design of the Street Networks;
- Pedestrian Facilities;
- Bicycle Programs;
- Transit-Oriented Design;
- Transit Service and Facilities;
- Park-and-ride Lots;
- Rideshare Program;
- Parking Management;
- Employer-Based Transportation Demand Management (TDM) Programs; and
- Telecommunications.

Conservation, Open Space, and Recreation Concept

Many of the land uses proposed for the future development of the former Fort Ord fall into the category of open space. Among these are lands set aside for habitat protection, park lands dedicated to public recreation, commercial recreation lands such as golf courses, institutional settings such as the CSUMB campus, and some isolated peripheral areas which form image gateways along major roadways.

In order to take advantage of these existing land-based opportunities, and to form a meaningful greater whole throughout the former Fort Ord with regards to conservation and recreation, four major concepts, or themes, were developed to guide conservation and recreation planning. These themes are seen as ways to ground planning in a conceptual framework based on sound ecological ideas combined with a vision of economic redevelopment. The essence of these themes can be summarized as follows:



Theme 1: Connect the individual open space parcels into an integrated system for movement and use of both native plant and animal species and people.

Theme 2: Integrate the former Fort Ord with the regional open space system, creating a network of recreation and habitat resources which is unique considering the adjacent agricultural and urban amenities, and which will attract economic growth through a variety of recreation experiences.

Theme 3: Achieve a balance between recreation and conservation with appropriate land use designations to support both functions. Plan with multiple goals in mind, so that lands identified primarily as recreation resources will also be managed for value as habitat, and habitat lands can also serve as a recreation resource. For example, habitat can promote a recreation value, such as serving as a trail conduit, or for nature viewing.

Theme 4: Achieve a permanent conservation of all habitat types. A multiplicity of habitat types have been identified at the former Fort Ord, each with its own complement of special status species. True conservation means regarding each as having some value in its own right, not just those identified as having the highest habitat values. This may best be achieved by distributing open space areas throughout the former Fort Ord.

Planning Areas and Districts

Planning Areas and Districts within the County of Monterey and cities that have corporate limits within the former Fort Ord are designated to manage long-term growth and reinforce the community design vision for the former Fort Ord. They are based on the surrounding development context and the Development Framework, Circulation Framework, and Conservation, Open Space and Recreation Framework. They build on the major assets within the former Fort Ord including: CSUMB, UC MBEST Center, the Marina Municipal Airport, the East Garrison and the existing housing resources and recreational and open space features. The Planning Areas and Districts provide a flexible tool for planning and implementing coordinated development to take advantage of these assets for achieving the desirable community vision.

Planning Areas and Districts are defined for the City of Marina, the City of Seaside, and Monterey County. For each district, the Reuse Plan:

- Projects a development program based on the land use provisions; and
- Identifies Development Character and Design Objectives.

Reuse Plan Implementation

The strategies for economic recovery for the redevelopment of the former Fort Ord depend upon the following foundation:

- Community Development Themes to identify desirable outcomes;



- the on-going use of Phasing Scenarios as a strategic planning tool to help formulate policy and forecast future conditions and feasibility; and
- the Principles and Approaches to growth management which will form the basis for preparing a Community Improvements Plan and for managing growth.

Community Development Themes: The Reuse Plan articulates four Community Development Themes to facilitate the economic recovery at the former Fort Ord:

Theme 1: Recovery and Long Term Economic and Fiscal Health of the former Fort Ord Communities, the Monterey Peninsula, and the Region with respect to:

- Job Replacement;
- Balanced Growth;
- Rapid Redevelopment;
- Positive Fiscal Impact;
- Managed Water Supply; and
- Managed Residential Development.

Theme 2: Environmental Responsibility with respect to:

- Habitat Management;
- Allocating the Costs of Habitat Management;
- Open Space and Recreational Resources;
- Visual Gateway to the Monterey Peninsula;
- Sustainability; and
- Clean-Up of Hazardous Materials.

Theme 3: Regulatory Framework with respect to:

- Simple But Flexible Growth Management;
- Equitableness; and
- Responsibility.

Theme 4: Regional Accountability with respect to:

- Integration of Long Range Plans for the former Fort Ord.



Business and Operations Plan Development Strategies: The Business and Operations Plan has been prepared for a twenty-year planning horizon (to the year 2015) which attempts to optimize financial performance in order to see whether, under realistic assumptions, the identified program can be feasibly constructed in the market place.

The Comprehensive Business Plan (CBP) was prepared to assist FORA in devising a viable and equitable financing plan for reuse and is based on many assumptions for which information is continuously improved. The CBP serves as a guide to indicate how FORA could establish fees, and finance the identified capital costs, while respecting real estate market projections. The recommendations of the CMP and the financing tools recommended in the Public Facilities Improvement Plan (PFIP) is under review and refinement by FORA. **Adoption of a financing plan and development fees will be separate actions taken by FORA subsequent to certification of the Final EIR and adoption of the Reuse Plan.**

The Business and Operations Plan is built from the following development strategies:

Market Strategy: Accommodate the broadest number of segments of the desirable real estate market during the initial years. This strategy will: 1) allow leverage of the housing market to enhance the attractiveness of the former Fort Ord as a jobs center; 2) use market support to generate investment capital for infrastructure improvements; and 3) if properly managed, put into place the threshold investments that will carry the vision for the former Fort Ord beyond the 2015 horizon.

Circulation Strategy: Build on the existing transportation network to the greatest advantage so that the most expensive improvements can be postponed for the longest time. This strategy will: 1) maximize the available capacity at the existing interchanges located on State Highway 1; 2) utilize the existing roadway alignment and capacity in the Imjin Road Corridor for the longest period possible; 3) implement a new east-west corridor between Reservation Road (extending north-east along the Davis corridor to Salinas) and General Jim Moore Boulevard to augment the capacity in the Imjin/Blanco Corridor; 4) connect the existing Marina neighborhoods north of the former Fort Ord with the existing housing resources in the northwest corner of the former Fort Ord; and 5) preserve sufficient ROW's to serve long-range build-out.

Infrastructure Strategy: Maximize the use of existing infrastructure improvements to support development in the initial years while preserving the greatest flexibility to respond to future development opportunities. Establish the principle that every area covers "its own cost of service." This strategy will: 1) identify opportunities that can be developed easily and with modest improvements in the service network; 2) take advantage of the existing network of services that facilitates the long-range development opportunities; 3) identify opportunity areas where infrastructure can be more cost effectively provided with services independent of the main



Community-Building Strategy: Capitalize on the valuable synergy that can be achieved by developing coherent and balanced communities that take advantage of the major existing assets and public investments. This strategy will: 1) provide a community that supports the emerging CSUMB campus; 2) build on the activity that is emerging at the new Marina Municipal Airport; 3) support the inherent opportunities at the UC MBEST Center to attract new technology-driven and research-based employers; 4) fully integrate the communities within the former Fort Ord with the regional recreation and open space resources managed by the State Parks and BLM; 5) take advantage of the proximity to State Highway 1 to create a gateway to the former Fort Ord; 6) utilize the two existing golf courses in Seaside; 7) integrate the existing housing stock into the surrounding communities; and 8) build on the continuing commitments by the DoD represented by the Defense Finance and Accounting Service (DFAS), and POM Annex and other elements of the military enclave.

Fiscal Strategy: Balance the cost of services with the potential revenue stream to the various jurisdictions within the former Fort Ord boundaries to optimize the fiscal health and self-sufficiency of each governmental entity. This strategy should result in a positive cost/revenue balance for each land use agency.

Growth Management Principles: The CIP will be the primary tool for growth management at the former Fort Ord by guiding the provisions for infrastructure. Two basic principles have been identified for managing the provision of infrastructure within FORA. These principles underlie all management approaches that were considered for the implementation of the Reuse Plan.

Growth Management Principle 1: All of the developable lands within FORA's jurisdiction have the potential to be served with infrastructure.

Growth Management Principle 2: Properties within FORA's jurisdiction will have access to infrastructure on a "first-come, first-served" basis based on the adopted CIP.

Implementation Process and Procedures: The Reuse Plan defines the process and procedures for Plan Amendments, Consistency Determination, and Development Entitlements and Appeals, pursuant to California Government Code Section 67675.

Implementation of the HMP: The Reuse Plan describes the "Implementing/Management Agreement" and its relationship to the HMP and the member agencies of FORA.

1.2.2 Volume 2 - Elements of the Reuse Plan

Each land use jurisdiction approving development within the former Fort Ord will need to adopt General Plan Elements or Master Plans consistent with the Reuse Plan. The elements of the Reuse Plan provide the specific provisions for each of the three land use jurisdictions with current responsibility for controlling development of the former Fort Ord lands: the City of Marina, the City of Seaside, Monterey County, University of California, California State University, and the California Department of Parks and Recreation.



former Fort Ord network or where special financing will cover the cost of the service; and 4) set the stage for development after 2015 with a sufficient reserve to finance major investments in capacity.

The heart of the Reuse Plan Elements is a set of integrated and internally consistent goals, objectives, policies, and programs for each of the three land use jurisdictions. They reflect the vision for the former Fort Ord and establish who will carry out the activities needed to reach each goal. Goals and objectives are the same for each jurisdiction, while the policies and programs have been designed to meet the specific needs of each jurisdiction.

Section 4 includes Goals, Objectives, Policies and Programs by land use jurisdiction for each element, including:

- Land Use Element;
- Circulation Element;
- Recreation and Open Space Element;
- Conservation Element;
- Noise Element; and
- Safety Element.

The goals for the Reuse Plan Elements are:

Land Use Goal: Promote orderly, well-planned, and balanced development to ensure educational and economic opportunities as well as environmental protection.

Circulation Goal: Create and maintain a balanced transportation system, including pedestrian ways, bikeways, transit, and streets, to provide for the safe and efficient movement of people and goods to and throughout the former Fort Ord.

Recreation and Open Space Goal: Establish a unified open space system which preserves and enhances the health of the natural environment while contributing to the revitalization of the former Fort Ord by providing a wide range of accessible recreational experiences for residents and visitors alike.

Conservation Goal: Promote the protection, maintenance and use of natural resources, with special emphasis on scarce resources and those that require special control and management.

Noise Goal: To protect people who live, work, and recreate in and around the former Fort Ord from the harmful effects or exposure to excessive noise; to provide noise environments that enhance and are compatible with existing and planned uses; and to protect the economic base of the former Fort Ord by preventing encroachment of incompatible land uses within areas affected by existing or planned noise-producing uses.



Seismic and Geologic Hazards Goal: To prevent or minimize loss of human life and personal injury, damage to property, and economic and social disruption potentially resulting from potential seismic occurrences and geologic hazards.

Fire, Flood and Emergency Management Goal: To prevent or minimize loss of human life and personal injury, damage to property, and economic and social disruption potentially resulting from fire, flooding, or other natural disasters.

Hazardous and Toxic Material Safety Goal: To prevent or minimize loss of human life and personal injury, damage to property, and economic and social disruption potentially resulting from hazardous and toxic materials.



2.0 Context for the Reuse Plan

2.1 Introduction

2.1.1 Fort Ord Reuse Authority

The foundation for FORA was laid in December of 1993 when Senator Henry Mello proposed legislation [Senate Bill (SB) 899] to create a Fort Ord Reuse Authority. SB 899 was approved unanimously by the State Assembly Ways and Means Committee in April 1994 and was signed into law by Governor Pete Wilson on May 10, 1994. SB 899, as amended, has been codified as Title 7.85 of the Government Code, sections 76750, et. seq. known as the “Fort Ord Reuse Authority Act.”

FORA was formally established on May 20, 1994 as a corporation of the State of California. Its purpose is to prepare, adopt, finance and implement a plan for the land formerly occupied by Fort Ord, including the development of strategies for land use, transportation, conservation, and a five-year capital improvement program.

FORA is governed by a 13-member Board consisting of three members of the Monterey County Board of Supervisors, two city council members each from the Cities of Marina and Seaside and one city council member from each of the cities of Carmel, Del Rey Oaks, Sand City, Monterey, Pacific Grove, and Salinas. The enabling legislation provides for ex-officio membership which includes UC, CSU, Monterey Peninsula College, MPUSD, U.S. Army, Congressman 17th District, State Senator 15th District, State Assemblyman 27th District, Transportation Agency of Monterey County, and Monterey County Water Resources Agency.

The Board is authorized to:

- Appoint an Executive Officer;
- Set policy regarding governing the acquisition and disposition of existing Fort Ord real property and facilities;
- Plan, finance, and construct new public capital facilities; and
- Levy assessments, reassessments, special taxes or development fees, and issue bonds to finance projects in accordance with State statutes.

Additionally, the Board has the authority to enter into contracts to mitigate the impacts of the reuse of the former Fort Ord on rare and endangered species of flora and fauna and to study, evaluate and recommend cleanup of toxic and other hazardous materials on the Fort. This last responsibility is in keeping with the Board’s commitment to protecting the region’s natural resources and environment while sustaining the productive capacity of the region’s people, physical assets, environment, and financial resources.

The FORA Act also authorizes the Board to prepare and adopt a Reuse Plan for the future use and development of the land formerly occupied by Fort Ord to serve as the official local plan for reuse of the base. After the Board has adopted a Reuse Plan, an agency that is a member of FORA may adopt and rely on the Reuse Plan as its local general plan for land in its jurisdiction that is also within the territory of the former Fort Ord. The Act indicates that all Fort Ord property that has been transferred from the federal government must be used in a manner consistent with the Board’s Reuse Plan, except for property transferred to the California State University or the University of California that is used for educationally related or research-oriented purposes, and except for property transferred to the California Department of Parks and Recreation.

The FORA Act provides for the independent actions of the California State University (CSU), the University of California (UC), and the State Department of Parks and Recreation (CDPR). Section 67655(j) of the Fort Ord Reuse Authority Act provides that CSU and UC are defined as “Redevelopment Authorities”:

‘Redevelopment Authority,’ for purposes of the transfer of property at military bases pursuant to Title XXIX of the National Defense Authorization Act for the 1994 fiscal year, means the Fort Ord Reuse Authority, except that, with respect to property within the territory of Fort Ord that is transferred or to be transferred to the California State University or to the University of California, “redevelopment authority” solely for purposes of the transfer of property at military bases pursuant to Title XXIX of the National Defense Authorization Act for the 1994 fiscal year means the California State University or the University of California, and does not mean the Fort Ord Reuse Authority.



The FORA Act further states that the title shall not be construed to limit the rights of the CSU, UC, or CDPR as provided in Section 67678(e) and (f):

(e) This title shall not be construed to limit the rights of the California State University or the University of California to acquire, hold, and use real property at Fort Ord, including locating or developing educationally related or research oriented facilities on this property.

(f) Except for property transferred to the California State University, or to the University of California, and that is used for educational or research purposes, and except for property transferred to the California Department of Parks and Recreation, all property transferred from the federal government to any user or purchaser, whether public or private, shall be used only in a manner consistent with the plan adopted or revised pursuant to Section 67675.

Thus, the powers and duties granted to FORA, which include the planning, financing, and management of the reuse of Fort Ord (e.g. preparation and implementation of a Reuse Plan), do prevail over local entities, however they do not prevail over the powers and duties of the state **when CSU and UC are using the property for “educational or research purposes.”** (Emphasis provided, see Section 67678(f).)

2.1.2 History

Once the proposal to downsize the military presence at Fort Ord was announced, Congressman Leon Panetta called together Peninsula leaders and, on February 3, 1990, appointed a Fort Ord Community Task Force to assist in evaluating the closure proposal’s impact on Monterey County.

In mid-April 1991, the Secretary of Defense announced the proposed list of bases to be closed or realigned in accordance with the Base Closure process legislated several months earlier, Fort Ord was once again listed for closure.

The Army plans for Fort Ord’s closure included the following:

- Move the 7th Infantry (L) to Fort Lewis, Washington; and
- Retain portions of Fort Ord to satisfy requirements for a Reserve Center and support for the Defense Language Institute (DLI), the Navy and other Department of Defense (DoD) elements in the area.

The Task Force’s role in the community was further defined as an unchartered organization acting as a citizens group in an advisory capacity that reflected a regional perspective. Planning and implementation were acknowledged as the function of local governmental bodies.

On October 1, 1992, the Fort Ord Reuse Group (FORG) was organized by local governments to begin the next step in planning based on the Fort Ord

Task Force Strategy Report of June 1992. FORG included representatives from Marina, Seaside, Monterey County, Del Rey Oaks, Monterey and Sand City. FORG was funded by the Office of Economic Adjustment (OEA).

Within FORG, a Working Group was organized consisting of planners from each of the six FORG jurisdictions, UC, and CSU to formulate and adopt the Initial Reuse Plan.

The Initial Reuse Plan was approved by all jurisdictions in April, 1993. After the Army issued its Environmental Impact Statement in July, 1993, FORG worked to present a Revised Reuse Plan in October, 1993.

As noted earlier, FORA was established in May 1994 as the successor to FORG based on the passage of SB899. A Vision and Goals workshop was held in September of the same year. This workshop identified the following principles for FORA's role in the reuse process:

- Develop and implement a Reuse Plan, which balances regional interests with respect for the underlying and contiguous local land use planning process.
- Adopt a Reuse Plan which enhances the economic potential of the underlying and contiguous local jurisdictions, while protecting the natural resources of the area.
- Develop an infrastructure and management plan that provides adequate tools to facilitate public and private property development and use.
- Involve all affected agencies, so that FORA's actions reflect the needs of the regional community and the ability of each local community to provide and sustain public services.
- Communicate effectively with community and agency representatives and the public at large.

The following specific goals and objectives for eight general areas of priority were identified to be incorporated into the Reuse Plan:

Funding

- Identify specific funding tools to achieve FORA goals.
- Develop a long-term funding strategy for FORA.

Economic Development

- Develop local tax base.
- Incorporate balance and sustainability.
- Identify projects, which meet local goals for the short term and put them into action.
- Use public and private partnerships where feasible.



Environmental Quality

- Focus on base clean-up as the first priority.
- Look for opportunities to expand the environmental technology and clean-industries.
- Address habitat management issues.

Human Resources

- Identify and implement projects which have the potential of hiring local community residents.
- Provide new training and/or coordinate with external agencies who are providing training.
- Formulate a human resources development plan.

Urban Design/Planning

- For the short term, complete the Presidio of Monterey (POM) annex project.
- Address urban design and planning as an interactive process.
- Identify priorities for allocation of land use.
- Assess water supply and capacity, and determine what improvements are needed.

Community Services

- Establish community services as a high priority goal area.
- Assess the economic impact CSUMB may have on surrounding cities' community services.

Infrastructure Development

- Consider goals and objectives related to community services when developing infrastructure.
- Develop the water, sewer, and transportation systems.

Public Information and Involvement

- Create and discuss public involvement program direction.
- Present goals and objectives of public involvement at the local community level, then at the state and national levels.

- Develop FORA into a model for base reuse planning; use status as a prototype to obtain funds for assisting other communities through the process.

FORA adopted an Interim Base Reuse Plan on December 12, 1994, emphasizing the eight general areas of priority and relying on the Fort Ord Reuse Infrastructure Study (FORIS) completed in June, 1995.

A selection process was authorized to choose a team of consultants to prepare a Reuse Plan, including General Plan elements for local land use agencies such as the County of Monterey, and the municipalities of Marina and Seaside. The EDAW/EMC consulting team began work soon after May 24, 1995, to test the FORA Reuse Plan adopted on December 12, 1994 from a regional and local component standpoint. Using this plan as a baseline, the team assessed the market support for land uses that could be absorbed in the former Fort Ord reuse area within the year 2015 planning horizon. This assessment was used to formulate an updated plan that looks at the ultimate buildout at the former Fort Ord as a community.

2.1.3 Strategic Themes Proposed for the Interim Base Reuse Plan

The Reuse Plan presents a balanced approach to the reuse of the former Fort Ord with an emphasis on job creation, environmental preservation, education, and a jobs/housing balance, taking into consideration the strategic themes elaborated in the Interim Base Reuse Plan, December 12, 1994.

Innovative Opportunities for Collaborative Education and Research (UC MBEST and CSUMB)

The University of California spells out a significant strategic theme of the Reuse Plan, to support the Monterey Bay Education, Science and Technology Center (UC MBEST) within an education/research consortium complex. The proposed center intends to address environmental, infrastructure and policy issues of the 21st Century through the development of public and private partnerships. The center will bring together the strengths and resources of state and federal agencies, policy makers, industry, educational institutions and others to address these issues. Key to the vision of the center are strategic research alliances, technology transfer and the integration of science, technology, and policy.

The University of California, Santa Cruz (UCSC) campus is coordinating the development of this multi-institutional research center that will provide the physical manifestation of regional economic development mainly in the fields of marine and environmental science.

The Educational institutions at the former Fort Ord include a projected 25,000 full time equivalent student campus of the CSU system with an academic focus on the environmental sciences (e.g. marine biology, ecological and atmospheric studies) while still providing a full-spectrum of graduate and under-graduate

Strategic Themes. Strategic Themes of the December 12, 1994 Interim Base Reuse Plan: Education, Support for the Military, Open Space, Environmental Clean-up / Infrastructure, and Economic Development.



programs. California State University at Monterey Bay (CSUMB) represents California's first attempt to create a model 21st Century "magnet" campus to attract students from throughout the state and the nation. Included in this vision is a cooperative relationship with local agencies and institutions involved in scientific research, language training and international studies.

The CSUMB campus is projected to create a level of economic activity almost equal to that of the military departing the area. It will employ 3,000 when fully developed, with an estimated annual budget of approximately \$200 million. The full-time students are projected to spend an amount equal to that spent in the local economy by the soldiers that have relocated to Fort Lewis.

In conjunction with the UC MBEST Center, plans for CSUMB also include a language center, environmental research center, advanced degree and training programs, an alternative high school program, health professions training, cultural and performing arts, multi-cultural professional development, studies of Pacific Rim countries, hotel and management programs, and agricultural research.

POM Annex Support for Military

The Defense Language Institute (DLI), and the Naval Postgraduate School (NPS) will remain on active status in the area. Fort Hunter Liggett (FHL) was closed as an active installation under BRAC 95. These substantial investments by the federal government must continue to receive federal support. DLI, FHL, and NPS provide direct support to the economy through military payrolls, civilian jobs, contract for goods and services and federal impact aid to local schools.

Retention of a military enclave at the former Fort Ord is one way to support the presence of the remaining 16,600 active military and their family members through facilities such as the (Post Exchange) PX and the commissary. The footprint of the POM Annex was approved by the Army on August 24, 1994. Several innovative proposals for lease back facilities in cooperation with the local governments and the elimination or reconfiguration of the POM Annex are under consideration by FORA and the City of Seaside at the time of this writing.

Parks, Recreation, and Open Space

The Reuse Plan supports expansion of the region's parks, recreation, and open space. The County's recreational opportunities attract more than \$1.2 billion in annual tourism income without aggressive local protection of habitats, particularly those of rare and endangered species. Commerce has been allowed to prosper but not at the expense of a world-class environment. Many of the former Fort Ord's properties are part of these ecosystems and must be protected. The change in status of the former Fort Ord presents an opportunity to protect environmental resources. The Reuse Plan includes a Biological Resource Management Program for this purpose.

The Bureau of Land Management (BLM) will be responsible for the interior areas to be preserved in their natural state yet put to productive uses. Environmentally sensitive areas include those with steep slopes, endangered species or unique habitats, wildlife areas including wetlands to be preserved as open space or other areas that could support recreational uses judged to be consistent with resource preservation guidelines.

Environmental Cleanup/Infrastructure

The Reuse Plan assumes the development of a support structure to implement major economic development strategies and land use. The former Fort Ord property cannot be put to productive uses without environmental pollution cleanup, as discussed in Section 2.3.6, and necessary infrastructure in place for phased future development as the reuse process begins. Full consideration must be given to critical areas of water, sewer, solid waste, air quality, transportation, housing, job creation and training, health, community, and public services.

Economic Development

The Reuse Plan endorses a variety of economic development opportunities, including an agricultural center, an educational conference center, light industrial uses, commercial areas, business parks, a general aviation airport, tourism uses, high tech manufacturing, aquaculture, telecommunications, and an international trade resource center. “

-December 12, 1994, Interim Base Reuse Plan

2.1.4 Public Outreach Process

Public involvement and information is an important part of the reuse planning program. This component is meant to ensure that the affected public has both awareness of and information about the reuse planning efforts, and has opportunities for meaningful input into the process of development of the Reuse Plan/EIR.

Public information activities for the Fort Ord Reuse Planning process have included early identification of key issues and interests affecting the Reuse Plan/EIR program, and production of newsletters for use by FORA, local jurisdictions, media, and interest groups for duplication and distribution. Newsletter topics have ranged from the presentation of information about the history of the base closure and reuse process, to the process and purposes of the Reuse Plan/EIR, to information about policy decision affecting the reuse, and coverage of topics of special interest to the community, such as infrastructure and planning design issues. The program also provides for public information presentations as requested, and activities to assist local jurisdictions with hearings on general plan amendments once an adopted Reuse Plan/EIR is available.



Public involvement activities have also included public hearings, production of informational materials and advertisements of meetings for use by the general public, and provision of information to the media during the Notice of Preparation process for the EIR to receive public comments on items that should be addressed in the environmental review process. In addition, hearings, which are part of the legally required process are being held and materials provided for the public and media. Involvement activities also include coordination with FORA staff and officials, participation in Board workshops, and participation in meetings of committees related to the reuse effort.

2.2 Socioeconomic Setting

Fort Ord has been a significant presence in Monterey County since 1917 when it was established to serve primarily as a training and staging facility for infantry. It had maintained a large military population numbering approximately 14,500 military personnel and 17, 000 family members of active-duty personnel, and employed 3,800 civilian employees. The resident population of Fort Ord totaled 31,270 in 1991. On January 19, 1990, the Secretary of Defense officially announced proposals for defense installation realignment and closures including the downsizing of Fort Ord

The closure and reuse of Fort Ord precipitates significant impacts on the region's economy, population, and demography. This section provides a broad overview of these impacts on projected economic and demographic trends. Much of the information contained in this section is derived from the Sedway Kotin Mouchly Group's Assessment of Planning Baseline and Market Data (November 1995) for the Fort Ord Reuse Authority.

2.2.1 Existing Regional Demographics

The region includes the counties of Monterey, Santa Cruz and San Benito. According to AMBAG, the population of this region increased from 585,391 in 1990 to 605,227 in 1995, reflecting an average increase of 0.7 percent annually, a modest rate of growth. Monterey County grew at an average rate of 0.8 percent annually, a slightly stronger rate of growth, despite the closure of Fort Ord during this period. Monterey County dominates the region, comprising 61% of its population in 1995.

For the purpose of this analysis, Monterey County has been divided into two portions: (1) the Peninsula, which includes the former Fort Ord; and (2) the non-Peninsula communities, including the Salinas Valley. Demographically, the two areas are quite distinct, with the Peninsula representing a relatively affluent, high-cost, environmentally-sensitive and slow-growth area, and the Salinas Valley a vibrant and fast-growing area. Table 2.2-1 shows that the seven communities that generally comprise the Peninsula experienced population growth averaging 1.1 percent annually between 1980 and 1991, a moderate rate of growth. Approximately 70% of this growth was accommodated in the communities of Marina and Seaside, with only nominal growth in the other communities. Monterey Peninsula population peaked in 1991 and has declined in subsequent years, with modest declines in 1992 and 1993.



The Salinas Valley, on the other hand, has experienced strong population growth, averaging 2.5 percent annually between 1980 and 1995. During this period, nearly 83,000 persons were added to the population, of which 51% were accommodated in Salinas. Growth rates were particularly strong in the emerging south county communities of Soledad, Greenfield, and Gonzales.

Household growth has mirrored patterns in population growth. During the 1980-to-1991 period, 441 households were added annually on the Peninsula, but 906 households were lost annually during the following four years. In the Salinas Valley, an average of 1,069 households were added annually between 1980 and 1995. Overall, the County added an average of over 1,150 households annually during the past 15 years, despite the closure of Fort Ord.

The 1990 U.S. Census describes particular population characteristics of Peninsula residents, as follows:

- A small percentage of Peninsula households, or 1,084, are seasonal residents. About 58% of these households are located in Carmel (27% of Carmel’s households); most of the remainder of the seasonal households reside in Pacific Grove and Monterey.
- Carmel houses a high proportion of retirees, with 64% of its households aged 65 and over, according to the 1990 U.S. Census. The percentage of residents aged 65 and over totals 35% in Pacific Grove, 28% in Del Rey Oaks, and 24% in Monterey.

**Table 2.2-1
Historical and Recent Population
Monterey County
1980 -1995 (1)**

	1980	1985	1990	1991	1992	1993	1994	1995	Growth Rate 1980-95
Monterey Peninsula									
Carmel-by-the-Sea	4,707	4,499	4,241	4,268	4,326	4,440	4,421	4,512	-0.3%
Del Rey Oaks	1,557	1,475	1,661	1,648	1,661	1,691	1,693	1,692	0.6%
Marina	20,647	24,797	26,436	26,830	25,864	26,298	19,625	18,356	-0.8%
Monterey	27,558	29,581	31,954	31,818	32,314	32,122	32,904	32,587	1.1%
Pacific Grove	15,755	16,007	16,117	16,166	16,382	16,793	16,841	17,406	0.7%
Sand City	182	193	192	194	192	195	198	198	0.6%
Seaside	36,567	37,247	38,901	40,288	39,979	38,785	31,558	30,102	-1.3%
Subtotal Monterey Peninsula:(2)	106,973	113,799	119,502	121,212	120,718	120,324	107,240	104,853	-0.1%
Salinas Valley Communities									
Gonzales	2,891	3,586	4,660	4,833	5,309	5,549	5,794	6,108	5.1%
Greenfield	4,181	5,218	7,464	7,711	7,977	8,440	8,723	9,159	5.4%
King City	5,495	6,651	7,634	7,825	8,307	8,753	9,108	9,697	3.9%
Salinas	80,479	94,570	108,777	110,675	112,895	115,822	119,840	122,390	2.8%
Soledad	5,928	6,346	7,146	13,886	13,817	14,693	15,406	15,635	6.7%
Unincorporated	84,497	93,787	100,474	95,418	97,603	102,044	104,794	103,154	1.3%
Subtotal Salinas Valley Communities:	183,471	210,158	236,155	240,348	245,908	255,301	263,665	266,143	2.5%
Monterey County Total:	290,444	323,957	355,657	361,560	366,626	375,625	370,905	370,996	1.6%

Notes:
 1. Figures for January 1 of each year, except for 1980 and 1990 which are April 1.
 2. Subtotal does not include the unincorporated areas of the county on the Monterey Peninsula, including Carmel Valley and Pebble Beach.

Sources: California Department of Finance; Association of Monterey Bay Area Governments; and Sedway Kotin Mouchly Group.



- Average household size is smallest in Carmel, with 1.82 residents per household, but is also relatively small in Pacific Grove, Monterey, Sand City and Del Rey Oaks, with between 2.16 and 2.39 residents per household. Marina and Seaside tend to house a higher proportion of families with children, with household sizes averaging 3.05 and 3.10, respectively.
- The Monterey Peninsula’s overall population is predominantly Caucasian (over 80%). However, in Marina, Seaside and Sand City, Caucasian residents comprise between 47 and 63% of the total. Marina’s Asian and African American populations represent a significant proportion of the total population; Seaside houses significant African American and Latino populations, and the small community of Sand City contains a largely Latino population.
- Median household incomes in 1989 were highest in Del Rey Oaks, Carmel, Pacific Grove and Monterey (\$33,000 and over), and were lowest in Seaside and Marina (\$28,655 and \$29,043, respectively). Sand City’s small population was particularly low in income (\$16,875).

2.2.2 Existing Employment Trends

In 1990, the Monterey, Santa Cruz and San Benito counties area accommodated 250,200 wage and salary employees. Monterey County clearly dominates the region, with 64% of this total employment. AMBAG estimated a modest increase of 1.5 percent annually between 1990 and 1995 within the three-county region, or an average of 3,740 net additions annually. This produces a total of 268,900 jobs for the region in 1995. However, given losses experienced in Monterey County as a result of the closure of Fort Ord (discussed below), these employment increases would have necessarily been captured in Santa Cruz and San Benito counties. This assumption reflects that AMBAG’s regional 1995 estimates are somewhat high.

Job Losses: Closure of Fort Ord has resulted in a net loss of 18,000 jobs.

Wage and salary employment in Monterey County peaked in 1990 with an average of nearly 160,000 jobs, reflecting an average annual growth of 2.0 percent since 1980. These figures include active duty military estimates provided by AMBAG, in addition to figures assembled by the California Employment Development Department (EDD). Employment generally held steady through 1992, with a slight decline in 1993. Table 2.2-2 shows salary and employment trends in Monterey County.

While EDD does not segregate these data for the Peninsula and the Valley, it seems that the bulk of job growth between 1980 and 1992 was in the Valley. Between 1992 and 1995, most job losses were on the Peninsula. Although data are unavailable, it is likely that the Salinas Valley held steady during this period, and possibly experienced modest growth.

The largest employment sectors in Monterey County in 1995 are as follows: Agriculture (30,000 jobs), Services (28,300 jobs), Retail Trade (23,500 jobs) and

Table 2.2-2
Wage and Salary Employment by Industry (1)
Historical and Recent
Monterey County
1980 - 1995

Category	1980	1985	1990	1991	1992	1993	1994	1995
Agriculture	21,700	24,200	28,500	29,000	30,500	31,500	30,500	30,000
Mining	400	500	300	400	300	300	200	200
Construction	3,300	3,300	4,100	4,100	3,900	3,600	3,800	4,200
Manufacturing	8,900	8,800	9,500	8,600	8,900	9,100	9,000	8,300
Transportation & Public Utilities	5,200	4,700	4,700	4,700	5,100	5,100	4,800	4,500
Wholesale Trade	3,300	3,600	5,200	5,300	5,000	5,000	5,200	5,100
Retail Trade	19,400	23,400	24,900	24,000	23,800	23,800	23,600	23,500
Finance, Insurance & Real Estate	4,400	4,500	6,000	6,300	6,300	6,700	6,700	6,500
Service	19,600	24,000	28,100	27,800	28,200	28,100	28,200	28,300
Government								
Federal	7,300	8,600	8,600	8,200	7,900	7,300	6,200	5,200
State & Local	16,600	17,200	19,100	19,700	20,000	19,700	19,800	19,900
Active Duty Military	20,500	23,100	20,900	20,000	20,000	18,000	13,000	6,500
TOTAL:	130,600	145,900	159,900	158,100	159,900	158,200	151,000	142,200

Notes:
 1. All figures are for average annual employment.
 2. Estimated annual average, based upon first seven months of year.

Sources: Economic Development Department, Annual Planning Information; Association of Monterey Bay Area Governments; and Sedway Kotin Mouchly Group.

federal, state and local government (25,100 jobs, not including active duty military). Wholesale Trade is the fastest growing employment sector, increasing its number of jobs by 55% over the 1980-to-1995 period. Mining, Manufacturing, Transportation and Public Utilities, and Federal Government are the only sectors that experienced an overall loss of jobs during this time period, except for the major losses experienced in active duty military jobs directly resulting from the closure of Fort Ord. Between 1992 and 1995, 13,500 active duty military personnel jobs were lost. It is estimated that active duty military personnel currently include 3,500 at the Defense Language Institute, 2,500 at the Naval Postgraduate School, and 500 at Fort Hunter Liggett near King City.

It is estimated that between 40 and 45% of County employment is located on the Peninsula. However, with the closure of Fort Ord, this figure is probably closer to 40%. Thus, 1995 wage and salary employment is estimated to total around 57,000 on the Peninsula.

2.2.3 Impacts of Closure: Demographics & Employment

Between 1991 and 1995, the Peninsula lost a net total of nearly 16,400 persons, about 13% of its 1991 population. Marina and Seaside lost an estimated 18,700 persons, while Monterey, Pacific Grove and Carmel experienced some modest growth.



Close to 21,000 jobs were anticipated to be lost as a result of the Fort Ord closure. Actual losses largely occurred in 1994 and 1995, as follows:

Active Duty Military	13,500
Civilian	4,500
Total:	18,000

A significant decline of 4.6 percent in employment was experienced in 1994, reflecting the full down-sizing of Fort Ord and spin-off impacts. During the first seven months of 1995, with the closure of Fort Ord, employment declined a further 5.8 percent. Assuming that there has been some nominal employment growth in the Salinas Valley and in the Peninsula’s tourism industry, the secondary impacts of Fort Ord’s closure exceed losses of the 4,500 civilian jobs (including directly employed civilians). As of July 1995, Monterey County’s unemployment rate was a relatively high 9.3 percent.

2.2.4 Demographic Forecasts

For the three-county region, AMBAG forecasts population to grow from 605,200 in 1995 to 654,100 in 2000, reflecting an average annual growth rate of 1.6 percent, compared with the relatively anemic 0.7 percent annual growth rate achieved during the past five years. Between 2000 and 2015, AMBAG forecasts an annual rate of growth of 1.4 percent, for a total of 811,100 residents in 2015. While comprising 60% of the regional population in 1995, Monterey County is expected to represent 64% in year 2015.

Table 2.2-3 reflects AMBAG’s forecasts for population growth in Monterey County. AMBAG’s 1995 estimates are lower than those provided by the State

	1995	2000	2005	2010	2015	1995-2015
Monterey Peninsula						
Carmel-by-the-Sea	4,350	4,671	4,791	4,846	4,930	0.6%
Del Rey Oaks	1,553	1,674	1,696	1,709	1,721	0.5%
Marina	16,595	18,950	28,040	36,590	43,688	5.0%
Monterey	31,378	32,727	34,193	34,826	36,419	0.7%
Pacific Grove	15,987	16,758	17,216	17,630	18,151	0.6%
Sand City	227	592	905	975	1,006	7.7%
Seaside	26,942	28,650	32,747	39,432	47,132	2.8%
Subtotal Monterey Peninsula:	97,032	104,022	119,588	136,008	153,047	2.3%
Salinas Valley Communities						
Gonzales	6,000	7,200	7,600	8,200	8,500	1.8%
Greenfield	9,301	10,800	11,500	12,000	12,600	1.5%
King City	9,450	10,190	10,730	11,140	11,840	1.1%
Salinas	124,702	141,521	160,448	175,995	194,765	2.3%
Soledad	18,290	20,380	21,300	22,200	23,400	1.2%
Unincorporated	96,673	100,058	109,129	113,080	115,817	0.9%
Subtotal Salinas Valley:	264,416	290,149	320,707	342,615	366,922	1.7%
Monterey County Total:	361,448	394,171	440,295	478,623	519,969	1.8%

Sources: Association of Monterey Bay Area Governments; and Sedway Kotin Mouchly Group.

Department of Finance on Table 2.2-1, which are based upon more recent data. Assuming the relative accuracy of the State data, the Peninsula has not suffered from population loss to the extent that was anticipated by AMBAG.

AMBAG’s forecasts project relatively modest growth for the Peninsula between 1995 and 2000, with rather stronger growth in the Valley. This reflects the initial stages of recovery on the Peninsula following the closure of Fort Ord and continued strong growth in the Valley. During the following 2000-through-2015 period, however, AMBAG anticipates strong growth on the Peninsula, with an average annual growth rate of 2.61 percent. During this period, an average of nearly 3,300 persons are expected to be added annually to the Peninsula’s population. Approximately 84% of this growth is anticipated to be accommodated in Marina and Seaside, reflecting the redevelopment and reuse of the the former Fort Ord property including the student, faculty, and staff forecasts for the new CSUMB campus at Fort Ord.

The median age for Monterey County residents was 29.5 years in 1990, and is projected to increase slightly over the next several decades as shown in Table 2.2-4. In 1990, the largest age cohort in Monterey County was 25 to 34 years, accounting for 19.5% of the overall population. Projections through the year 2020, however, indicate that residents between the ages of 10 and 44 years will account for a smaller percentage of the overall population, while residents 45 years of age and older will represent a greater share. The age group projected to increase the most between 1990 and 2020 is the 55 to 64 years cohort. In 1990, this cohort accounted for 7.0 percent of Monterey County’s population;

Table 2.2-4
Estimated and Projected Age Distribution
Monterey County
1990 Through 2020

Age Distribution	1990		Projected July 1, 2000		Projected July 1, 2010		Projected July 1, 2020	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Under 10	61,098	17.0%	77,757	18.8%	80,141	16.5%	102,866	17.9%
10 to 19	51,323	14.3%	66,797	16.1%	83,081	17.1%	85,555	14.9%
20 to 24	34,795	9.7%	28,940	7.0%	41,351	8.5%	44,694	7.8%
25 to 34	70,041	19.5%	57,293	13.8%	65,552	13.5%	90,149	15.7%
35 to 44	52,194	14.5%	64,656	15.6%	56,453	11.6%	64,409	11.2%
45 to 54	29,689	8.3%	50,598	12.2%	63,267	13.0%	55,394	9.6%
55 to 64	25,037	7.0%	27,602	6.7%	48,363	10.0%	60,652	10.6%
65 to 74	20,574	5.7%	20,842	5.0%	24,250	5.0%	43,085	7.5%
75+	14,049	3.9%	19,529	4.7%	22,839	4.7%	27,278	4.8%
Total Population	358,800	100.0%	414,014	100.0%	485,297	100.0%	574,082	100.0%
Median Age	29.5		31.0		30.3		30.6	

Note: These household forecast projects are not based on AMBAG projections, which is no longer current since it extended only to 1996.

Sources: Department of Finance and Sedway Kotin Mouchly Group.



by 2020, this cohort is projected to represent 10.6 percent of the overall population. This pattern generally reflects national trends but is accentuated by the Monterey Peninsula’s appeal to pre-retirement and retirement households.

Non-household population in the Peninsula is projected to increase, reflecting the increasing number of students at CSUMB. For the Salinas Valley, only slight growth is projected for non-household populations. An increasing average household size for the Peninsula as more families are accommodated on the former Fort Ord property. In the Salinas Valley, a declining average household size is forecast in keeping with national trends. Growth projections for the Peninsula follow:

- An increase of nearly 1,900 net new households annually between 1995 and 2000, of which only 16% would be accommodated on the Peninsula;
- The addition of over 2,800 new households annually between 2000 and 2005, of which 33% could be captured on the Peninsula;
- Over 2,500 new households to be added annually between 2005 and 2010, of which 43% would be accommodated on the Peninsula; and
- An increase of nearly 2,800 new households annually between 2010 and 2015, of which 43% would be captured on the Peninsula.

If a substantial supply of new housing can be developed on the former Fort Ord during the first few years of development (1995 to 2000), the Peninsula could capture more than the projected 16% of County demand during this period.

2.2.5 Employment Forecast

Within the three-county region, AMBAG forecasts that, between 1995 and 2000, regional employment will increase by an average of 1.1 percent annually, or a net addition of fewer than 3,000 jobs annually. Thus, during this period, employment will increase from 268,900 to 283,850. Between 2000 and 2015, nearly 3,500 net additional jobs are forecast annually, for an average annual increase of 1.1 percent. During this period, jobs are forecast to increase to 357,200. Between 1995 and 2015, employment is projected to increase by 88,300 in the region.

Monterey County is expected to capture much of the employment growth between 1995 and 2015. In 1995, the County is estimated to accommodate about 53% of regional employment. In 2015, AMBAG projects the County will accommodate 62% of regional employment.

Employment projections for Monterey County are shown in Table 2.2-5. According to recent AMBAG forecasts, County employment is expected to increase from 160,800 in 1990 to 221,600 in 2015. Based upon current 1994 figures from EDD, recent trends and known employment loss estimates due to the closure of Fort Ord, current total employment is estimated by SKMG at about 147,000 in the County (AMBAG has subsequently estimated the 1995

2015 Peninsula Population: If a substantial supply of new housing can be developed on the former Fort Ord during the first few years of development (1995 to 2000), the Peninsula could capture more than the projected 16% of County demand during this period.

2015 Peninsula Employment: The successful redevelopment of the former Fort Ord will allow the Monterey Peninsula to potentially capture between 25 and 35% of County employment growth, or between 20,000 and 25,000 jobs between 1995 and 2015.



Table 2.2-5
 Employment Forecasts
 (Excluding Out-Commuters and Work-at Home Jobs)
 Monterey County
 1990 - 2015

1990	1995	2015	Percent Annual Increase	
			1990 - 1995	1995 - 2015
159,900	147,000	221,600	-1.7%	2.1%

Sources: California Department of Finance and Sedway Kotin Mouchly Group

total employment to be 155,342). This reflects a net loss of nearly 13,000 jobs during the 1990-to-1995 period (Estimated to be 5,458 by the subsequent AMBAG projections). Given that the closure of Fort Ord was estimated to precipitate a total loss of over 20,000 jobs, Monterey County has clearly experienced job gains in other sectors.

Between 1995 and 2015, SKMG forecasts the creation of nearly 75,000 net additional jobs for the county (excluding out-commuters and those who work-at-home). This rate of growth would produce a net additional 3,700 jobs annually and an average annual growth rate of 2.1 percent. Such job growth would not only replace the approximately 18,000 jobs lost as a result of the Fort Ord closure, but would add 57,000 jobs.

The successful redevelopment of the former Fort Ord will allow the Monterey Peninsula (including Fort Ord) to potentially capture between 25 and 35% of County employment growth, or between 18,000 and 26,000 jobs between 1995 and 2015.

2.3 Market Opportunities

Market analysis for the 2015 time period projects intensities of demand and capture for the following former Fort Ord land uses: light industrial & business parks, offices and research and development, residential, retail, lodging facilities, and recreation. The information contained in this section was drawn from the Sedway Kotin Mouchly Group’s *Assessment of Planning Baseline and Market Data*.

Table 2.3-1 shows the former Fort Ord’s development and absorption potential. In summary:

- Light industrial/business park land uses could potentially occupy 1,137,000 sq. ft. of space at the former Fort Ord as 25% of the regional demand of 4.55 million sq. ft. is captured.
- The former Fort Ord stands to capture a total of 1,794,000 sq. ft. or 45% of demand for office and R&D space on the Monterey Peninsula, and an additional induced demand of 925,000 sq. ft. of R&D from Santa Clara County firm demand.



**Table 2.3-1
Fort Ord Development and Absorption Potential
1996 - 2015**

Land Use	FAR/ DU/AC	1996 - 2000		2001 - 2005		2006 - 2010		2011 - 2015		Total 1996 - 2015	
		Sq. Ft./Units	Acres	Sq. Ft./Units	Acres	Sq. Ft./Units	Acres	Sq. Ft./Units	Acres	Sq. Ft./Units	Acres
Light Industrial/R&D/Office											
Light Industrial/Business Park	0.25 FAR	206,250	21	250,000	25	306,250	28	375,000	32	1,137,500	106
Office/R&D	0.25 FAR	300,000	28	382,000	35	488,000	45	624,000	57	1,794,000	165
Induced demand	0.25 FAR	0	0	250,000	23	300,000	29	375,000	34	925,000	86
Subtotal (Sq. Ft.)		506,250	49	882,000	83	1,094,250	102	37,029	123	3,856,500	357
Residential											
Reuse of Existing Units		1,522	---	0	---	0	---	0	---	1,522	---
Reuse of Existing CSU Units		1,253	---	0	---	0	---	0	---	1,253	---
Detached											
Low Density	4 DU/AC	50	13	100	25	150	38	200	50	500	125
Medium Density	6 DU/AC	600	100	800	133	800	133	900	150	3,100	517
High Density	8 DU/AC	350	44	600	75	600	75	600	75	2,150	269
Attached											
Low Density	10 DU/AC	0	0	0	0	100	10	100	10	200	20
High Density	20 DU/AC	0	0	0	0	100	5	200	10	300	15
Subtotal (Units)		3,775	156	1,500	233	1,750	261	2,000	295	9,025	945
Retail											
Neighborhood/Community	.25 FAR	191,000	18	99,000	9	114,000	10	103,000	9	507,000	47
Regional/Outlet	.25 FAR	0	0	0	0	0	25	250,000	25	250,000	50
Subtotal (Sq/ Ft.)		191,000	18	99,000	9	114,000	35	353,000	34	757,000	97
Lodging											
Conference Center	.20 FAR	0	0	200	15	0	0	0	0	200	15
Resort/Hotel (Golf-Oriented)	.25 FAR	300	20	0	0	300	20	200	15	800	55
Subtotal		300	20	200	15	300	20	200	15	1,000	70
Recreation											
Equestrian Center		0	0	---	15	0	0	0	0	---	15
Golf Course		0	0	0	0	---	160	---	160	---	320

Sources: Sedway Kotin Mouchly Group.



- For housing, a capture of 6,250 new homes at the former Fort Ord is projected, representing a capture of about 18% of market rate new home demand in the county and 63% of demand on the Peninsula.
- A demand for 500,000 sq. ft. of local-serving retail is anticipated at the former Fort Ord.
- The former Fort Ord has the potential to capture 250,000 sq. ft. of regional and entertainment retailing by 2015, with an additional 250,000 sq. ft. anticipated by the ultimate buildout date.
- The former Fort Ord stands to capture 750 to 800 rooms or approximately 50% of Peninsula demand for lodging facilities.

2.3.1 Light Industrial/Business Park

Forecasts of light industrial and business park performance for Monterey County through 2015 have been prepared as part of the market analysis. Historical absorption has averaged between 125,000 and 175,000 sq. ft. annually. For the purposes of this plan, a mid-point of 150,000 sq. ft. annually for historical absorption is used.

Future forecasts are based upon an assumption of moderate economic growth in the county, particularly with the reuse and development of the former Fort Ord. As previously discussed, AMBAG forecasts the creation of about 79,000 additional jobs in the county between 1995 (after Fort Ord’s closure) and 2015. This reflects a projected strong growth rate of 2.2 percent annually (this is slightly greater than the high rate of growth experienced in the county during the 1980s). A somewhat higher future rate of growth in overall demand for light industrial and business park space through 2015 is assumed, given stronger levels of demand anticipated for key industrial sectors. This forecast assumes that an effective reuse plan is implemented at the former Fort Ord. Utilizing a four percent annual growth rate in demand, projections of demand total approximately:

Light Industrial/Business Park	County Totals
165,000 sq. ft. annually from 1996 to 2000	825,000
200,000 sq. ft. annually from 2001 to 2005	1,000,000
245,000 sq. ft. annually from 2006 to 2010	1,225,000
300,000 sq. ft. annually from 2011 to 2015	<u>1,500,000</u>
	4,550,000

A total addition of approximately 4.55 million feet of light industrial/business park space in Monterey County is projected for the next 20 years.

A large share of industrial and business park space in Monterey County has historically been captured in Salinas and in Castroville. Relatively little has been captured in the Peninsula area due to limited land supply at competitive prices.



Fort Ord Reuse Plan

Recent strong response to a small business park development in Marina at relatively high prices is encouraging for the prospects of the former Fort Ord to capture such space. In addition, a small business park in Del Rey Oaks has largely sold out.

The current supply of light industrial and business park space is approximately equally divided between the Salinas Valley and the Castroville-Peninsula area. With a large supply of serviced land available in both areas, an approximately equal capture between the two areas during the next 20 years is expected. Thus, the Castroville-Peninsula area has the potential to capture over 2.27 million sq. ft. of light industrial/business park space during the next 20 years.

The former Fort Ord has the potential to capture 50% of Castroville-Peninsula demand, or 25 % of county demand, assuming substantial improvements in infrastructure (especially road connections to inland areas), availability of a wide range of site sizes and locations, moderately-priced housing availability (especially single-family homes in the \$150,000-to-\$275,000 price range), and the development of attractive business parks. The former Fort Ord will primarily compete with Castroville for this demand. To a lesser extent, small business parks in Marina will provide some competition. Following is a distribution of projected future light industrial business park space in Monterey County:

- 50% of demand captured in Salinas Valley;
- 25% of demand captured outside of the former Fort Ord within the Castroville-Peninsula area; and
- 25% of demand captured by the former Fort Ord.

In order to achieve this capture rate, substantial high-quality light industrial/business park properties will have to be developed within the former Fort Ord comprising at least 150 acres during the first 20 years of development. Such acreage would equal the size of the Castroville Industrial Park, the county’s largest industrial park. Thus, by achieving 50% of Castroville-Peninsula demand, the former Fort Ord would approximately achieve its “fair share” capture, given the anticipated supply of competitive land and the attributes of competitive locations. Based upon this capture rate, the following total of industrial and business park demand could be captured at the former Fort Ord:

- 206,250 sq. ft. between 1996 and 2000
- 250,000 sq. ft. between 2001 and 2005
- 306,250 sq. ft. between 2006 and 2010
- 375,000 sq. ft. between 2011 and 2015

1,137,500 sq. ft. Total Fort Ord Capture

Thus, a total of 1,137,500 sq. ft. of light industrial/business space could be captured at the former Fort Ord through 2015. In order to achieve this capture, highly competitive land prices must be offered. In current 1995 dollars, a land

charge of between \$4.00 and \$5.00 per square foot has been estimated, assuming no major assessment fees.

2.3.2 Office and Research and Development

Projected Demand

Office and R&D projections are based upon Monterey County’s recent and historical office absorption, which has averaged approximately 150,000 sq. ft. annually. For the period 1996 through 2000, demand for 150,000 sq. ft. of new space per year will continue. There is currently a significant inventory of vacant space to be filled, and efforts to draw significant firms, such as major R&D firms, will await the development of a critical mass of research activity at the UC MBEST Center and elsewhere in the county.

As the former Fort Ord and Peninsula economies mature, and as the UC MBEST Center is developed, CSUMB becomes better established, and a “critical mass” of R&D activity emerges, approximately five percent annual growth is projected in county-wide demand for office and R&D space, beginning in year 2001 through 2015. This assumes relatively strong growth in employment sectors that generate office and R&D demand, and the maturation of the Monterey Bay economy as an increasing number of services are provided locally rather than depending on San Francisco Bay Area firms. Thus, projections show that Monterey County will capture office and R&D space per year as follows:

Office and Research and Development	County Totals
150,000 sq. ft. from 1996 to 2000	750,000
191,000 sq. ft. from 2001 to 2005	955,000
244,000 sq. ft. from 2006 to 2010	1,220,000
312,000 sq. ft. from 2011 to 2015	<u>1,560,000</u>
	4,485,000 sq. ft.

The county is projected to generate demand for nearly 4.49 million sq. ft. of office and R&D space during the next 20 years. Accommodation of this demand, in addition to an existing inventory of high-quality office space of approximately 2.5 million sq. ft. will nearly triple the county’s supply of office and R&D space during the next 20 years. Submarkets that could potentially capture this future supply are identified as follows:

- Carmel - there are limited additional development opportunities in this submarket.
- Downtown Monterey - sites could be assembled for new office development, but these are likely to be expensive and heavily regulated. Little capture is forecasted for this submarket.



- Garden Road Area - with only about 14 acres remaining, this area has little ability to capture future demand.
- Ryan Ranch - the highest quality office/R&D park in Monterey County, and with 138 available acres, Ryan Ranch will be the major competitive influence within the county during the next 20 years.
- Laguna Seca Office Park - this high-quality park is small, with only about 17 undeveloped acres. Thus, Laguna Seca will provide little competitive space.
- Salinas - thus far, Salinas has provided little high-quality office space. However, this is likely to change in the future.

Although Salinas has captured little office or R&D demand in the past, it is expected that the city will capture around ten percent of county demand during the next 20 years, for a total of nearly 449,000 sq. ft. Thus, the remaining 4.036 million sq. ft. of space is forecast to be captured on the Peninsula. Should the former Fort Ord deliver 250 to 300 acres of high-quality and well-located office/R&D park land during the next 20 years, this property will be able to compete aggressively with Ryan Ranch. The former Fort Ord could potentially capture 45% of this Peninsula demand. Following is projected former Fort Ord capture:

300,000 sq. ft. between 1996 and 2000

382,000 sq. ft. between 2001 and 2005

488,000 sq. ft. between 2006 and 2010

624,000 sq. ft. between 2011 and 2015

1,794,000 sq. ft. Total Fort Ord Capture

Thus, a total capture of 1,794,000 sq. ft. of office/R&D space is projected at the former Fort Ord during the next 20 years.

This capture rate is based upon a somewhat limited new supply of suitable property for office/R&D development on the Peninsula and the development of excellent quality product at the former Fort Ord. This analysis further assumes substantial improvements in infrastructure (particularly road connections to Salinas and Highway 101), affordable and managerial housing availability, and the provision of attractive and desirable office and R&D parks. According to preliminary plans, these parks will be provided within strategic locations around the former Fort Ord property.

Table 2.3-2 shows a projection of distribution of supply and demand for office and R&D space on the Peninsula. As indicated, the former Fort Ord is projected to capture 45% of demand. Existing space and existing land inventory in Ryan Ranch, Laguna Seca Office Park, and in the Garden Road area could accommodate most of the non-Fort Ord Peninsula demand. These parks will be expanded or new office/R&D parks will be developed.

Table 2.3-2
Distribution of Projected Supply and Demand Office and R&D Space
Monterey Peninsula, 1996-2015

Projected Demand	Square Feet
Total Peninsula	4,036,000
Fort Ord Capture	1,794,000
Non- Fort Ord Capture	2,242,000
Projected Supply	
Excess Current Inventory	151,500
Supportable on Current Land	1,000,000
Other	90,500
Fort Ord	1,794,000
Total	3,036,000

Source: Sedway Kotin Mouchly Group

Additional Demand

The potential exists to attract additional R&D users to the former Fort Ord, over and above the projections provided above. This assumes 1) an aggressive and concerted regional marketing effort; 2) the development of research laboratories and/or other venues for facilitating university and private sector joint research and technology transfer; and 3) the attraction of prominent faculty to the former Fort Ord, through either of the universities.

As the world's pre-eminent center of technology research, nearby Santa Clara County is a likely source to target firms that could benefit from former Fort Ord location. Santa Clara County firms have absorbed an annual average of between 2.5 and 3.0 million sq. ft. of R&D space within the county between 1980 and 1995. Successful firms are continually evolving, requiring new space for their changing needs and setting up new divisions that can operate away from corporate headquarters. Between internal "Silicon Valley" expansion and relocation of portions of the firm outside the area, Santa Clara County firms generate a demand for between 3 and 4 million sq. ft. annually.

Santa Clara County was targeted for several major reasons:

- The county is the closest major employment center to the Peninsula, located less than two hours away by automobile.
- The county is the largest generator of new economic activity in the State of California, and possibly the United States. Forecasts indicate that this is likely to continue to be the case for the foreseeable future.
- Economic sectors in which the Peninsula is likely to have an economic advantage, particularly with the establishment of the UC MBEST Center, are heavily concentrated in Santa Clara County.



- The Santa Clara County economy is positioned for a promising future during the next decade. Its prospects have seldom been as favorable as they are currently. Local industries are extremely dynamic and responsive to market changes, are highly cost competitive, and have attracted many of the world's best researchers.

When selecting sites for expansion or locating new or expanded divisions, most high-technology firms prefer to remain local. However, given high costs associated with Santa Clara County and adjacent county locations (land costs, salaries, and taxes), firms sometimes seek locations that are within two to three hours driving distance, or within two hours flight distance. In order to remain within two to three hours driving distance from headquarters, some firms have sought locations in the Sacramento, Santa Rosa, and Scotts Valley areas. However, most firms relocating a division have chosen to locate out-of-state, where significant cost reductions can be achieved. Favored locations include Arizona, Nevada, Oregon, Idaho, and Utah. Some firms tolerate more distant locations such as Texas. Thus, to capture a significant portion of Santa Clara County spin-off demand will be difficult and highly competitive. The former Fort Ord will need to offer significant advantages, including the following:

- Opportunities for joint university, institute, and private sector research (possibly also with government research involvement);
- A defined and operative program for technology transfer;
- Access to major research activity in California;
- Access to convenient, diverse and moderately-priced housing; and
- Good transportation to corporate headquarters.

With well-conceived and aggressive marketing efforts, the former Fort Ord could capture some of this R&D demand from the Silicon Valley. Based on a demand for one million sq. ft. of space out-of-county annually, the former Fort Ord could capture a significant share of this demand. Assuming that a critical mass of R&D users are attracted and research activity at UC MBEST Center is established by the year 2000, a capture is forecast of four percent annually between 2001 and 2005; five percent annually between 2006 and 2010; and six percent annually between 2011 and 2015. Thus, over this 15-year period, capture of an additional 750,000 sq. ft. of R&D demand generated by Santa Clara County firms is projected.

Santa Clara County is the strongest potential source of demand for R&D space at the former Fort Ord. This is due to several factors, including the vibrancy and growth of the electronics, software and technology economy centered there, the attraction that CSUMB and the UC MBEST Center will provide for such industries, and its proximity to the former Fort Ord. While industries are scattered throughout the country that might find the former Fort Ord to be an attractive location, distance will be a strong deterrent. In addition, few industries are likely



to relocate into California. Nonetheless, industries located in Southern California and elsewhere will find the former Fort Ord an attractive location. These out-of-area firms will generate between 20% and 25% of additional demand. Thus, demand is forecast for approximately 925,000 sq. ft. of out-of-area space by the year 2015.

2.3.3 Residential Uses

Residential development will be critical at the former Fort Ord to achieve the employment-generating development capture rates projected above.

The existing 1,522 units of family housing in Marina that have potential for reuse have been examined. These units, located in Patton, Preston, and Abrams parks, could either be used as rental or for-sale condominium units. Currently, they are vacant and deteriorating rapidly. Since conveyance of these units by the U.S. Army is still in the future, the most probable immediate reuse would be to refurbish the units and operate them as rental units under an agreement with the U.S. Army. However, in the future after conveyance, many of these units could be sold as condominiums. With a high-quality renovation, these units could sell in the broad price range as low as \$95,000 for two-bedroom units in Patton Park to over \$160,000 for the largest units in Preston and Abrams parks. These units can be rented in a phased approach to prevent flooding the private market. Over a ten-year period, the rental program could be reduced as large clusters of units are sold to private developers for conversion to condominiums. Some units might most appropriately remain as rental units. While the leasing program should be implemented during the first five years to avoid deterioration of the units, a substantial sales program could be effectively implemented over a ten-year period.

The 1,253 units in Schoonover and Fredericks parks are now under the ownership of CSUMB. As a result, it is assumed that the university will renovate these units to house faculty, staff, and students.

AMBAG and reuse plan employment projections show demand for about 1,900 additional residential units annually in Monterey County between 1996 and 2000. This demand is projected to increase to 2,800 new units annually between 2001 and 2005, decline slightly to 2,500 units annually between 2006 and 2010, and resume the 2,800 units annual level between 2011 and 2015. Of this demand, about 70% is estimated to support market-rate new home construction (not including the affordable reuse units at the former Fort Ord discussed above).

The Monterey Peninsula captured nearly 28% of county demand for new homes between 1980 and 1994. In recent years, this capture has been substantially less, averaging less than 20% annually during the past five years. However, the Peninsula has been constrained in terms of land supply available for housing development. In addition, the new employment centers forecast at the former Fort Ord will generate additional housing demand. Due to the assumed reuse of the former Fort Ord, the Peninsula will increase its capture of new market rate homes during the next 20 years from recently achieved rates, capturing



about 25% annually between 1996 and 2000, increasing to about 35% annually between 2011 and 2015. Thus, Peninsula demand would average as follows:

- 335 homes annually between 1996 and 2000;
- 490 homes annually between 2001 and 2005;
- 525 homes annually between 2006 and 2010; and
- 685 homes annually between 2011 and 2015.

The total Peninsula is forecast to capture over 10,000 new market rate homes during the next 20 years.

The former Fort Ord has the potential to capture a substantial share of Monterey Peninsula housing demand and a considerable share of county demand. This forecast is due both to the large supply of land that will be available for housing development and to the proposed major new employment centers at the former Fort Ord. The former Fort Ord could capture about 15% of the county's new housing demand during the early years, or about 60% of Peninsula demand. This capture is forecast to increase to 20% of county demand in the later years of development during the 2006-through-2015 time frame.

The following is a former Fort Ord capture of housing demand schedule:

- 1996 to 2000 - The former Fort Ord has the potential to capture 15% of the county's new home demand, for an average of about 200 units per year. This equates to a capture of about 60% of Peninsula demand. Thus, a total of about 1,000 new units could be captured during this period. Only five percent of these homes should be "upscale," or priced in the \$300,000 and above range. The remainder should be priced in the \$150,000-to-\$299,000 range, at densities of six to eight units per acre.
- 2001 to 2005 - The former Fort Ord has the continued potential to capture 15% of county new home demand, for an average of about 300 units per year. This equates to a capture of about 61% of Peninsula demand. Thus, a total of about 1,500 new units could be captured during this period. Only about seven percent of these homes should be "upscale," or priced in the \$300,000 and above range. The remainder should be priced in the \$150,000-to-\$299,000 range, at densities of six to eight units per acre.
- 2006 to 2010 - Following more substantial employment growth, the former Fort Ord has the potential to achieve an increased capture of 20% of county new home demand, for an average of about 350 units per year. This equates to a capture of about 67% of Peninsula demand. Thus, a total of about 1,750 new units could be captured during this period. Only about nine percent of these homes should be "upscale," or priced in the \$300,000 and above range. Between 10 and 12% should be multifamily, including a combination of rental apartments and townhome condominiums. The remainder should be priced in the \$150,000-to-\$299,000 range, at densities of six to eight units per acre.



- 2011 to 2015 -During this period, strong employment growth should be attained, and the former Fort Ord will have the potential to achieve a continued capture of 20% of county new home demand, for an average of about 400 units per year. This equates to a Peninsula capture of about 58%. Thus, a total of about 2,000 new units could be captured during this period. About ten percent of these homes should be “upscale,” or priced in the \$300,000 and above range. Approximately 15% should be multifamily, including a combination of rental apartments and townhome condominiums. The remainder should be priced in the \$150,000-to-\$299,000 range, at densities of six to eight units per acre.

In summary, a capture of 6,250 new homes at the former Fort Ord is projected, representing a capture of about 18% of market rate new home demand in the county and 63% of demand on the Peninsula. These capture rates are reasonable in view of historical patterns, available developable residential land, commute patterns, the desirability of new home communities planned at the former Fort Ord, and new employment centers forecast for the former Fort Ord.

In general, low-density single-family detached homes are defined as custom or semi-custom homes on lots averaging around 10,000 sq. ft.. These upscale homes will be best received if offered on sites having particularly high environmental quality, including either distant, open space or golf course views. Homes along golf course frontages could achieve high prices with lots smaller than 10,000 sq. ft.. Pricing in the range of \$300,000 and higher could be achieved on a number of sites at the former Fort Ord.

Medium-density single-family detached homes, comparable to several production home subdivisions in northern Salinas, would be priced at an average of between \$200,000 and \$275,000 on average 6,000-square-foot lots. This product will have the strongest demand at the former Fort Ord.

High-density (small-lot) single-family detached homes on 4,500- to 5,000-square-foot lots would be priced at an average of between \$150,000 and \$200,000.

Townhome products are recommended to be introduced to the former Fort Ord after 2005 in order to avoid burdening the market with too much multifamily product, including the reuse of existing military housing. Pricing should average between \$125,000 and \$150,000.

Production of rental housing is not recommended during the first ten years of development at the former Fort Ord due to the abundance of this housing type existing in local jurisdictions. However, after 2005, demand will exist for new high-quality rental product. Nevertheless, only a modest amount of rental product is likely to be needed through 2015.

Of the new housing potential at the former Fort Ord, eight percent of units are forecast at prices of \$300,000 and above. According to the U.S. Census, in 1990, 0.8 percent of homes in Marina, 1.2 percent of homes in Seaside, and 4.2 percent of homes in Del Rey Oaks were valued at \$300,000 or higher.



Values have declined during the past five years, however. Carmel, Monterey, and Pacific Grove have decidedly higher percentages of homes in this price range, but their established environments, prestige and image will be difficult to duplicate. However, the forecast capture of expensive homes at the former Fort Ord will substantially increase the supply of homes in the \$300,000 and above price range in their respective communities.

As discussed above, the largest number of homes forecast for development at the former Fort Ord, comprising 50% of the total, is projected to be priced in the \$200,000-to-\$275,000 range. A mid-point of this range is about \$235,000. This compares with a 1990 median value of \$172,500 in Marina, \$150,000 in Seaside, and \$221,000 in Del Rey Oaks. As previously discussed, values have declined in recent years. Thus, the bulk of new housing projected for the former Fort Ord will be priced at levels substantially above the medians for existing homes in communities immediately surrounding the former Fort Ord.

Much of the residential demand at the former Fort Ord will be derived from employment generated on the property. Forecasts show total employment between 13,400 and 22,900 at the former Fort Ord by 2015. A mid-point average totals 18,172 employees. Table 2.3-3 shows a profile of average wages by projected land use. As a result, an average income of nearly \$27,100 is forecast in 1995 dollars. This wage compares with a Monterey County average of \$22,800.

**Table 2.3-3
Projected Average Wages by Land Use
Fort Ord**

Land Use	Number of Employees (1)	Average Wages (2)
Lt. Industrial/Business Park	2,370	\$31576 (3)
Office/R&D	9,517	\$31018 (4)
Retail	1,787	\$15,053
Lodging	1,000	\$16,751
Recreation	153	\$15053 (5)
Institutional	3,345	\$22832 (6)
Total/Weighted Average	18,172	\$27,094

1. Employment at buildout; average of projected range
2. Adjusted by CPI (wage earners, 10-county area) from County Business Patterns 1992 for Monterey County
3. Average of construction, manufacturing, transportation, communication and utilities, and wholesale trade
4. Average of finance, insurance and real estate, business services, legal services, engineering services, and
5. Assumed same as retail
6. Assumed same as average for all jobs

Source: Sedway Kotin Mouchly Group

A single-wage household earning an average wage at the former Fort Ord is unlikely to be able to afford a home priced much above \$90,000, unless that household has accumulated savings that would cover more than a ten percent down payment. However, at least 50% of households are likely to contain a second wage earner. Given two average incomes totaling \$54,200 annually, a home of about \$190,000 would be affordable.

Assuming an income at a mid-point between these two extremes of about \$40,000, a home of about \$140,000 would be affordable.

In summary, the three income points relative to home prices are as follows:

<u>Annual Income</u>	<u>Affordable Home Price</u>
\$27,000	\$ 90,000
\$40,000	\$140,000
\$54,000	\$190,000

In higher priced home categories, buyers are typically “move-up” households, having sold a home prior to the move. As a result, these households have typically built up equity that can be used as a down payment on a new home. This equity results in greater home affordability than could be justified by income alone.

Homes in the \$90,000-to-\$160,000 range would be provided through reuse of military homes on the property, and townhomes would also be affordably priced in the \$125,000-to-\$150,000 range. The majority of homes recommended would be priced in the \$150,000-to-\$299,000 range, affordable to most two-income households and those employed in the former Fort Ord planning area.

2.3.4 Retail

Convenience, neighborhood, and community retail center development will be supported by capturing most local-serving on-site demand generated by residents, on-site employees and students. During the first 20 years, a demand for approximately 535,000 sq. ft. of such space is projected. This equates to three neighborhood or community centers along with two or three small convenience retail centers.

To determine this neighborhood and community retail center capture, the following assumptions were employed:

- An average of 2.8 persons per household at \$3,500 per capita annually for convenience goods expenditures (from taxable sales data);
- An average expenditure of \$1,000 annually for each employee at the former Fort Ord on retail and eating and drinking near work, utilizing a mid-point projection of about 18,000 (based on a study by the International Council of Shopping Centers);
- An average off-campus expenditure of \$1,000 annually per student for convenience goods and entertainment;
- A Fort Ord capture of 90% for convenience goods; and
- Supportable sales volume of \$200 per sq. ft.

This calculation indicates a demand for 535,000 sq. ft. of local-serving retail space.



The Peninsula has been highly successful in attracting retail sales from regional customers, including those from Santa Cruz County, as well as tourists. Expansion of regional “value-oriented” retailing has been substantial in recent years. However, with a small population base, moderate population growth, and near-term plans for the expansion of a regional power retail center in Sand City, there is little additional demand for regional retailing on the Peninsula.

Although Monterey, Carmel, and Pacific Grove provide a substantial supply of specialty and entertainment retailing, much of this is tourist-oriented. Expected demand will support a regional entertainment retail center at the former Fort Ord, focused on serving local residents. This center could include new emerging retail concepts, a cineplex, restaurants, and specialty shops. There will be demand for approximately 250,000 sq. ft. of such space during the 2011-through-2015 period at the former Fort Ord. However, sufficient acreage should be allocated to allow for an eventual expansion to 500,000 sq. ft.

As previously discussed, the population of the Peninsula is forecast to increase by a total of 56,000 between 1995 and 2015. Using a commonly-used industry demand standard of one cinema screen per 10,000 population, the Peninsula should be able to support an additional 5 to 6 screens by 2015. Thus, the potential cineplex at the former Fort Ord could potentially accommodate four to five screens.

The former Fort Ord could possibly capture more than the expected 250,000 sq. ft. of regional and entertainment retailing by 2015. Regional retailers are constantly changing. In addition, there is a potential for a factory outlet center. However, given demand projections, additional regional retail capture would likely be at the expense of existing retailing on the Peninsula, including high-volume promotional centers in Sand City and Seaside, and an existing factory outlet center in Pacific Grove.

2.3.5 Lodging Facilities

First-class hotels and conference centers on the Peninsula have a total of over 3,000 rooms. Including smaller and more economical, but good quality, establishments, there are over 9,000 rooms. Tourism to the Peninsula and particularly demand for conference facilities have been increasing, largely driven by economic activity in California. As previously discussed, room rates have been increasing at an annual rate of around 2.5 percent, and occupancy rates have been increasing at an annual rate of one percent. As California emerges from its recent recession, demand for rooms on the Peninsula is likely to increase significantly. Utilizing a two percent annual increase in the demand for first-class hotels during the next 20 years shows a demand for an additional 1,500 rooms in high-quality hotels on the Peninsula.

The former Fort Ord could capture about 750 to 800 of these rooms, or between 50 and 53% of total demand. These hotels should have excellent conference facilities, and the bulk of the rooms should be located in golf course-oriented facilities. This estimate is a substantial capture of demand that considers that few new hotels are otherwise likely to be developed on the Peninsula. Other

than a few highly controversial hotels proposed in the Coastal Zone in Sand City and Marina, few other new facilities are likely to be developed.

In addition, there is also demand for a smaller focused corporate conference facility and spa. There is a small and growing niche market for such facilities, and the Monterey Peninsula currently lacks such a facility. Its resort orientation, reputation and environment make it an ideal location.

2.3.6 Recreation

Recreational amenities should be developed at the former Fort Ord to support other activities. Additional golf courses could be supportable at the former Fort Ord during the next 20 years, if offered in conjunction with residential communities and hotel/conference centers. Currently, golf course demand is high, with all Peninsula facilities achieving a high volume of rounds and high fees. As visitors and population increase on the Peninsula, there will be a corresponding increase in demand for golf courses.

A high-quality equestrian center, which offers boarding, training and show activities, could be accommodated. As such facilities are typically unable to support market land costs, an equestrian center might best operate under a ground lease. A professionally operated facility, providing training, shows and events in addition to boarding, can be a self-sustaining and profitable operation.

An equestrian center is not a traditional market-driven use. Typically, operations cannot support capital and land costs. Thus, such facilities are typically either subsidized by a developer as an amenity to a community, operators seek locations where land is inexpensive, or sites are obtained on land lease at favorable rates. A well-managed facility can achieve sufficient revenue to cover capital and operating costs, assuming land costs are inexpensive. Nevertheless, successful implementation of a profitable equestrian center is a major challenge. However, such a center would serve as an amenity to the former Fort Ord's hotels and residents.

2.3.7 Employment

The employment-generating impacts of reuse of the former Fort Ord are indicated in Table 2.3-3. Utilizing standard industry factors for various land uses, an estimate of between 13,400 and 23,000 jobs are projected to be generated by 2015. These figures do not include off-base multiplier employment.

This projected employment reflects jobs that will be occupied by current Monterey County residents and by new residents who will be attracted to the area by these jobs. Some of these jobs will be occupied by CSUMB students, working either part-time or full-time.

2.4 Reuse Considerations

Reuse planning is directly influenced by the Federal legislation procedures that govern military base closures.



2.4.1 Base Realignment and Closure (BRAC) Commission

In 1990, Congress enacted the Defense Base Realignment and Closure (BRAC) Commission be reconstituted for each round of base closures, and that its members be selected by the President and confirmed by the Senate. The DoD developed detailed regulations to implement the statute.

The BRAC process requires that each branch of the services analyze its bases according to criteria established by the DoD regulations. Each branch makes its recommendations for closure to the Secretary of Defense, who in turn makes a recommendation, which is relayed to the BRAC for independent assessment. The BRAC then submits its final recommendations to the President who can either approve the BRAC list or return it for revisions within a prescribed time period.

Once the President approves the Commission's recommendations, Congress has 45 legislative days to reject the entire list. If Congress does not act, the list becomes final. DoD is then required to begin closing the listed bases within two years, and to complete the closures within six years.

Fort Ord was included in the 1991 round of military installations listed for closure by the BRAC Commission.

2.4.2 National Reuse Model

The Fort Ord closure process was designated a National Model for base conversion by Secretary of Defense, Dr. William Perry, in September of 1993. Fort Ord was the only base awarded this special status from the 1991 round of base closures. Fort Ord was chosen because of the unique opportunity to meet key defense conversion goals by utilizing education and research to create quality jobs as part of the President's desire to expedite communities' rapid economic recovery from base closures.

2.4.3 PBC, EDC Process

Public Benefit Conveyances

Through the base closure process, State and local government agencies as well as non-profit institutions which serve a specific public purpose can receive property at no cost or at a discounted price through the Public Benefit Conveyance (PBC) process. All entities who want to be considered for a PBC must submit a "Letter of Interest" to notify the Army with a copy to the appropriate Federal agency sponsor (in the case of McKinney Act interest, copy to Health and Human Services). In the event two Federal agency sponsors request the same parcel, the Army will make the ultimate decision as to which agency receives the parcel. This decision will be made with input from FORA. At the former Fort Ord, a total of 34 PCBs were filed, of which 11 were McKinney Act requesters.



McKinney Act

Major Conveyances: Conveyances in progress or completed for: BLM, UC MBEST, Marina Municipal Airport, CSUMB, and California DPR

The McKinney Act, which was passed in 1987, mandates that the needs of the homeless must be addressed as part of the base closure process. Most provisions of the Act deal with services and programs for homeless people related to interagency coordination: emergency food and shelter, housing assistance, health care, education and training, and food assistance. However, Title V of the Act specifically addresses use of underutilized federal buildings and personal property for assisting the homeless. All property is to be provided to the homeless providers at no cost, although it can be “leased” rather than given to the homeless providers through title transfer.

The former Fort Ord, as a 1991 BRAC closure site, is subject to the McKinney Act in implementing reuse plans and transfer of buildings and property. Table 2.4-1 illustrates the status of the McKinney Act Conveyances at the former Fort Ord.

Context for Reuse Plan

**Table 2.4-1
Status of McKinney Act Conveyances**

<u>Properties Accessed</u>	<u>Agency</u>	<u>Funding Acquired</u>	<u>Acquired Number of Jobs</u>
Child Development Center	Children's Services International	\$1,200,000 (\$483,165 Pending)	25
56 Housing Units -Abrams	Housing Authority of Monterey County	\$1,185,000	3 on-site jobs and construction related jobs
13 Housing Units - Abrams	Interim Inc.	\$800,000	3 on-site jobs and construction related jobs
9 Housing Units	Peninsula Outreach	\$450,000	1 on site job and construction related jobs
23 Housing Units - Abrams	Shelter Plus	(\$470,000 Pending)	3 on-site jobs and construction related jobs

Source: Coalition of Homeless Services Providers

Economic Development Conveyance

The Defense Authorization Act of 1993 created a new conveyance mechanism allowing LRAs to request property specifically for economic development purposes. This mechanism, the Economic Development Conveyance (EDC) provides communities with considerably more flexibility and local control over development than was possible under the previous regulatory framework. The LRA can hold and manage the property over the long-term, or sell the property and retain the proceeds to finance infrastructure and other improvements necessary to support future development. The ability to control these real property interests and to benefit locally from any market transactions creates a powerful mechanism for local communities to proactively support economic development and job generating activities that replace the economic benefits to the local economy lost through the base closure process.



LRAs may obtain property through an EDC at a cost that is either at or below fair market value. However, since this mechanism is relatively new, DoD and the various branches of the military are still exploring options for valuing property and negotiating with the local communities. FORA may submit an EDC application for the lands at the former Fort Ord that have not already been conveyed or are not subject to an approved PBC application, or McKinney Act.

At the former Fort Ord, major conveyances consist of:

- A Memorandum of Understanding with the Bureau of Land Management for the Habitat Protection area;
- An economic development conveyance to California State University for CSUMB;
- An economic development conveyance to the University of California for the UC MBEST Center;
- A public benefit conveyance to the City of Marina for the Marina Municipal Airport; and
- A public benefit conveyance to the California Department of Parks and Recreation for state park lands.

FORA is in the process of resolution of multiple requests for 250 additional acres.

2.4.4 NEPA/CEQA Compliance

The National Environmental Policy Act (NEPA) creates a federal environmental review process for major federal projects, including military property disposal, cleanup and reuse activities.

The 1990 Base Closure Act specifies that NEPA does not apply to actions of the President, the Commission, and the DoD except “(i) during the process of property disposal, and (ii) during the process of relocating functions from a military installation being closed or realigned to another military installation after the receiving installation has been selected but before the functions are relocated.” NEPA does not apply to the BRAC 1991 deliberation and decision process, nor to the closing action itself, but does apply to disposal and reuse of property.

Revising the FORG’s Initial Reuse Plan so that it more closely reflected the Army’s preferred alternative resulted in the Army’s December 3, 1993 Record of Decision (ROD). This ROD is the result of the Army’s NEPA review.

In compliance with the National Environmental Protection Act and the California Environmental Quality Act, FORA will be the Lead Agency in preparing an Environmental Impact Report (EIR) on the closed Federal military facility at Fort Ord. It will analyze an ultimate buildout scenario for the approximately 27,879.4 acre former Fort Ord facility. Public Resources Code Section 21083.8

EIR: the EIR on the Reuse Plan will rely in part on the Fort Ord Disposal and Reuse Environmental Impact Statement (EIS) and the Draft Fort Ord Disposal and Reuse Supplementary Environmental Impact Statement (SEIS).

HMP: The HMP will serve as a mitigation plan for the implementation of the Reuse Plan.



Cleanup: Successful reuse of the former Fort Ord requires the Army to clean up each parcel on the base to the level required for its intended use as designated by this document, unless that use is in conflict with other statutes, regulations, or commitments.

allows FORA, local governments, and governmental entities meeting the definition of a redevelopment agency to rely in part on the Fort Ord Disposal and Reuse Environmental Impact Statement (EIS) and the Draft Fort Ord Disposal and Reuse Supplementary Environmental Impact Statement (SEIS) in preparing this EIR on a Reuse Plan to avoid duplication and to utilize or build on the environmental work already completed by a federal agency in a manner consistent with the CEQA.

2.4.5 Habitat Management Plan

The December 3, 1993 ROD for the Army's final EIS committed the Army to the development and coordination of an installation-wide multi-species habitat management plan (HMP) as an Army mitigation responsibility. The HMP enabled the United States Fish and Wildlife Service (USFWS) to issue the Army a non jeopardy Biological Opinion under Section 7 of the federal Endangered Species Act (ESA):

The HMP is to be developed to support binding legal agreements among the receiving jurisdictions, the Corps and the Service that would establish detailed plans to manage lands designated for natural resources conservation. The HMP would describe the specific management goals for each parcel and provide detailed procedures for the enhancement, restoration, and management of subject parcels, and methods to fund these activities...Recipients of disposed or transferred lands would be required to follow landuse guidelines established in the HMP.

The biological opinion included an assumption that reuse would generally follow the land uses described in Alternative 6R of the final EIS, but deferred specific land use guidelines and parcel by parcel restrictions to the HMP. Therefore the HMP becomes the controlling document for the federal Endangered Species Act and National Environmental Policy Act compliance relative to vegetation and wildlife resources at the former Fort Ord.

The HMP identified parties responsible for holding and maintaining these conservation areas and habitat corridors in perpetuity. Most jurisdictions with interests in the former Fort Ord land were assigned some (direct or indirect) habitat management responsibilities under the HMP. Four principal entities were identified as recipients of the largest, most important conservation areas and corridors. These entities were the Bureau of Land Management (with approximately 15,000 acres in the interior of the base), the University of California Natural Reserve System (with about 600 acres of prime maritime chaparral habitat reserve in the Fritzsche Field area), the California Department of Parks and Recreation (scheduled to receive virtually all the beach frontage and coastal dune land west of Highway 1, comprising nearly 1,000 acres) and Monterey County (with over 1,000 acres in key habitat and corridor areas between the developed parts of the base and the inland range areas). The requirements, restrictions and guidelines established in the HMP are passed on to each of the recipients of disposed land through separate memoranda of agreement (MOAs) and deed covenants. Acceptance of designated habitat land



(with its covenants) and execution of the MOA binds those recipients to a commitment to manage the land for habitat purposes in perpetuity.

2.4.6 Environmental Remediation

Cleaning up contaminated property is a critical part of the legal process for transferring ownership of military property. Under federal law, title may not be transferred until the toxic or hazardous situation is remedied, or the remediation process is in place and operating correctly. Successful reuse of the former Fort Ord requires the Army to clean up each parcel on the base to the level required for its intended use as designated by this document unless that use is in conflict with other statutes, regulations, and commitments. The duration and nature of clean-up activities will affect interim and long term reuse implementation.

The former Fort Ord was listed on the Superfund list in 1990. A Remedial Investigation/Feasibility Study (RI/FS) was completed in 1993 for the Fort Ord landfills, and a remedial action ROD was issued by the Army (FFA) agencies for the cleanup in August 1994. Cleanup here will include extracting and treating contaminated groundwater and capping the landfills to limit future infiltration and minimize additional leaching.

Forty-one sites have been identified as potentially hazardous sites. After initial characterization by the basewide RI/FS for Fort Ord, the sites were characterized as remedial action sites, interim action sites, or no action sites. Nine sites have been characterized for remedial action, and 16 have been listed for Interim action.

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3.0 Framework for the Reuse Plan

The Framework for the Reuse Plan establishes the broad development considerations that link the various Reuse Plan elements for each of the land use jurisdictions into an integrated and mutually supporting structure. The Framework concentrates on the interrelated aspects of all development within the former Fort Ord.

The Framework is comprised of the following:

1. Community Design Vision;
2. Existing Setting and Character of the former Fort Ord;
3. Land Use Concept: Ultimate Development Plan and Map;
4. Land Use Designations and Land Resources;
5. Circulation Concept;
6. Conservation, Open Space, and Recreation Concept;
7. Planning Areas and Districts;
8. Marina Planning Areas and Districts;
9. Seaside Planning Areas and Districts;
10. County Planning Areas and Districts; and
11. Reuse Plan Implementation.



Section 4 of the Reuse Plan provides the Goals, Objectives, Policies, and Programs for each relevant Plan Element in support of this Framework. The Plan Elements are specific for each of the land use jurisdictions within the former Fort Ord.

3.1 Community Design Vision

The design and planning vision for the future of the former Fort Ord draws its inspiration from several sources: the nature of the land and existing facilities on the base; the history and culture of the Peninsula, and particularly the former Fort Ord itself; sound principles of community-making; and on a responsible and positive attitude toward the environment.

The opportunity provided by this 28,000-acre resource is inestimable. The challenge, however, to not squander or abuse the special qualities of this place is substantial as well. The designation of Fort Ord as a model reuse project chosen among the 1991 round of base closures is indicative both of the challenges to be met in the future and the opportunities inherent in this unique site and its surrounding region.

The prevalence of the Peninsula academic and environmental communities has in recent years spawned a variety of educational and research initiatives. Following this lead, the University of California and California State University have both begun to plan and implement ambitious and important facilities at the former base. These facilities in many ways will form the nucleus of the future community envisioned to grow at this site.

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.

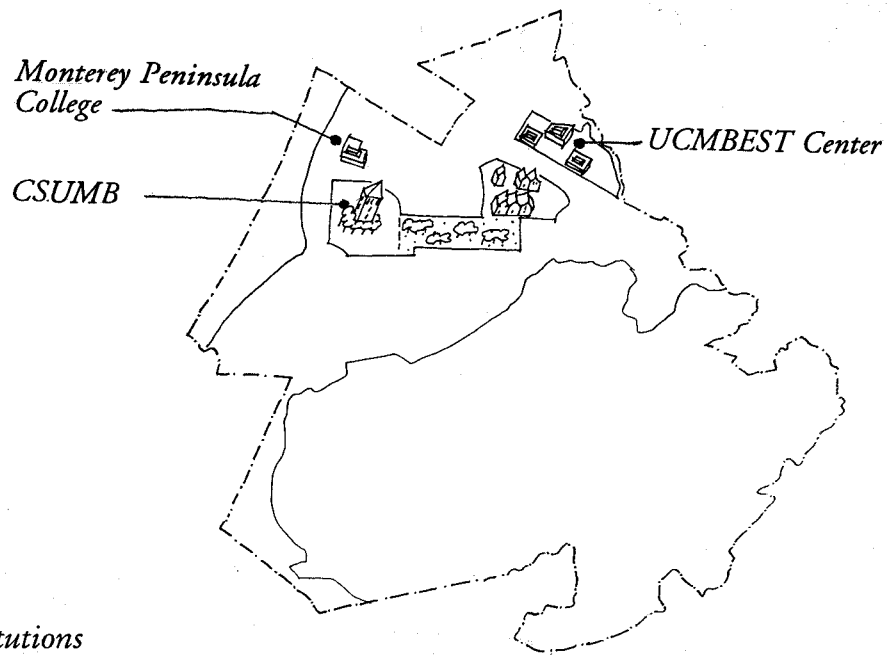
3.1.1 Design Principles

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.



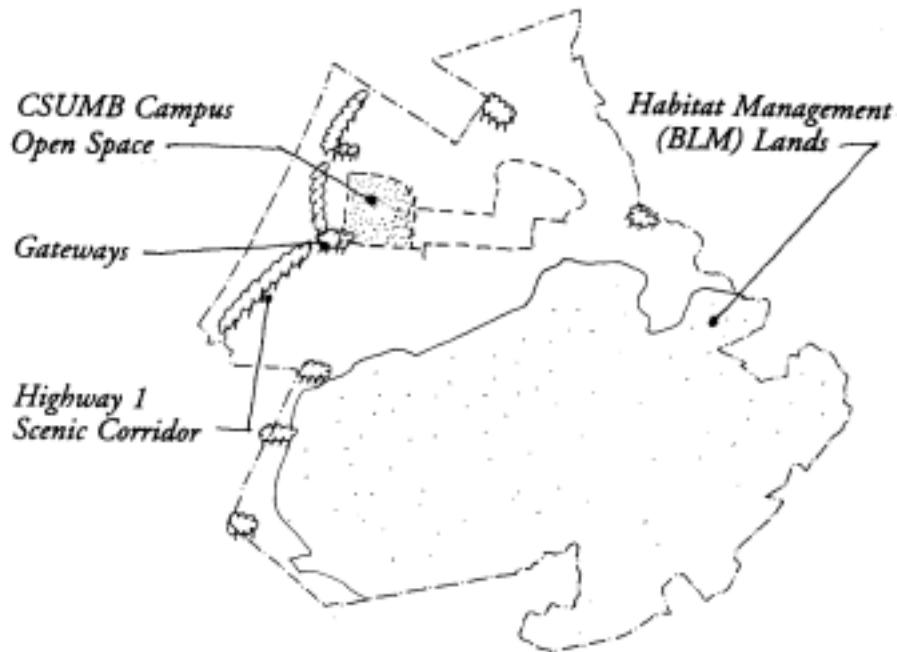
Education Institutions

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.



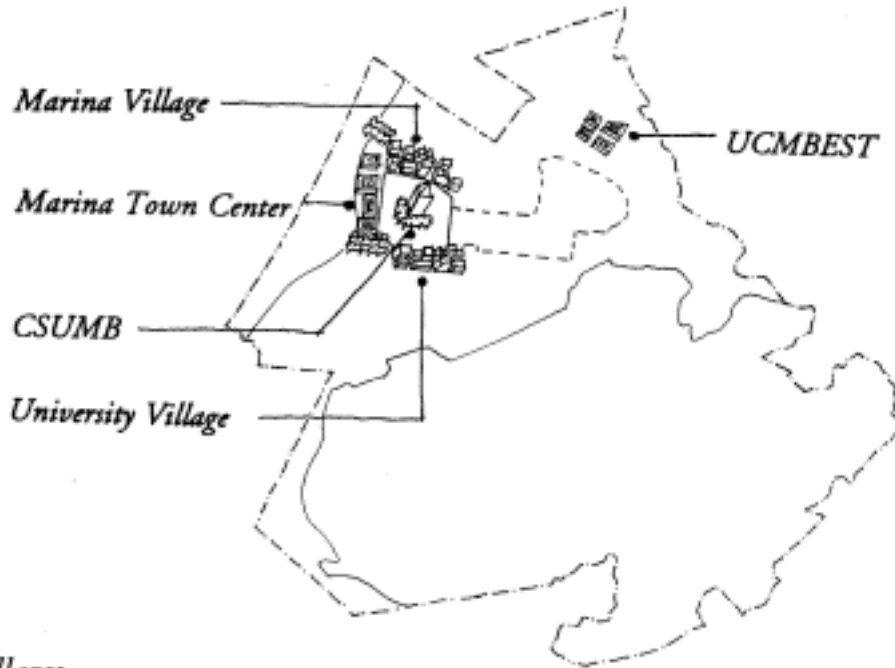
Landscape Setting

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.



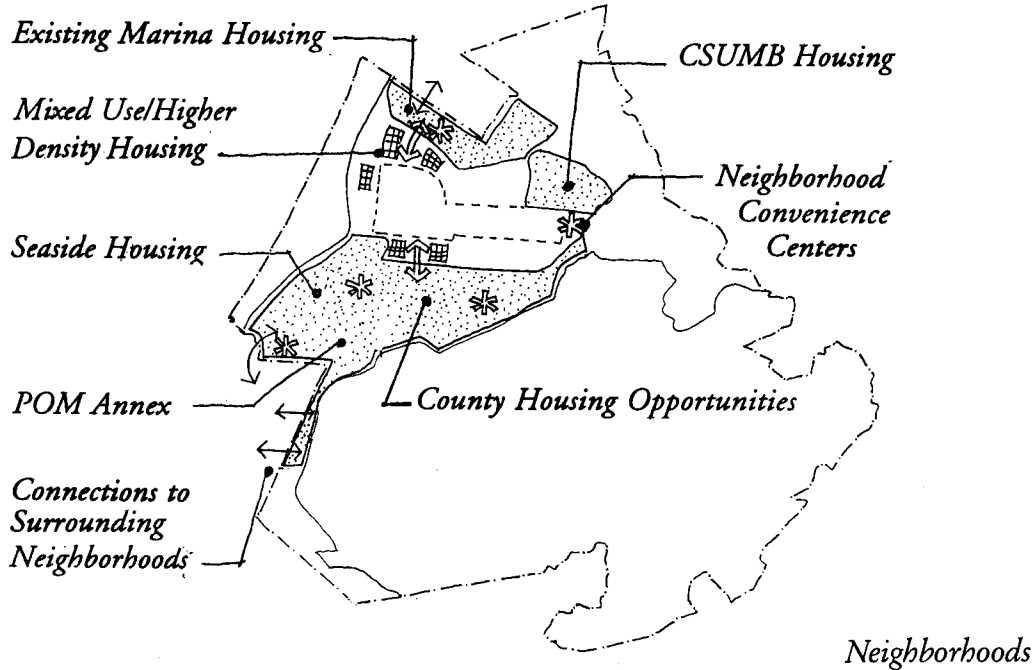
Mixed Use Villages

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.



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

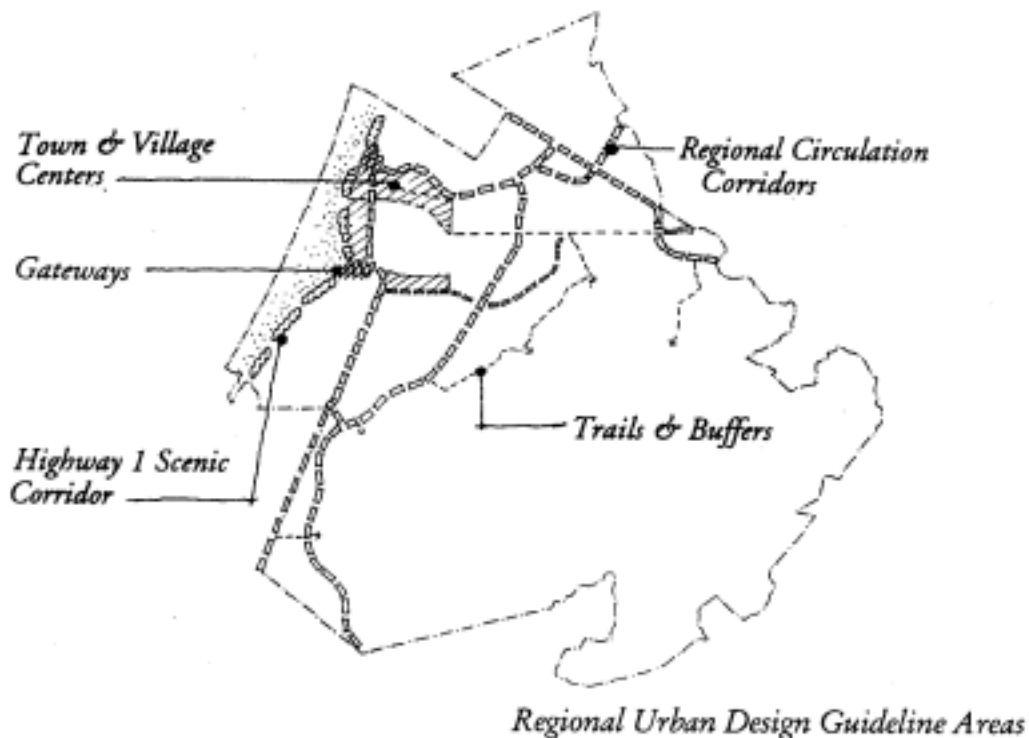


availability of modes of transit besides the automobile. Specific areas of the community will also be designed to include a mix of uses such as housing, shopping and office, and to be pedestrian friendly. In addition, individual sites and buildings should be designed to minimize energy consumption and to take advantage of local climatic conditions to enhance comfort.

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.





3.1.2 Design Objectives

The following overall objectives will guide the development of the former Fort Ord.

Community Form

Community form should be well defined and discernible; it should be distinctive within the larger Peninsula, but compatible with the form and character of other Peninsula communities. Development at the former Fort Ord will be related and connected to the adjacent cities of Marina and Seaside and will comprise important parts of those cities; however, the former Fort Ord area will also have its own distinct character consisting of definable edges, entries, and structure.

- *Where appropriate establish a readily discernible edge to the new development.*
- *Create compact community form and patterns of development.*
- *Create distinctive and memorable entries to the area.*
- *Establish community form consistent with peninsula prototypes.*
- *Link the new neighborhoods with the surrounding cities' development fabric.*
- *Establish specific design and signage standards for the State Highway 1 Scenic Corridor to minimize the visual impact of development.*





Development Pattern

The community that will develop on the former base at Fort Ord will evolve over time, incorporating some existing buildings, roadways and open space, and creating other places anew. The pattern of development will take its cues both from the historical development of the base and its existing pattern and scale of buildings and facilities. It will also follow sound principles of community planning, emphasizing the use of transit, pedestrian-friendly scale of development and roadways, and generous areas of landscaping and open space.

- *Build upon the existing grid pattern of the Main Garrison area to establish the pattern of the higher density core area surrounding CSUMB.*
- *Utilize a lower density, more informal development pattern in areas more distant from the core.*
- *Ensure a high degree of connectivity and accessibility to CSUMB from the surrounding village centers, and vice versa.*
- *Locate concentrations of activity and density along future transit rights-of-way for efficient movement.*
- *Limit the scale, particularly the width, of major roadways to minimize barriers to movement and interaction within the community.*



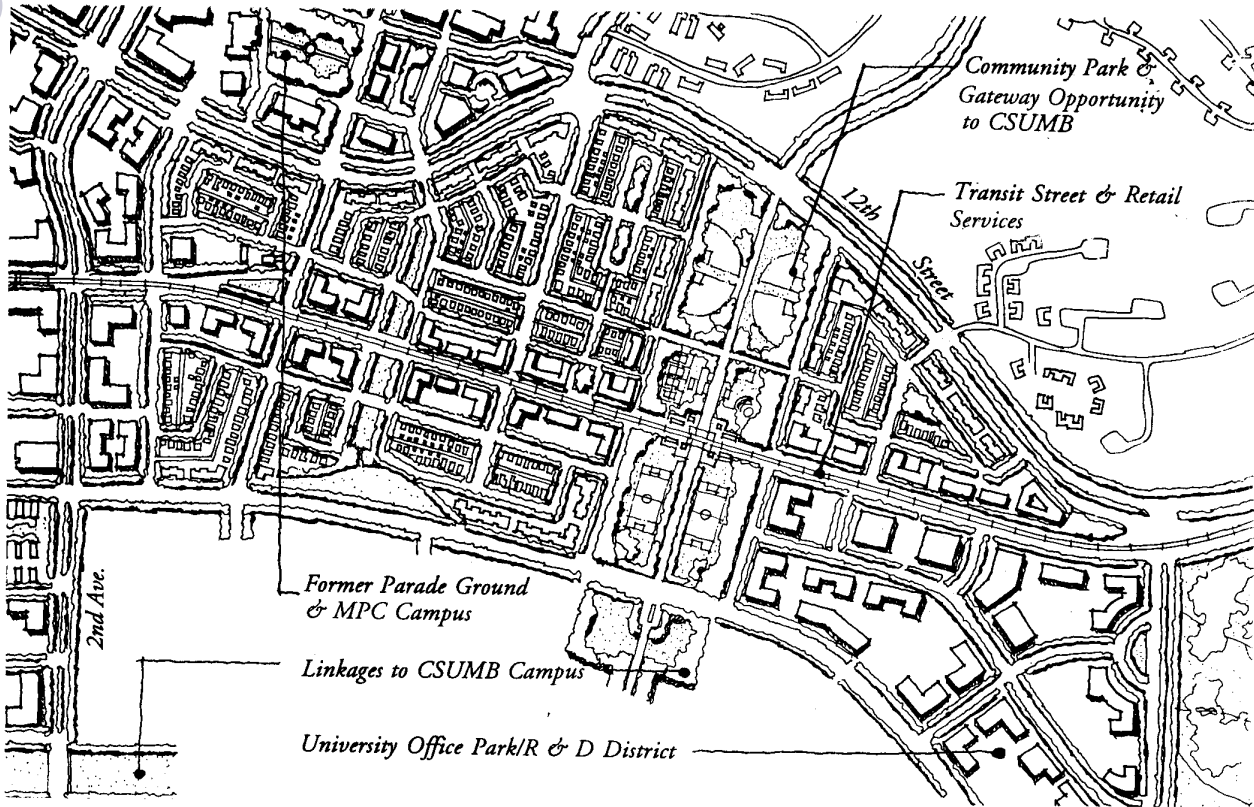
Town and Village Centers

The town and village centers will feature concentrated activity. The major centers will be located in the vicinity of the CSUMB campus, capitalizing on the inherent high level of activity and vitality of the campus. The Marina Town Center, located to the west of CSUMB adjacent to State Highway 1, will contain the highest density of retail, office and housing in the former Fort Ord area. The Marina Town Center will also play an important role flanked by two principal entries to the Fort Ord community and to CSUMB at the 12th Street and Main Gate interchanges. To the north and south of CSUMB, major village centers will support university related uses and amenities. The South Village, located



adjacent to the earlier portion of CSUMB to develop, will consequently have an earlier start and should complement university amenities, such as performance and athletic facilities with cafes and restaurants, shops and other student and local-serving uses.

Away from the CSUMB area, other village centers will support local commercial uses and be compatible with adjacent parks, schools and other neighborhood facilities. The village centers will be developed with a pedestrian orientation and ready access to transit opportunities available early and in the long term.



*Marina Village Illustrative
Housing / Retail/Office in Mixed Use Pattern*



- *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 pedestrian 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.



Existing Neighborhoods

The existing neighborhoods at the former Fort Ord will form the nucleus of early development. These neighborhoods are of varying ages and in varying conditions, but each has a unique character and can ultimately anchor an important neighborhood. In some cases, existing neighborhoods will be infilled and redeveloped, changing the unit types or development pattern to be more viable and attractive to future residents. In other cases, existing neighborhoods will continue in their present form, to be extended and expanded, or to remain as distinct neighborhoods to be joined by the many new neighborhoods that will be added during the long term evolution of the area as a whole.

- *Reinforce the positive character of existing residential areas through building and areawide improvements.*



- *Encourage infill of new housing at an appropriate scale to enhance existing neighborhoods.*
- *Reinforce linkages among existing neighborhoods and establish linkages to new neighborhoods and to village centers.*
- *Enhance the physical appearance of existing neighborhoods with special street and landscaping treatments.*

New Neighborhoods

New residential neighborhoods will be developed throughout the former Fort Ord. Each will have locational and programmatic distinctions. The new residential neighborhoods in particular will play an important role in attracting business, jobs, and residents. Thus, the design of the new neighborhoods and their relationship to regional open space and the major activity centers of the former Fort Ord and the Peninsula - the natural open spaces, beach areas, and educational campuses in particular - will be of key importance. The new neighborhoods should be clearly defined while encouraging connections to older existing neighborhoods and to the surrounding developed areas of Marina and Seaside.

- *Connect new residential neighborhoods via continuous streets and/ or open space linkages to surrounding neighborhoods and districts.*
- *Promote a sense of community and connectedness in the new neighborhoods by minimizing street widths, providing comfortable pedestrian environments, encouraging housing design which embraces the public street area.*
- *Include local conveniences within or immediately adjacent to neighborhoods.*
- *Encourage residential design diversity and variety, including a mix of densities and style, while following a consistent approach to framing the street and public spaces in a human-scaled manner.*
- *Provide a generous amount of publicly-accessible park and open space for day to day use by residents.*





Framework for the Reuse Plan

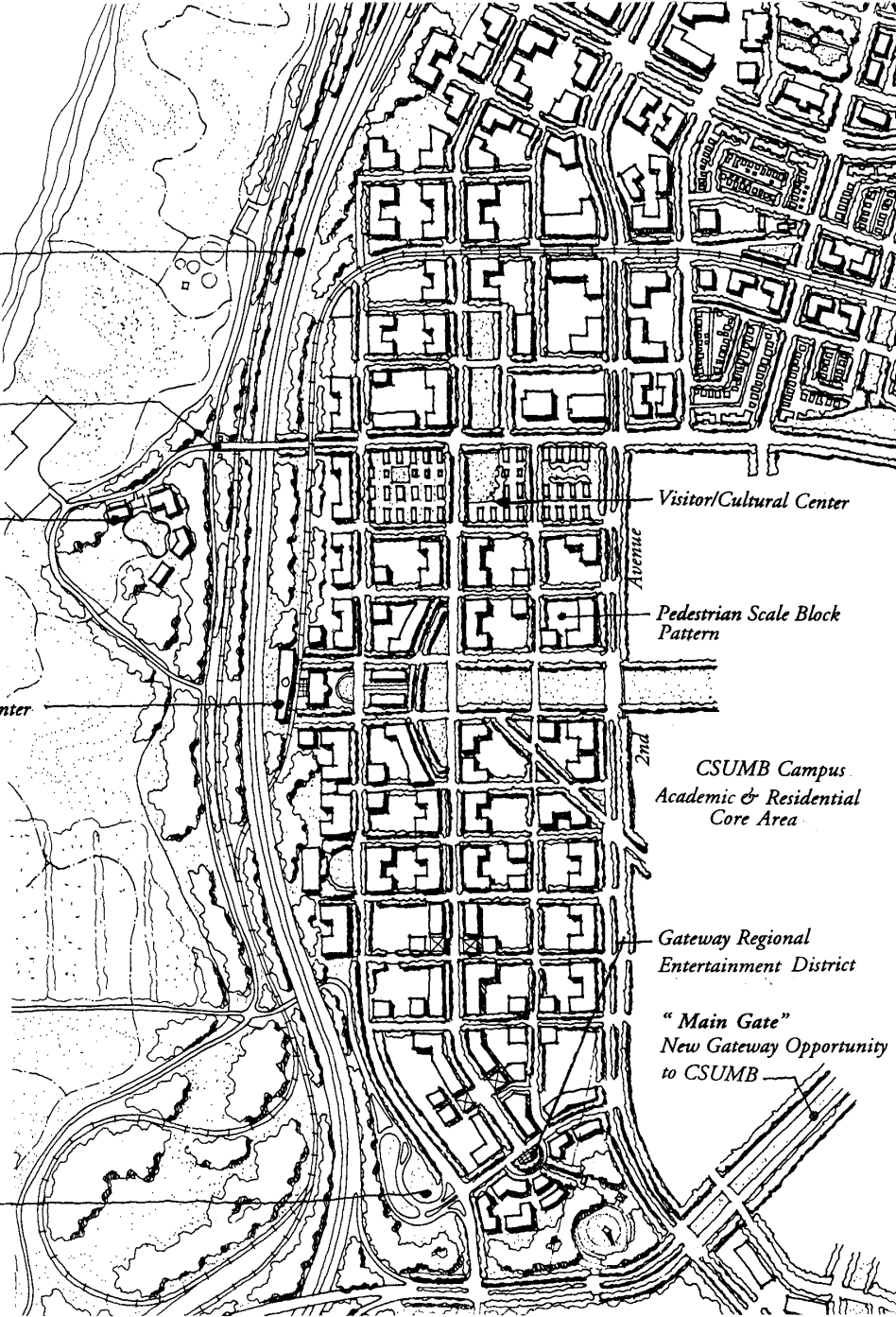
State Highway 1
Scenic Corridor

8th Street Bridge
to State Park

New Guest Lodge

Intermodal Transit Center

State Park Visitor
Queing



Visitor/Cultural Center

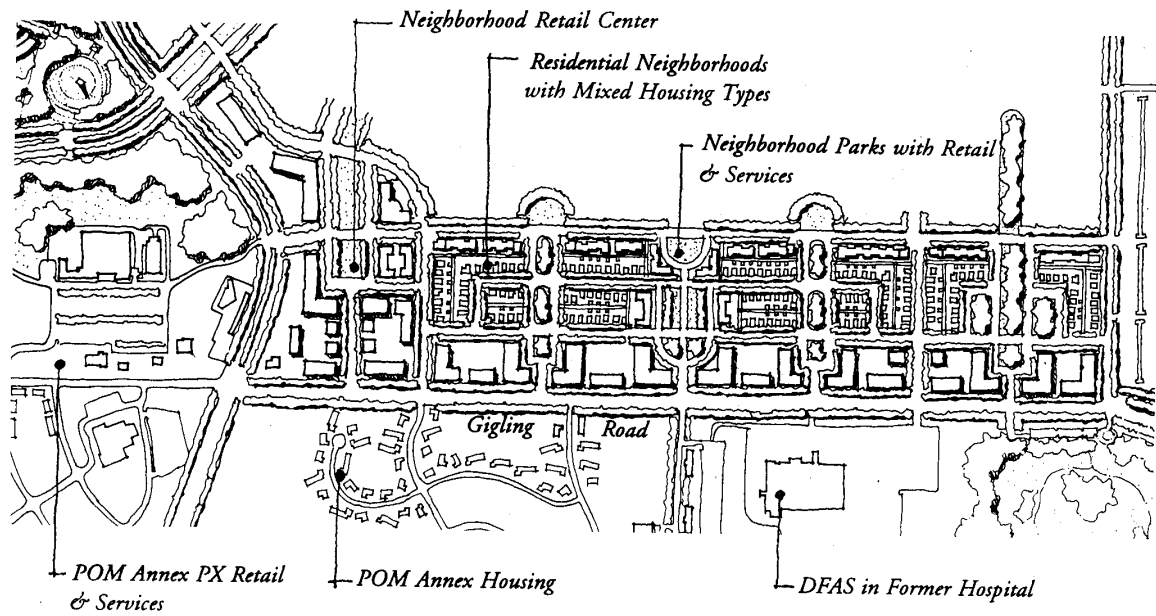
Pedestrian Scale Block
Pattern

CSUMB Campus
Academic & Residential
Core Area

Gateway Regional
Entertainment District

"Main Gate"
New Gateway Opportunity
to CSUMB

Marina Town Center Illustrative
Housing/ Retail/ Office in Mixed Use Pattern



*University Village Illustrative
Housing/ Retail/ Office in Mixed Use Pattern*



Major Development Sites

The Reuse Plan envisions several concentrations of intensive new development which will act as employment and activity centers. These major development sites include the CSUMB campus; the UC MBEST Center; the East Garrison development area; the Southgate and York Road area; and the Town Center complex. These areas will constitute major employment centers for the reuse area itself as well as for the region. The major development sites will attract greater concentrations of people and traffic. Therefore, they will generally be located near current or future transit as well as regional roadways. These major sites should, however, not be considered isolated islands of employment; wherever feasible, they will be linked to surrounding neighborhoods and to other activity centers. They will also play an important role in environmental stewardship - several are immediately adjacent to the habitat areas and have substantial acreage set aside for habitat conservation and open space. These major development sites can be models of sustainable development and sensitive site and facility planning and design.

- *Provide physical and visual linkages to surrounding development sites and neighborhoods for continuity and connectedness.*
- *Provide transit accessibility at major development sites by orienting highest concentrations of activity along transit rights-of-way and providing easy pedestrian access to these points.*
- *Employ principles of sustainable design and planning in the site planning and building design of facilities.*
- *Establish a special identity for major development sites, but keep all development compatible with the low density character of the greater Peninsula, particularly in terms of the scale and height of new buildings.*
- *Encourage intensification of site development over time with infill and redevelopment, including transitioning surface parking lots to parking structures.*





Landscape and Open Space

The visual character of the Peninsula is greatly determined by the quality of the natural and introduced landscape pattern and materials. The former Fort Ord encompasses a vast area which ranges from coastal sand dunes to upper reaches of oak woodland and chaparral. The Main Garrison area, where uses were principally located, has very little introduced or formal landscaping; consequently the image of the area is rather bleak and uninviting. As the former Fort Ord will be developed over time, major vegetation and landscaping should be introduced in these development areas to create a more inviting and pedestrian scale environment, and to integrate the site as a whole into the larger Peninsula environment. The open space areas include the UC/NRS Fort Ord Natural Reserve, the Frog Pond, the Bureau of Land Management open space area, Fort Ord Dunes State Park and other units to be owned by the Monterey Peninsula College, and the California Native Plant Society.

- *Incorporate principles articulated in the Habitat Management Plan (HMP) as good practices throughout the entire base.*
- *Ensure that open space connections are provided to link major recreation and open space amenities within the base and also to adjacent regional resources.*
- *Provide a generous pattern of open space and recreation resources through public facilities and publicly accessible private development. Ensure that the open space resources of CSUMB and other major developments are available to the community at large.*
- *Establish an open space corridor of a minimum of 100 feet along the entire eastern edge of State Highway 1, and landscape this Fort Ord corridor via a master landscape plan, to reinforce the regional landscape setting along the entryway to the northerly peninsula.*
- *Establish a pattern of landscaping of major and minor streets, including continuous street tree plantings to define gateways to the former Fort Ord and enhance the visual quality and environmental comfort within the community.*
- *Encourage a pattern of development at the neighborhood and district levels that ensures a generous provision of open space.*



3.2 Existing Setting and Character of Fort Ord

3.2.1 Regional 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 (see Figure 3.2-1). The historic “cantonment area” within the former Fort Ord visible from State Highway 1 is bounded by the freeway to the west and the native landscapes of the upper elevations to the east. West of State Highway 1 are the remnant firing ranges and tall sand dunes continuously modeled by the winds off the Pacific. Figure 3.2-2 illustrates the topographic relief at the former Fort Ord in a perspective view.

Salinas River Valley

The Salinas River Valley to the north of the former Fort Ord is in continuous cultivation. The broad, flat expanse created by the flood plain is a green and fertile contrast to the subdued colors of the native grasslands, coastal chaparral and oak wood landscape that dominate the upper elevations of the former Fort Ord and stretch beyond to the rugged back-country of the Los Padres Mountains.

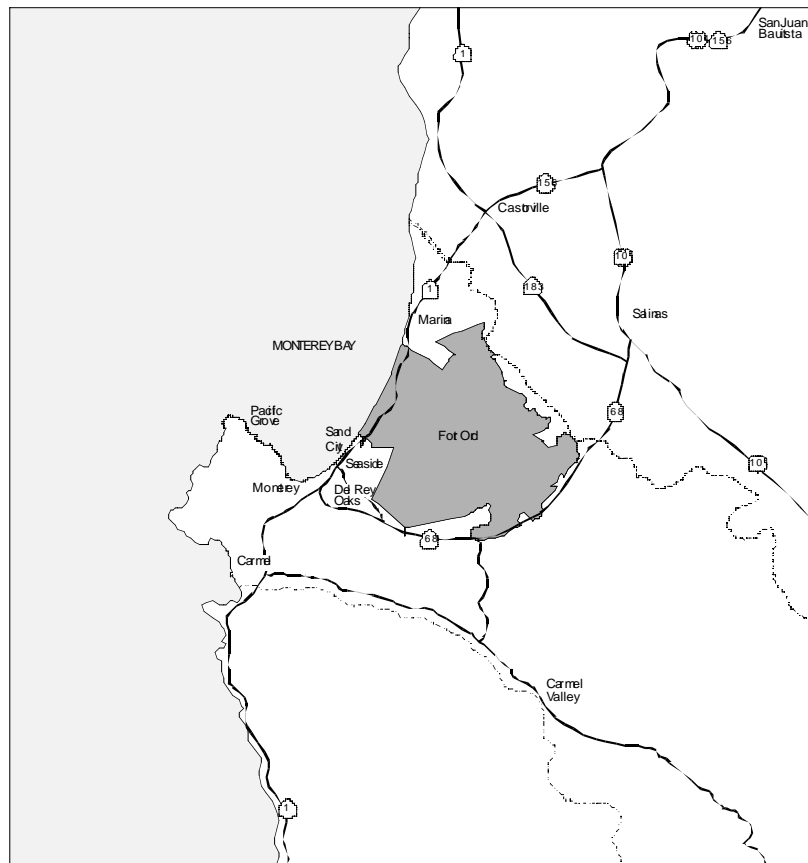


Figure 3.2-1 Regional Vicinity



Figure 3.2-2, Topographic Relief

This figure can be found within the “Maps” section off the homepage of the FORA CD-ROM Application.

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The Salinas River Valley is host to a vast agricultural enterprise characterized by high value crops. As trading town and government center for the county, Salinas dominates the River Valley. The heart of the town reflects the heritage of a prosperous commercial center with a well-preserved and distinctive historic commercial district. The available supply of well-served, easily developed lands have made Salinas one of the growth centers in the region. To accommodate economic development, the city is expanding at the perimeter, losing agricultural lands to urbanization.

Communities of the Monterey Peninsula

The communities of the Peninsula reveal themselves slowly as the characteristic early-morning fog burns off. The coastal strand forms a nearly continuous urban pattern stretching from Monterey north to the City of Marina interrupted by the four mile expanse of the former Fort Ord. Figure 3.2-3 illustrates the regional land use context for the former Fort Ord.

The City of Monterey: Monterey and its historic Presidio lie on the gentle slopes of the Peninsula extending from old Cannery Row at the shoreline to its crown about 100 feet above sea level. Looking out across the Bay to the curving shoreline, the city has captured the imagination of visitors and long term residents since it was first settled in the 1700's. Visitors are attracted to the moderate climate, historic and cultural resources, and the unsurpassed beauty of the physical setting.

Between Monterey and the former Fort Ord, Sand City and Seaside are nestled in-between the dramatic hillside backdrop and the coastal dunes. The individual communities have nearly grown together along two major circulation routes. State Highway 1 serves as a limited access freeway stretching between Castroville in the north and Carmel in the south. Del Monte Boulevard provides a continuous commercial corridor linking Seaside in the north with downtown Monterey to the south.

Further inland, Monterey shares a boundary with the southern-most portion of the former Fort Ord. The major development in this location is the Ryan Ranch Business Park located adjacent to State Route 68, a successful, planned business park built-out to about 40% of its capacity.

The City of Marina: Marina is located at the transition between the Salinas River Valley and the coastal dune formation and provides the northern gateway to the Peninsula. The community historically has provided a strong service role for the adjacent military installation. The City is oriented to the major crossroads of Del Monte Boulevard and Reservation Road. Neighborhood retail centers have grown up along both of these corridors serving a compact residential community of traditional single family homes and two and three story multi-family neighborhoods.

The City has recently acquired Fritzsche Field from the U.S. Army and is converting it to civilian use as the Marina Municipal Airport. Access from State Highway 1 is limited to an interchange at Reservation Road and ramps at



the 12th Street gate at the former Fort Ord. To the south, Reservation Road extends along the perimeter of the base to State Highway 68. Blanco Road provides a critical link east through the agricultural lands to Salinas. Direct connections with the former Fort Ord are limited to Imjin gate at Reservation Road and access via State Highway 1. The neighborhoods in Marina have grown up to the former Fort Ord's boundary but are not directly linked.

The City of Seaside: Seaside grew up on the southern flank of the former Fort Ord and is nestled between Sand City on the coast and the boundary of the former Fort Ord to the north and east. The heart of Seaside is the commercial district along Fremont Boulevard. East of Fremont, Seaside rises gradually, providing predominantly single family neighborhoods in a traditional, fine-grained parterre created by the regular grid and one- and two-story homes. The parterre are accented with neighborhood parks and schools and other open spaces in scale with the community.

The eastern boundary of the developed portions of the city are dramatically defined by the former Fort Ord perimeter along General Jim Moore Boulevard. Beyond the road, the landscape gives way to native grasslands, chaparral, and woodlands covering the rolling topography. Broadway Avenue terminates at Broadway Gate, a secondary gateway to the former Fort Ord. To the north, the city includes the residential communities built within the former Fort Ord. Seaside High School dominates this northern boundary with the former Fort Ord. The existing roadway circulation also limits direct connection to the developed portions of the former Fort Ord.

The recently completed Embassy Suites Hotel at the southern boundary of Seaside is 12 stories high, and a landmark visible miles away. The hotel reflects the strong demand for visitor-serving accommodations on the Peninsula.

The City of Sand City: Sand City lies wedged between Seaside and the coast, defined at the north by the former Fort Ord and on the south by the City of Seaside (State Park) and the City of Monterey. The City is bisected by State Highway 1, with limited freeway access. West of State Highway 1, development is limited and the coastal dunes are still largely intact. East of State Highway 1, Sand City has recently evolved into a major regional shopping location. When current expansion plans are complete, the existing outlet retail center will more than double in size. The commercial district's large scale low-rise and flat-roofed buildings are surrounded by continuous parking lots and are visible from the elevated State Highway 1. The area's major residential communities are oriented to the urban fabric within the City of Seaside, with only a small percentage living in Sand City.

The City of Del Rey Oaks: Del Rey Oaks lies in the divide that forms the major drainage for the Canyon Del Rey Creek. State Route 218 provides a link between the two major regional travel corridors, State Highway 1 and State Route 68, and serves as the circulation spine for the community. Del Rey Oaks is dominated by the dramatic landmark oak trees that are the City's namesake and the wetland estuary park. The character of development in Del Rey Oaks follows the more complex and steeper topography. Larger single family homes



Figure 3.2-3, Regional Land Use Concept

This figure can be found within the “Maps” section off the homepage of the FORA CD-ROM Application.

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predominate and commercial development is principally limited to the State Route 218 corridor. North-South Road ends at the South Gate on State Route 218. The Peninsula Airport is located on the southern boundary of Del Rey Oaks in County jurisdiction.

County Residential Districts: Served by State Route 68, several residential districts have developed within the topographic limitations that define State Route 68, the major travel corridor between the Peninsula and Salinas. These low-density residential districts are bounded by several regional open space resources, including Laguna Seca Regional Park and Toro Regional Park.

3.2.2 Urbanism of the Monterey Peninsula

The Peninsula has a rich and varied urban character. The characteristic low-rise development defines the gentle but varied topography. The picturesque Monterey cypress and Monterey pine forests dominate the regional landscape and obscure the generally low-rise development from long range views. In the vicinity of the former Fort Ord, the scale of the urban fabric along the coastline is dominated by: 1) the low-rise commercial development on the historic Del Monte and Fremont corridors; 2) newer, freeway-oriented regional retail centers; and 3) small-scale residential neighborhoods with typically one- to two-story architecture.

Residential Neighborhoods

Neighborhoods have developed over a long period and several architectural styles are prominent. The historic character grew out of the cultural influences and early construction materials available prior to California statehood. Many prominent historic adobes can be found in Monterey with characteristic shallow roof pitches and extensive use of loggias and balconies that provide deep shadow lines across broad stucco and wood surfaces. Elements of this colonial-era architecture were much imitated in subsequent periods and formed the basis of a very refined and characteristic “Monterey style.” To this regional vernacular the Peninsula has added excellent examples of: Victorian gingerbread; one- and two-story bungalows typical of the styles built between the 1910’s to 1930’s; post WWII tract homes clad in stucco and wood trim; and more current production housing with strong eclectic references to mainstream “Mediterranean” styles with tile roofs and light-colored stucco walls. The Peninsula has retained high concentrations of historic neighborhoods with often eccentric stylistic references that provide a rich and eclectic character to the region’s urban resources.

Historic Commercial Centers

Downtown Monterey and Salinas provide the greatest concentration of high quality commercial architecture and urban amenities. Downtown structures in Monterey and Salinas are predominately two to three stories in the commercial core, with higher buildings standing out as cultural or civic landmarks. Taller buildings are few and predominantly limited to special institutional settings and landmark hotels. Prominent commercial architectural styles represent every major period.



Historic Monterey Waterfront

The Monterey waterfront represents a special assemblage of commercial structures that service the fishing fleet and once supported a thriving “Cannery Row.” While the canning industry has faded, the shoreline character is still intact and now is home to one of the nation’s premier cultural/educational institutions, the Monterey Bay Aquarium. It attracts approximately 1.8 million visitors each year. The integration of the aquarium into the historic sheet-metal sheds along cannery row represents a fine example of reuse that preserves the historic qualities and scale of development on the Peninsula.

Village-scale commercial life Village-scale life has several notable examples on the Peninsula, including the cities of Carmel and Pacific Grove. Key attributes that contribute to the success of these village centers are:

- *Mixed uses that integrate commercial office, retail, personal and professional services with residential and even visitor serving activities;*
- *A “fine grained” urban texture with small-scale streets and convenient, but not overwhelming, parking areas; and*
- *A vibrant mix of architectural style and embellishment that encourages pedestrian-scaled exploration and discovery.*

Business and Industrial Parks

Business and industrial parks, characteristic of development during the last several decades, have appeared throughout the region. They are representative of two major prototypes:

- Business parks, which generally house light industrial users in office/warehouse space; and
- Office parks, which house office buildings and Research and Development (R&D) users in higher quality space.

The business parks range from those generally located on less expensive land in Salinas and Castroville to examples recently completed in Marina on more expensive land. The office and R&D market is dominated by the Peninsula, with relatively little first-class office space located within the Salinas Valley. More mature examples of this prototype are located adjacent to Peninsula Airport. Ryan Ranch, adjacent to the southern boundary of the former Fort Ord in the City of Monterey, is an exceedingly high quality example of this prototype.

All of the contemporary business and industrial parks are typically low intensity, with a FAR of about .25 generally one- to two-story buildings.



Retail Centers

Retail centers within the Peninsula have been traditionally identified with five locations: downtown Monterey, Del Monte Shopping Center in Monterey, Carmel Plaza within central Carmel, and Northridge Center in Salinas. These centers are defined as those anchored by a department store or stores.

Promotional and outlet centers are newer examples of retailing with generally high-volume sales strategies relying on low-overhead, factory style facilities. There are four promotional and outlet retail centers located on the Peninsula: Sand Dollar Shopping Center in Sand City; the Marina Landing; the Seaside K-Mart Center; and the American Tin Can Outlet Center in Pacific Grove. These centers are characterized by large expanses of convenient parking surrounding one-story simple “tilt-up” construction prototypes. Higher quality centers often combine considerable architectural embellishment and style with references to “main street” store fronts. Site plans for these centers, however, typically do not stray from the conventional.

The Peninsula has numerous neighborhood, convenience, strip and specialty retail centers. The tourist-oriented centers in Monterey and Carmel are oriented to the high concentration of pedestrian activity and contribute significantly to the mixed-use character of these “urban villages.”

3.2.3 Existing Development at the Former Fort Ord

Existing development at the former Fort Ord, as seen in Figure 3.2-4, can be characterized by the following areas:

- Coastal Zone/Practice Range Area;
- The Main Garrison Area;
- The Residential Communities;
- Fritzsche Field Area;
- The Historic East Garrison Area; and
- Upland Areas.

Coastal Zone/Practice Range Area

This nearly 1000-acre land unit lies between State Highway 1 and the Pacific Ocean. It is dominated by the continuous coastal sand dune formation that rises dramatically to block ocean views from most of the Highway. The coastal side of the dunes is subject to erosion from wave action and the historic Stilwell Hall Officer’s club (now vacant) is threatened by severe storm action and beach erosion. The dunes are host to one of the significant habitats protected by the HMP. On the upland side of the dunes are the practice firing ranges utilized for small arms fire when the Fort was at full complement.



The Main Garrison Area

The Main Garrison area dominates the developed portions of the former Fort Ord and is directly accessed from two freeway ramps along State Highway 1: the Main Gate and 12th Street Gate. The development is limited to a gently tilted plane that is bounded on the west by State Highway 1 and extends approximately two miles before the existing facilities give way to the natural landscape covering an undulating topography. The Main Garrison is typified by a regular street grid, low rise structures, and expansive paved areas. Several landmarks stand out among the typical military vernacular, including: the parade ground; the Silas B. Hays hospital, being reused as an office building to house the Defense Finance and Accounting Service (DFAS) and the Defense Management Data Center; and many examples of finely-scaled streetscapes with rows of mature tree plantings and beautiful rock curbs.

The Residential Communities

The Main Garrison area is flanked on both the north and south with residential communities that have been built to provide military enlisted and officer housing. To the north are the neighborhoods that stretch from the older Patton housing area, near the 12th Street Gate, to the newer Abrams, Schoonover, and Frederick housing areas. To the south are the residential neighborhoods that surround the two existing golf courses at the former Fort Ord. These neighborhoods include the Marshall, Fitch, Thorsen, Hayes and Stilwell housing areas.

The neighborhoods include a variety of single family and attached housing types, almost exclusively of one- to two-story construction. They are in varying degree of repair. Approximately 1,250 units in the Frederick and Schoonover Housing Areas have been conveyed to CSUMB in support of the educational needs of the campus.

The Thorsen housing area (Sun Bay Apartments and Resort) has been developed and is operating as a 297-unit, multi-family and transient residential and resort project with a swimming pool, full service health club, and child care facilities. The Sun Bay Apartments and Resort are leased and occupied by permanent, and transient guests and families. Transient occupants use the facilities for periods of less than thirty days. The project as built is permitted to use all or a portion of the units for transient or permanent occupancy. The project has been planned to be increased with the addition of at least 64 units that would be placed on the undeveloped portion of the site. The adjacent Brostrom Park area includes 220 units of mobile homes on an existing land lease.

Fritzsche Field Area

The Fritzsche Army Field, located on the flat terrace overlooking the Salinas River Valley at the northern edge of the Fort, was once the location for an active helicopter training and maintenance facility. It is dominated by a 3,000 foot runway and several large hangers and other airport support facilities. The visual landmark in this area is the red and white striped and checkered water tower that is visible from State Highway 1.



Figure 3.2-4, Existing Development

This figure can be found within the “Maps” section off the homepage of the FORA CD-ROM Application.

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Historic East Garrison Area

The Historic East Garrison is located on a dramatic setting overlooking the Salinas River Valley at the intersection of Inter-Garrison Road and Reservation Road. The East Garrison was the location of the original Fort structures over a century ago. The historic district has been identified and a recommendation for national listing has been made. The area’s principal historic period dates back to the 1940’s when the Fort played a major role in training and embarkation of troops during WWII.

Upland Areas

Upland areas lie above the Main Garrison and other developed portions of the former Fort Ord. They are crisscrossed with dirt roads that were utilized when the U.S. Army still occupied the Fort. Approximately a third of the upland areas is designated as an “impact area” reflecting its prior use as practice range and is currently subject to ordnance removal operations conducted by the U.S. Army. Barloy Canyon Road runs through the upland areas and connects Intergarrison Road with Laguna Seca Regional Park on the southern perimeter of the former Fort Ord.

3.2.4 Development Opportunities and Assets

Reuse planning at the former Fort Ord has been able to take advantage of many existing assets at the base. These assets support the community vision and promote the development opportunities that are the basis for the economic reuse of the significant land resources available at the former Fort Ord. These assets and opportunities are identified in Figure 3.2-5.

CSUMB

The diligent efforts of a broad segment of the Peninsula community were rewarded when the State of California identified the former Fort Ord as the location of a new California State University campus. This designation represented the achievement of one of the strategic themes that had been identified during the community planning process. The campus has been named California State University Monterey Bay (CSUMB).

CSUMB is planned to be a “full-service” campus eventually accommodating a full complement of 25,000 FTE students. The physical master plan for the campus is currently in preparation. The campus lands will total approximately 1,350 acres. In general, the campus can be divided into the following land units:

- The Core Academic Campus will be located at the western end of the campus lands in an area that was formerly developed as part of the Main Garrison and is located in both the cities of Marina and Seaside.
- A Development Reserve is identified for the lands that extend east into the county along Intergarrison Road on lands that are presently undeveloped under Monterey County jurisdiction.



A Residential Campus is located between Intergarrison Road and Reservation Road on lands that were formerly part of the Army's Frederick Park and Schoonover Park neighborhoods. The campus plans to utilize the existing approximately 1,250 residential units for University-serving residential needs, including students, faculty and housing staff. The Reuse Plan provides for intensification of development in this location to take advantage of "infill opportunities."

UC MBEST Center

A second major strategic theme was realized by the Peninsula community when the U.S. Army transferred approximately 1,100 acres of land to the University of California to establish the Monterey Bay Science, Education, and Technology (UC MBEST) Center. Approximately 605 acres of these lands will be managed by the University's Natural Reserve System (NRS) to maintain the natural habitat and support educational opportunities related to the restoration and management of these valuable natural areas.

The remaining portions of the UC MBEST Center lands will be developed. The University's mission is to "promote a university affiliated mixed-use development where research and innovation will help to place the Monterey Bay Region and central California in a competitive position in the global economy of the coming decades. The UC MBEST Center will link private business, government research and regulatory agencies, public and private education and research institutions, and policy makers in strategic alliances to address the business and environmental opportunities and challenges of the next millennium" (UC MBEST Master Plan Study, March 1995). Of the approximately 1,100 acres of land, 483 acres are known as the UC MBEST Center lands. Of these 483 acres, 437 acres are located in the vicinity of the Marina Municipal Airport. The remaining acreage (approximately fifty acres) of the 483 acres is located in Polygons 8b and 8c and is anticipated to be transferred to UC and become part of the UC MBEST Center in the near future.

Marina Municipal Airport

Fritzsche Field has already been conveyed to the City of Marina and is operating as the Marina Municipal Airport. The City has completed its master plan for the airport and has made available lease opportunities for the existing facilities at the airfield. The City's plan forecasts that, under civilian ownership, the total annual flight operations will range from 39,000 to 61,000 over the 15-year planning period (Marina Municipal Airport Master Plan, June 1993).

There is an opportunity to coordinate development activity at the airport with the adjacent UC MBEST Center to take advantage of potential synergy and to avoid potential adverse impacts that might arise from incompatible uses.



Figure 3.2-5, Fort Ord Assets and Opportunities

This figure can be found within the “Maps” section off the homepage of the FORA CD-ROM Application.



Fort Ord Dunes State Park

Approximately 885 acres of the coastal zone land unit are pending public conveyance to the State of California Department of Parks and Recreation (DPR) to create the Fort Ord Dunes State Park. Master planning is underway that combines the environmental management and protection objectives identified in the base HMP with limited recreational improvements to accommodate overnight camping and day use recreational activities. Nearly four miles of sand beach and coastal dunes will provide a major regional recreational attraction and amenity for the reuse activities planned at the former Fort Ord.

The Department of Recreation has prepared and is circulating a master plan for the new State Park. The low-intensity program envisioned will retain the existing undeveloped character west of State Highway 1 and maintain the scenic qualities along this major northern gateway to the Peninsula. RV campgrounds will generally be located in the low-lying areas that were formerly used as firing ranges. Access through the dunes to the beach will be limited and managed to protect the environmental resources.

Approximately 11.25 acres of the conveyance request is located on the east side of State Highway 1 at the Main Gate exit in the City of Seaside. This portion of the conveyance is planned to serve as a staging area for managing the queues of camping vehicles that will form here before entrance into the park. An existing tunnel under State Highway 1 located at the Seaside/Marina boundary will serve as the major gateway to the park for the RV's.

The main entry is planned for the 8th Street bridge across State Highway 1. This main entry location provides an open space link between the coastal zone and uplands along the CSUMB campus. It also provides the basis for a visitor/cultural center in the town center planning area.

BLM

The Federal Bureau of Land Management (BLM) has signed a Memorandum of Understanding to become the responsible Federal agency, own, and manage the nearly 15,000 acres of upland that provide the scenic backdrop to the developed portions of the former Fort Ord. This responsibility fulfills two significant objectives. First, the BLM will manage the open space for multi-use purposes that both protect the habitat resources identified in the HMP and permit recreational access to accommodate hikers, bicyclists, and equestrians. Second, the BLM will control access to a limited area within the impact zone to isolate the areas where unexploded ordinance will not be removed. The BLM is currently preparing its master plan.

The environmental resources, visual qualities and recreational potential of this vast area will add significantly to the supply of protected regional open space within the County. The size of the resource will make the area a regional recreation attraction and provide a convenient open space and recreational asset for the reuse activities planned at the former Fort Ord.

The General Guide to Development Capacity: The precise mix of uses is expected to vary in response to market conditions and FORA actions. The aggregate totals provide a "not-to-exceed envelope" of development within the former Fort Ord.



Golf Courses

The two existing 18-hole golf courses at the former Fort Ord represent a major existing recreational and visual amenity at the former Fort Ord. They provide some limited ocean views through the trees and above the crest of the coastal sand dunes. The golf courses are a significant existing asset that will provide the focus for a planned new resort hotel complex for up to 800 rooms and a new planned, golf-oriented, residential community.

Existing Housing Resources

The existing housing resources at the former Fort Ord are both an asset and a potential liability. The newer units can be renovated to increase the existing supply of housing within the formerly Fort Ord area. Many of the older units, however, are unoccupied and falling into disrepair. Those that can be economically renovated represent a significant supply of affordable new housing that can quickly be absorbed into the market place and establish new neighborhoods. The housing planned for retention includes:

- A total of 1,590 existing units are currently retained for use as the POM Annex. A total of 805 existing units that the Reuse Plan identifies for continued military housing for the POM Annex enclave are retained within the former Fort Ord. (Approximately 300 acres of land have been identified for new military housing on a “reconfigured” POM Annex to accommodate the approximately 785 units located west of North South Road in the U.S. Army’s current POM Annex configuration.)
- Approximately 1,250 existing units have been conveyed to CSUMB and will provide a convenient housing resource for students, faculty, and staff.
- An estimated 1,500 existing units are located in the City of Marina. Several of these have been conveyed under the provisions of the McKinney Act to support qualifying service providers to serve the homeless population in the County.
- Approximately 290 existing units comprise the Sun Bay Apartment complex adjacent to the golf courses in the City of Seaside. The complex is one of the newest housing projects on the former Fort Ord and is currently in the rental market.
- Approximately 220 existing mobile homes are located at Brostrom Park adjacent to Coe Road in the City of Seaside.

Monterey Peninsula Unified School District (MPUSD)

The MPUSD has been conveyed through a Public Benefit Conveyance all of the existing schools that have historically served Fort Ord’s resident population. The facilities that have been transferred include five elementary schools, one middle school, and a site for a new school to accommodate future reuse. In addition, the district has been conveyed the former officers club for reuse as a administrative facility.



Military Enclave including the POM Annex, DFAS, and other facilities

The housing to be retained by the U.S. Army is the dominant land use within the military enclave retained after “downsizing.” However, this housing resource to serve the POM is augmented by several supporting uses. They include the commissary, PX, theater, credit union, food services, police/fire protection, and miscellaneous services.

The Silas B. Hays hospital, the tallest existing building on the Fort, is being reused to accommodate the DFAS and the Defense Management Data Center.

Other assets retained by the U.S. Army include facilities for the U.S. Army Reserve, motor pool facilities, and miscellaneous warehousing facilities.

3.3 Land Use Concept: Ultimate Development Plan and Map

The Ultimate Development Plan and Map is a consensus plan and the product of the on-going reuse planning process at the former Fort Ord. The Land Use Concept reflects the ultimate reuse of the lands at the former Fort Ord and expresses a long range vision for the property consistent with the role the former Fort Ord will play in the region.

3.3.1 Development Capacity

The Development Capacity of the lands at the former Fort Ord is based on the balance between the public and private use of the lands and the development intensity that will reflect market-place prototypes for particular reuse activities. The land supply is expected to accommodate growth for 40 - 60 years depending on landuse type and future land use conditions.

The land Development Capacity is summarized in Table 3.3-1. This table delineates land use capacity for each jurisdiction (Marina, Seaside, and Monterey County) and provides a summary of the acreage and capacity in: 1) number of dwelling units; 2) number of hotel rooms; or 3) amount of square feet of office, industrial, R&D, and retail uses. The table lists the various land uses, including UC MBEST, the CSUMB designation, and area-wide rights-of-way, and more specific categories for hotels, golf courses, and the Fort Ord Dunes State Park.

The “Land Use Capacity” is a projected development yield based on anticipated market absorption, land characteristics, and community vision. The capacities indicated are intended to provide a general guide to assist in land resource management and infrastructure commitments and financing. The precise mix of uses is expected to vary in response to market conditions and FORA actions. The aggregate totals provide a “not-to-exceed envelope” of development within the former Fort Ord.

In addition, Table 3.3-1 projects the total employment generated by Reuse of the former Fort Ord.



**Table 3.3-1
Summary Land Use Capacity: Ultimate Development**

The "Land use Capacity" is a projected development yield based on anticipated market absorption, land characteristics, and community vision. The capacities indicated are intended to provide a general guide to assist in land resource management and infrastructure commitments and financing. The precise mix of uses is expected to vary in response to market conditions and FORA actions. The aggregate totals provide a "not-to-exceed envelope" of development within the former Fort Ord.

LAND USE	MARINA		SEASIDE		MONTEREY CO.		Acres	Percent (total area)	TOTAL DEVELOPMENT		
	Acres	Units/SF/ Rooms	Acres	Units/SF/ Rooms	Acres	Units/SF/ Rooms			Dwelling Units/Rooms	Square Feet (000's)	Employees
CSUMB (25,000 FTE) (units)(A)(B)	224	2,550	313	2,550	755	3,093	1,292	5%	8,193	n/a	3,200
POM ANNEX (units)(C)			782	1,590			782	3%	1,590	n/a	310
HOUSING (units)	704	4,152	818	5,113	520	3,184	2,042	7%	12,449		
BUSINESS PARK/LIGHT INDUSTRIAL/ OFFICE /R&D (000's SF)	549	5,360	0	0	797	6,676	1,346	5%		12,036	34,060
RETAIL (000's SF)	66	722	104	1,129	13	117	183	1%		1,968	4,372
VISITOR SERVING											
Hotels (rooms)	25	350	25	800	30	600	80	0%	1,750	(D)	1,750
Golf (four 18 hole courses)(F)			350	36	328	36	678	2%			140
Other (acres)					50		50				20
PARKS & OPEN SPACE											
Fort Ord Dunes State Park (rooms)			14		850	40	991	4%	40		60
Other	97		122		804		1,023	4%			70
PUBLIC FACILITIES (incl. military)	528		204		340		1,072	4%		(E)	1,460
HABITAT MANAGEMENT	616		962		15,601		17,179	61%			15
AREAWIDE ROW's	495		570		96		1,161	4%			
TOTALS	3,304		4,264		20,004		27,879	100%	24,022	14,004	45,457
units		6,702		9,253		6,277			(22,232 units)		
square feet (000's)		6,082		1,129		6,793			(1,790 rooms)		
% OF FORT ORD TOTALS	12%		15%		73%		100%				

SOURCE: EDAAW, Inc.

(A) FTE = Full Time Equivalent student enrollment
 (B) assessment generated on employees and students, not square footage
 (C) existing retail assessed on basis of existing employees
 (D) assessment generated on basis of rooms, not square footage
 (E) assessment generated on basis of facilities, not square footage
 (F) Accommodates 1 new 18-hole golf course and the redevelopment of 1 18-hole golf course to industrial use.

The plan also identifies 2 additional golf opportunity sites to be able to respond to market conditions.

3.3.2 Public Uses at the Former Fort Ord

Of the nearly 28,000 acres at the former Fort Ord, 85 to 86% of the lands are reserved for public use.

Environmental Resources

Sixty-two percent of the lands are designated as protected habitat; eight percent are designated as parks and open space, including the new Fort Ord Dunes State Park and identified regional and community parks.

Educational Facilities

Five percent of the lands are designated for CSUMB, accommodating a full-service campus for a student population of 25,000 FTE. Other educational facilities are reserved for the Monterey Peninsula Community College District. Five schools and one additional school site are reserved for the MPUSD and several other educational institutions will also have a significant presence at the former Fort Ord.

Other Public Facilities

Four percent of the lands are reserved for public facilities that range from the Marina Municipal Airport to various municipal corporation yards and facilities



for regional agencies, such as the Monterey Salinas Transit Agency and the Police Officers Safety Training Facility.

POM Annex: Three percent of the lands are being retained by the Army for the housing needs for the Presidio of Monterey (POM) and are designated for continued U.S. Army utilization.

Areawide ROWs: Four percent of the lands are reserved for areawide roadway ROW's to accommodate the long-range circulation requirements within the former Fort Ord lands.

3.3.3 Economic Development

The remaining 14 to 15% of the lands at the former Fort Ord are planned in a coordinated way to provide a balance of uses that reflect market projections and promote the strategic objectives identified during the course of the reuse planning efforts. This land supply will accommodate the long range vision of the community and responsibly integrate a major development opportunity into the economy of the region.

Jobs/Housing Mix

The mix of planned land uses at the former Fort Ord is expected to provide at buildout a total of approximately 45,000 to 46,000 jobs and approximately 17,000 dwelling units plus an additional estimated 5,100 on-campus housing units within the core area of CSUMB. This is a very balanced ratio of 2.67 jobs/household excluding the on-site student population and 2.06 jobs/household including student dwelling unit equivalents.

The balance reflects the efforts to optimize the effectiveness of public investment in infrastructure and minimize the off-site effects of reuse of the former Fort Ord.

Residential Component

Seven percent of the lands will be reserved for residential use including rehabilitation of a significant number of existing units and accommodating approximately 12,450 homes excluding CSUMB and the POM Annex.

Commercial Component

Five percent of the lands will be reserved for business park/light industrial and Office/R&D uses. This includes the expected significant role that UC MBEST can play in stimulating private economic development at the former Fort Ord.

Visitor Serving Component

Two percent of the lands will be reserved for visitor serving uses including 1,750 hotel rooms (plus 40 lodge units at Fort Ord Dunes State Park), an anticipated three to five additional golf courses (augmenting the two existing



courses in Seaside), and other commercial recreation activities.

Retail Component

One percent of the lands is reserved for retail uses that will support the balance of other designated uses. A range of uses is included to accommodate regional, neighborhood, convenience, and specialty markets.

3.3.4 Employment Projections

The ultimate development land use plan is expected to generate a total of 45,000 to 46,000 jobs. Approximately 40,300 of these are the result of the combined economic development program that includes all commercial/industrial, visitor serving, and retail uses. The remaining jobs are the result of the significant public sector activities at the former Fort Ord.

3.3.5 Population Projections

The ultimate development land use plan will accommodate a resident population of an estimated 51,770 people, excluding the resident student population at CSUMB. With a planned residential population of 80% of the 25,000 full-time enrolled students, the population at the former Fort Ord will rise to 71,770. Approximately 4,800 of the total population is expected to be military families residing at the POM Annex.

3.3.6 The Ultimate Development Map

The “Land Use Concept: Ultimate Development” map is the key visual representation of the Land Use Concept of the former Fort Ord (see Figure 3.3-1). It includes General Land Use Designations for 15 land uses and several future “Opportunity Sites” for additional golf courses, hotels, equestrian centers, and two alternative sites for a new high school.

3.3.7 Context For The Proposed Land Use

The Land Use Concept has been carefully integrated into the existing adjacent communities. This fit with the existing context is illustrated in a perspective view in Figure 3.3-2.

3.4 Land Use Designations and Land Resources

The Land Use Designations which are shown on the Ultimate Development Map are organized by: Residential Uses; Mixed Use and Commercial Uses; Retail Uses; Visitor Serving, Open Space, Recreation, and Habitat Uses; Institutional and Public Facilities; and Community ROW.

These designations reflect the desirable market-supported uses and public/institutional uses that are illustrated in the Land Use Concept Map. The permitted range of uses for designated land uses is summarized in Table 3.4-1.



3.4.1 Opportunity Sites/ Overlay Designation

The Plan employs the designation of “Opportunity Sites” for a range of desirable uses. This designation is treated as an “overlay” in order to identify sites where an opportunity exists for development of a desired land use, while recognizing that the particular use may not materialize there, due to the existence of competing sites or lack of market demand. Identification of an opportunity site implies compatibility with the designated land use. It is intended to encourage the development of the desired use.

3.4.2 Land Use Designations

The designated uses include:

- Residential Use Designations;
- Mixed Use and Commercial Designations;
- Retail Uses;
- Visitor Serving/Open Space/Recreation/Habitat Management;
- Institutional and Public Facilities; and
- Community ROW.

Table 3.4-2 summarizes the total acreage in each underlying land use designation for each jurisdiction with lands at the former Fort Ord: City of Marina, City of Seaside, and Monterey County.

For each land use designation, a Permitted Intensity establishes the range of development intensity, specifying:

- Dwelling units per acre for residential uses; and
- Floor area ratio (FAR) for Planned Development Mixed-Use, Office/R&D, Business Park/Light Industrial, and Retail uses.

Intensity of use for the other land uses varies according to their use and location, such as hotels, open space, and habitat management.

Residential Land Use Designation

The intensity of residential use for the Ultimate Development Plan utilizes Market Prototypes defined in the market analysis for residential uses and summarized in Section 2.3 Market Opportunities.

Land use designations in the Ultimate Development Concept, however, reflect an overall development intensity within which a range of residential prototypes would be appropriate. To provide flexibility and diversity within planning areas or districts, the land use designation shall set the range of permissible housing types and an overall maximum development intensity averaged over the entire planning area or district.



Figure 3.3-1, Land Use Concept Ultimate Development

This figure can be found within the “Maps” section off the homepage of the FORA CD-ROM Application.

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Figure 3.3-2, Proposed Land Use and Regional Context

This figure can be found within the “Maps” section off the homepage of the FORA CD-ROM Application.

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Table 3.4-1

Permitted Range of Uses for Designated Land Uses

Generalized Land Use Designation	Description	Permitted Range of Uses
<p>Low Density Residential (SFD)</p> <p>Ave. lot size = 8,000 SF; Range = 6,000 to 10,000 SF lots</p>	<p>This designation is intended to permit development of single family residences detached at an average overall density of 1 - 5 units per acre. Other single family attached dwelling types will be allowed under certain circumstances, such as duplexes, single-family attached, or accessory (i.e. mother-in-law) dwellings. It is recommended that no more than 10% of all units within a Low Density District may consist of attached housing.</p>	<p>Uses allowed within this land use designation include:</p> <ul style="list-style-type: none"> • SFD detached & attached; • MFD; • convenience retail (where designated); • parks; • certain types of commercial recreation, including golf courses and equestrian facilities; • schools; • day care centers, • houses of worship; • community centers; and • cemeteries.
<p>Medium Density Residential (SFD)</p> <p>Ave. lot size = 6,000 SF; Range = 4,000 to 8,000 SF lots</p>	<p>This designation is intended to permit development of single family residences detached at an average overall density of 5 - 10 units per acre. Other dwelling types will be allowed under certain circumstances, such as triplexes, duplexes, townhomes, single family attached or accessory dwellings.</p>	<p>Uses allowed within this land use designation include:</p> <ul style="list-style-type: none"> • SFD detached & attached; • MFD; • convenience retail (where designated); • parks; • certain types of commercial recreation, including golf courses; • schools; • day care centers; • houses of worship; • community centers; and • cemeteries.
<p>High Density Residential (MFD)</p>	<p>This designation is intended to permit development of multi-family residences at an average overall density of 10 - 20 units per acre. This designation creates a transition from existing developed urban centers and lower density residential and institutional districts. No more than 25% of all units within a High Density District may consist of attached housing at a density lower than 10 DU's per acre. Single family detached dwellings will not be permitted.</p>	<p>Uses allowed within this land use designation include:</p> <ul style="list-style-type: none"> • SFD attached; • MFD; • convenience retail (where designated); • parks; • certain types of commercial recreation, including golf courses; • schools; • day care centers; • houses of worship; • community centers; and • cemeteries.
<p>Residential Infill Overlay</p> <p>Ave. lot size = 4,000-5,000 SF</p>	<p>This designation is intended to encourage the development of medium-density residential uses in existing Army-built residential neighborhoods.</p>	<p>Uses allowed within this land use designation include:</p> <ul style="list-style-type: none"> • All uses permitted in the medium density residential (SFD) designation. • Educational and service uses appropriate to the support of University activities on CSUMB lands. • Cemeteries



Table 3.4-1 (Continued)

Permitted Range of Uses for Designated Land Uses

Generalized Land Use Designation

Description

Permitted Range of Uses

<p>Planned Development Mixed Use</p> <p>Gross FAR to .35, Density to 20 DU's/Acre</p>	<p>This designation is intended to encourage the development of pedestrian-oriented community centers that support a wide variety of commercial, residential, retail, professional services, cultural and entertainment activities. The intent is to locate this designation near future transit facilities or along transit corridors, and near commercial and employment centers. This designation creates a transition from existing developed urban centers and lower density residential and institutional districts.</p> <p>The City or County containing the Planned Development Mixed Use land use designation shall have the authority in various parts or areas with such designation to prohibit some of the overall set of uses which might otherwise be allowable in the areas having such a designation upon making a finding that there will be no adverse traffic impacts.</p>	<p>Uses allowed within this land use designation include:</p> <ul style="list-style-type: none"> • SFD detached & attached; • MFD; • convenience retail; • neighborhood retail; • regional retail • office/research and development uses; • entertainment uses; • commercial recreation; • parks; • community centers; • public buildings & facilities, including visitor centers, cultural centers, museums, transit centers, etc. • schools; • day care centers; • houses of worship; • business parks; • light industrial development uses; • open space/recreation uses; and • visitor serving where designated. <p>For UC MBEST: All of the Permitted Uses in the Planned Development Mixed Use Category as well as all of the following additional uses:</p> <ul style="list-style-type: none"> • educationally related uses; • research and development uses, including: <ul style="list-style-type: none"> - controlled production manufacturing facilities - production, assembly, testing, and repair facilities - warehousing and distribution facilities - employee recreational, dining, meeting, and public assembly facilities - screened open storage • other uses deemed by UC to be sufficiently similar • light industrial/service commercial uses related to: <ul style="list-style-type: none"> - fabrication, manufacturing assembly, or materials processing facilities - warehousing, storage, and wholesaling - service uses - laundromats and shoe repair - travel agencies, financial services, communications/data processing, and professional medical offices - restaurants and coffee shops • experimental agriculture; • special amenity uses subject to the approval by the City of Marina or County of Monterey Planning Director, and UC; and • interim uses subject to the approval by the City of Marina or County of Monterey Planning Director, and UC.
<p>Office/R&D</p> <p>Permitted Gross FAR = .25</p>	<p>This designation is intended to allow the development of commercial office/research and development facilities. Business park and light industrial facilities are not a permitted use within this designation.</p>	<p>Uses allowed within this land use designation include:</p> <ul style="list-style-type: none"> • office/research and development uses; • convenience retail; • food service uses; • visitor serving, where designated.



Table 3.4-1 (Continued)

Permitted Range of Uses for Designated Land Uses

Generalized Land Use Designation	Description	Permitted Range of Uses
<p>Business Park/Light Industrial</p> <p>Permitted Gross FAR = .20</p>	<p>This designation is intended to allow the development of business park and light industrial activities.</p>	<p>Uses allowed within this land use designation include:</p> <ul style="list-style-type: none"> • business parks; • light industrial development; • aviation-related industrial, where designated; • office/research and development uses; • convenience retail; • food service uses; • Interim development of commercial recreation and visitor serving facilities where designated.
<p>Convenience & Specialty Retail</p> <p>Range of leasing area = 10,000 to 100,000 SF</p> <p>Permitted Gross FAR = .25</p>	<p>This designation is intended to allow the development of commercial uses that are distributed to establish small scale centers to meet the needs of residential districts, and reduce their vehicular trips and trip lengths.</p>	<p>Uses allowed within this land use designation include:</p> <ul style="list-style-type: none"> • restaurants; • personal services • convenience retail (typically less than 10 to 20 KSF leasable area per store • specialty retail to accommodate unique stand-alone retail opportunities related to a special resource.
<p>Neighborhood Retail</p> <p>Range of leasing area = 100,000 to 300,000 SF</p> <p>Permitted Gross FAR = .25</p>	<p>This designation is intended to allow for development of daily retail and personal service uses related to a limited service area while minimizing the impacts of commercial activities on nearby residential properties. This designation excludes industrial and large scale regional commercial uses. It is intended to encourage the development of commercial activities to support the Fort Ord neighborhoods.</p>	<p>Uses allowed within this land use designation include:</p> <ul style="list-style-type: none"> • personal services; • food service uses; • supermarkets; • discount stores; • pharmacies; • neighborhood-oriented retail uses.
<p>Regional Retail</p> <p>Range of leasing area = 300,000 to 1,000,000 SF</p> <p>Permitted Gross FAR = .25</p>	<p>This designation is intended to allow for development of bulk retail centers related to a regional service area.</p>	<p>Uses allowed within this land use designation include:</p> <ul style="list-style-type: none"> • large-scale retail centers; • food service uses • entertainment-oriented uses • visitor-serving uses
<p>Visitor Serving</p>	<p>This designation is intended to promote development of hotel and resort uses, along with associated commercial recreation uses such as golf courses.</p>	<p>Uses allowed within this land use designation include:</p> <ul style="list-style-type: none"> • hotels; • conference centers; • restaurants; • golf courses.
<p>Open Space/ Recreation</p>	<p>This designation has been applied to all planned parkland which will be publicly owned, including Fort Ord Dunes State Beach. In certain cases it has been applied to encourage the development of commercial recreation opportunities such as equestrian centers or golf courses.</p>	<p>Uses allowed within this land use designation include:</p> <ul style="list-style-type: none"> • convenience retail, where specified; • commercial recreation dependent on large open spaces such as equestrian uses and golf courses; • public parks; • all types of recreation activities not specifically prohibited; • habitat management; • public amphitheaters; • environmental education activities.



Table 3.4-1 (Continued)
Permitted Range of Uses for Designated Land Uses

Generalized Land Use Designation	Description	Permitted Range of Uses
Habitat Management	This designation has been applied to all open space identified by the Habitat Management Plan as critical to the survival of the natural communities and sensitive species at Fort Ord.	<p>Uses allowed within this land use designation include:</p> <ul style="list-style-type: none"> • habitat management • ecological restoration activities • environmental educational activities • passive recreation activities, such as hiking, nature study, horse and bike riding.
School/University	This designation has been applied to publicly-owned and privately owned educational facilities, including both primary and secondary educational facilities both private and public.	<p>Uses allowed within this land use designation include:</p> <ul style="list-style-type: none"> • public primary schools and related office and maintenance uses; • higher education facilities and related uses, including university housing, sports facilities, support facilities, and open space; and • habitat management; environmental education.
Public Facility/Institutional	This designation has been applied to all manners of planned facilities having public/institutional ownership and/or public benefit.	<p>Uses allowed within this land use designation include:</p> <ul style="list-style-type: none"> • habitat management • light industrial • corporation and transit yards; • public utilities; • public training grounds; • public offices; • community colleges; • youth camps; • maintenance areas; • public airfields.
Military Enclave	This designation identifies lands retained by the United States armed forces for ongoing military-related activities within the former Fort Ord boundary.	<p>Uses allowed within this land use designation include existing military related activities such as:</p> <ul style="list-style-type: none"> • military housing; • schools; • day care centers; • houses of worship; • community centers; • reserve unit training; • exchange retail activities; • motor pool activities.
Opportunity Sites	This designation identifies sites where an opportunity exists for development of a desired land use, while recognizing that that particular use may not materialize there, due to the existence of competing sites or lack of market demand. Identification of an opportunity site implies compatibility with the designated land use. It is intended to encourage the development of the desired uses.	<p>Opportunity sites have been identified for the following activities:</p> <ul style="list-style-type: none"> • a high school; • hotels; • golf courses; • equestrian centers; • a regional visitor center.



**Table 3.4-2
Land Resources**

General Land Use Designation	Permitted Intensity	Summary by Jurisdictions (acres)			Totals (acres)
		Marina	Seaside	Mont. County	
RESIDENTIAL USE DESIGNATIONS					
SFD Low Density Residential	1 - 5 DU's/Acre	—	—	924	924
SFD Medium Density Residential	5 - 10 DU's/Acre	594	751	412	1,757
MFD High Density Residential	10 - 20 DU's/Acre	—	24	0	24
Residential Infill Opportunities		(559)	—	(555)	(1114)
MIXED USE AND COMMERCIAL DESIGNATIONS					
Planned Development Mixed Use	up to .35 FAR and 20 DU's/Acre	1,094	99	1,024	2,217
Office/R&D	.20 to .35 FAR	—	—	404	404
Business Park/Light Industrial	.20 FAR	271	—	—	271
RETAIL USES					
Convenience Retail Overlay(1)	.25 FAR	3 sites	6 sites	13 sites	22 sites
Neighborhood Retail	.25 FAR	—	54	—	54
Regional Retail	.25 FAR	—	44	—	44
VISITOR SERVING/OPEN SPACE/RECREATION/HABITAT MANAGEMENT					
Visitor Serving (2)	varies	—	375	169	544
Golf Course Opportunity Site Overlay		2 sites	2 sites	3 sites	7 sites
Hotel Opportunity Site Overlay		2 sites	1 site	3 sites	6 sites
Equestrian Opportunity Site Overlay		—	—	3 sites	3 sites
Open Space/ Recreation (3)	See Conservation Element	90	113	1,805	2,008
Habitat Management	See Conservation Element	170	962	14,819	15,951
INSTITUTIONAL AND PUBLIC FACILITIES					
School/University	N/A	265	472	342	1,079
Alternative High School sites Overlay		2 sites	—	—	2 sites
Public Facility/Institutional	N/A	391	59	231	681
Military Enclave	N/A	—	713	45	758
COMMUNITY RIGHTS-OF-WAY	N/A	497	570	96	1,163
				Total Acreage	27,879
NOTES					
(1) permitted use in Mixed Use District					
(2) Includes Golf Courses					
(3) Includes sufficient neighborhood/community park area reserves to serve anticipated Buildout population at local standards (see figures 4-13,14,15)					

Framework for the Reuse Plan



The designation of residential lands within the Ultimate Development Plan provides a balance of land supply reflecting market demand segmentation. The range of permitted uses includes: both detached and attached homes, convenience retail, parks, some commercial activities including golf courses, schools, day care centers, houses of worship, and community centers.

The land use designations for the Ultimate Development Plan accommodate:

SFD Low Density Residential: Up to 5 Du/Ac (dwelling units per acre) and average lot sized of 8,000 sq. ft. and range 6,000 to 10,000 sq. ft.. Overall density will range from 0 and 5 units per acre, mostly of larger detached homes. It is recommended no more than ten percent of the homes may consist of attached homes.

SFD Medium Density Residential: Up to 5 Du/Ac and average lot size of 6,000 sq. ft. and range 4,000 to 8,000 sq. ft.. Overall density will range from 5 and 10 units per acre, mostly of larger detached homes. It is recommended that no more than 25 percent of the homes may consist of attached homes.

MFD High Density Residential: up to 10-20 Du/Ac. This designation creates a transition from existing developed urban centers and lower density residential and institutional districts. Overall density will range from 10-20 units per acre.

Residential Infill Opportunities: up to 5-10 Du/Ac and average lot size range 4,000 to 5,000 sq. ft.. This use is intended to encourage renovation and redevelopment in the existing Army-built residential neighborhoods. This designation also includes MFD housing type renovation and infill opportunities.

Planned Development Mixed Land Use

The use is intended to encourage the development of pedestrian-oriented community centers. They will contain a wide variety of residential detached and attached homes, commercial, various retail, professional office, cultural civic centers, parks, community centers, schools, churches, day care centers, transit centers, and entertainment uses. The typical development intensity for this use is a gross FAR of .35 and housing density of up to 20 dwelling units per acre. The highest FAR (.35) has been targeted at the Marina Town Center and UC MBEST to reflect these key locations within the former Fort Ord and their potential to play a significant long-range role in the reuse of the base.

Office/R&D Land Use

The typical development intensity for this use is a gross floor area ratio (FAR) of 0.20. This is based on a net .25 to represent market-oriented development prototypes. A 20% allocation is provided for on-site roads and storm water management. The gross FAR is based on applying a net .25 FAR on the remaining land ($80\% \times .25 = .20$ FAR). This intensity of development will typically rely on surface parking.

Some areas have been assigned higher FAR's to reflect the specific market segment or strategic location that will be able to attract more intensive development (.28 to .35 FAR). These intensities will generally rely on surface



parking, though the higher end of the range could also result in some parking structures.

Business Park / Light Industrial Land Use

The typical development intensity for this use is a gross FAR of .20. This is based on a net .25 FAR to represent market-oriented development prototypes. A 20% allocation is provided for on-site roads and storm water management. The gross FAR is based on applying a net .25 FAR on the remaining land ($80\% \times .25 = .20$ FAR). This intensity of development will typically rely on surface parking.

Some areas have been assigned lower FAR's to account for the presence of significant stands of oak trees, more rolling topography, or are retained as assumptions used in the January 1995 FORIS Infrastructure Plan (.13 to .15 FAR).

Convenience Retail Opportunity Site Overlay Land Use

This type of retail will be encouraged in a more dispersed pattern to support the residential development patterns (see "+" symbol on Ultimate Development Map). It is an overlay designation preserving flexibility in their location. Retail and services are generally served with surface parking in a combination of off-street and on-street locations. The size of the convenience centers is expected to range from 10,000 to 100,000 sq. ft. The centers typically include: restaurants, personal service, and other services to meet the needs of residential and commercial districts.

Neighborhood Retail Land Use

Neighborhood retail will range from 100,000 to 300,000 sq. ft. with a permitted gross FAR of .25. These centers will typically include: personal and food services, supermarkets, discount stores, pharmacies, and small neighborhood-oriented shops and services. Neighborhood Retail Centers are intended to reinforce the role of the Villages at the former Fort Ord. Two locations have been designated as Neighborhood retail, one adjacent to the CSUMB campus at the southeast corner of the intersection of General Jim Moore Boulevard and Light Fighter Lane, and one at the connecting road between Coe Avenue and the proposed East boundary Road. In addition, neighborhood retail uses are permitted in the planned development mixed-use districts. It is expected that several neighborhood centers will be incorporated into this designation in the City of Marina.

Regional Retail Land Use

Regional retail will range from 300,000 to 1,000,000 sq. ft. with a permitted gross FAR of .25. These uses include: large-scale retail centers, food service, entertainment, and visitor-serving uses. The regional retail uses are located in proximity to convenient vehicular access from State Highway 1 in the planning



areas at the western end of the CSUMB campus: 1) the Marina Town Center (mixed-use corporate center); and 2) the Seaside University Planning Area (Gateway Regional Entertainment District).

Visitor-Serving Land Use

Permitted uses include hotels, conference centers, restaurants, and golf courses. Each individual location will take on an appropriate size and character based on the setting. There are sufficient land resources to accommodate the distribution of hotel rooms in the Ultimate Plan within a low-rise building configuration. It is anticipated that most new hotel sites will also be associated with a golf course to enhance the operating performance of this visitor-serving land use.

Additional Visitor-Serving Opportunity Site Overlays

The Ultimate Development Plan and Map (see * symbol on Map) utilizes a series of overlay districts to allow for future planning based on need and demand for golf courses, hotels, and equestrian centers. Their precise location is based on local community desires. The Plan provides several opportunity sites to retain long-term flexibility.

Open Space/Recreation Land Use

This land use designation includes all park land which will be publicly owned, including Fort Ord Dunes State Park, regional parks, community parks, and neighborhood parks not identified in the land use concept but designated as permitted use in all districts. Permitted uses in this district include: habitat management; active and passive public parks; commercial recreation such as golf, equestrian centers, public amphitheaters, etc; educational facilities; and a limited amount of supporting convenience retail uses.

Habitat Management Land Use

This land use designation applies to all open space identified by the HMP as critical to survival of the natural communities and sensitive species. Limited uses include: ecological restoration and educational activities, and passive recreation such as hiking, nature study, horse and bike riding, and infrastructure services and facilities (water, power, and wastewater systems).

Public Facility/Institutional Land Use

This land use allows for light industrial, corporate and transit yards, public utilities and infrastructure, public training grounds, public offices, community colleges, youth camps, habitat management, and public aviation related uses.

School/University Land Use

This land use applies to publicly owned and privately owned educational facilities, including such uses as primary and secondary schools, higher education



classrooms, administrative offices, sport facilities, university housing, open space, and habitat management.

Alternative High School Opportunity Site Overlay Land Use

This land use opportunity site identifies alternative general locations for a new high school in Marina.

Military Enclave Designation

This designation identifies land retained by the U.S. Armed Forces for ongoing military related activities within the former Fort Ord boundary. This includes the POM Annex, military housing, schools, day care facilities, churches, community centers, reserve training centers, exchange retail activities, and motor pool activities.

3.5 Circulation Concept

It is clear that the redevelopment of the former Fort Ord, plus growth throughout the remainder of Monterey County and the region, will significantly increase the demand placed on the region's transportation infrastructure and services. To some extent, the increases in travel demand will be managed by building or improving transportation facilities, but there also exists a variety of concepts and objectives that can be used to minimize the demand for vehicle trips as an alternative to increasing roadway capacity. The approach taken as part of the Fort Ord Reuse Plan seeks to balance these two components to achieve a transportation system that is both financially feasible and operationally acceptable.

The Circulation Framework provides an overview of the proposed transportation system of the Fort Ord Reuse Plan. The overview focuses on a proposed transportation system for the year 2015, chosen because it represents the latest year for which regional land use data and network forecasts are available. These forecasts, along with similar information for the former Fort Ord, will be used to model travel demand for 2015 and estimate performance levels of the regional network. The Circulation Framework includes an overview of the key links in the transportation network and related concepts. Specific design and operating details are provided in the technical working papers that are background to the Reuse Plan.

3.5.1 Regional Network

There are several outstanding issues related to the regional (CMP network) transportation facilities. Most of these issues are also relevant to the local jurisdictions where the potential roadway improvements will take place.



State Highway 1 Widening

The 1993 Regional Transportation Plan (RTP) recommended that State Highway 1 be increased to six lanes from State Highway 68 to Fremont Boulevard, with modifications to the Fremont interchange. However, none of these improvements are currently funded in the State Transportation Improvement Program (STIP) or in the RTP's Action Element.

The California Coastal Commission has indicated that there should be no widening of State Highway 1 to accommodate Fort Ord reuse unless all other feasible alternatives for serving the transportation demand of the base have been exhausted (California Coastal Commission, February 1994). The close proximity of the roadway to the coastline introduces significant environmental concerns involving both habitat and wetlands issues.

Estimates vary as to the extent of congestion on State Highway 1. Caltrans currently estimates service levels on State Highway 1 to be LOS F south of the Marina Del Monte interchange (LOS C to the north). The Marina Airport Environmental Impact Report (EIR) reported the LOS to be in the C/D range. In any case, it is agreed that the development of the former Fort Ord area will result in an increased demand on this facility.

State Highway 1 Interchanges

Issues have also arisen related to the design and operation of key interchanges in the former Fort Ord area. In fact, the increased volumes due to the development of the former Fort Ord could require the redesign of four major interchanges on State Highway 1 within the cities of Marina, Seaside, and Sand City. Specifically, the interchanges at Del Monte Boulevard, 12th Street, Light Fighter Drive, and Fremont Boulevard could require redesign. In addition to circulation and safety issues, the redesign would have to include consideration of how new roads might link the reuse area with State Highway 1 and the impact of increased volumes on existing roadways.

One specific concern that has been expressed is the potentially insufficient distance for complex merges and weaves between the 12th Street/Main Gate and Del Monte Boulevard interchanges. The current alignment and demand here is acceptable, but as the demand increases from development of the former Fort Ord, the situation may become critical.

Another specific issue is the operation of the local street system at the Fremont Boulevard interchange. There are several factors contributing to this issue:

- the convergence of Del Monte Boulevard, Fremont Boulevard, Military Avenue, and Ord Avenue in close proximity to the interchange;
- the increased demand on the interchange due to new developments in the immediate vicinity, including the approved additional shopping center development in Sand City along Del Monte Boulevard; and
- the railroad tracks on the east side of the interchange.



For Fort Ord, the connection of Coe Avenue to State Highway 1 (via Ord Avenue) through this interchange is important, but is not emphasized as a primary access route. Caltrans is currently working with the cities of Seaside and Sand City on the issues related to access to State Highway 1 at this interchange and proposals for new development in the immediate vicinity of the interchange.

State Highway 68

This Salinas-Monterey corridor is currently experiencing heavy congestion during peak periods where it is a two-lane facility. Caltrans is completing an environmental assessment for a major improvement to State Highway 68 that includes as alternatives the widening of the existing roadway, and a new alignment north of the existing roadway through a portion of the base reuse area. An improved State Highway 68 would provide an attractive alternative to Blanco and Davis Roads for travel between U.S. 101 and the Peninsula.

Westside Bypass

The proposed Westside Bypass is to be a four- to six-lane facility extending from the Espinosa/Russell interchange of U.S. 101 to Blanco Road. The alignment of the proposed roadway has yet to be determined. Included within the consideration of alignment will be its initial and ultimate sizing and the right-of-way requirements for the Bypass. TAMC completed the Westside Salinas Bypass and Fort Ord Multimodal Corridor Transportation Study in July 1993. The study reviewed alternative Westside Bypass locations to relieve congestion in Salinas, but no conclusive recommendations were made because of insufficient information on future traffic demands associated with reuse of the former Fort Ord. As stated in the Monterey County RTP, alternatives for the Westside Bypass will be finalized by TAMC, Monterey County, the City of Salinas, and the agricultural community as part of a separate study.

Blanco Road/Davis Road

The Blanco/Davis corridor serves as the primary connection from the former Fort Ord area to Salinas and U.S. 101. Both of these facilities are two-lane roads through agricultural land, and traffic operations are complicated by farm vehicles using the road. Both Blanco and Davis currently operate at poor service levels. As the former Fort Ord is redeveloped, the demand on this corridor will increase significantly.

Currently, there are plans for widening Blanco Road as part of the Westside Bypass project, but there are open issues about the right-of-way requirements. The right-of-way requirements for both the Westside Bypass and Blanco Road will be assessed by considering the number of lanes necessary to carry automobile traffic for short-, medium-, and long-term needs of the reuse area, and also whether the right-of-way should include space for transit or HOV facilities. Previous analysis has suggested that as many as six lanes may be required and recommendations have been made for right-of-way for transit or HOV facilities. These recommendations directly conflict with the desire to minimize the amount of agricultural land lost through the widening of Blanco Road and the development of the Multimodal Corridor.



Multimodal Corridor

The phrase “Multimodal Corridor” is used here to refer to a high-capacity transit corridor between the former Fort Ord and Salinas. As mentioned above, there is a significant concern regarding the alignment and the conveyance of the right-of-way for this corridor. Other unresolved issues include the type of facility (rail, light rail, bus, or exclusive HOV) and level of service (operating hours, frequency).

State Highway 156

This Highway in northern Monterey County provides a direct connection between U.S. 101 and State Highway 1. It is part of the primary route between the Peninsula and points north on U.S. 101 including the San Francisco Bay Area. Although short in length, this portion of roadway can act as a significant bottleneck. For the majority of its length, Highway 156 is only one lane in each direction. With traffic volumes of over 25,000 vehicles per day, the two-lane portion of Highway 156 currently operates at LOS E. Elimination of this bottleneck is important for both existing and future regional mobility. For the former Fort Ord, the efficient operation of this facility is especially significant as it provides a vital link between the proposed educational and high technology centers on the base and those in the San Francisco area, notably, Silicon Valley.

3.5.2 Fort Ord Network Issues

In some regards, the design of the transportation network within the former Fort Ord is beginning with a relatively “clean slate.” However, there are several factors that will guide and constrain the on-site network. First, the network must meet the needs of the development that is part of the base reuse, but should do so while minimizing infrastructure costs. To do so, the use of existing facilities will be maximized. It is important to consider connections to existing facilities outside the former Fort Ord area.

Planned improvements to other facilities should be considered as well. For example, the transportation network within the former Fort Ord will be influenced by the ultimate decision on the improvements to the Blanco/Davis corridor. Also, improvements to State Highway 1 could result in reduced demand for Fort Ord roadways. Interchange improvements to State Highway 1 at 12th Street and Light Fighter Drive would provide better freeway access to and from the former Fort Ord. Another critical issue for the former Fort Ord is the Multimodal Corridor, which could provide a significantly higher level of transit service (and therefore potentially less demand for the roadway network).

Marina

Several of the regional network issues are applicable to the Marina area. These include the widening issues on State Highway 1 in the Marina area and the interchange concerns at Del Monte Boulevard. Another issue is the level of access between the former Fort Ord and currently developed areas within Marina. Also of concern is the alignment of the proposed extension of California Avenue



north of Reservation Road. The extension of California Avenue would require disturbance in prime habitat in a portion of UC Natural Reserve System. This extension is not discussed or evaluated in the Habitat Management Plan (HMP) and if proposed to be constructed will require new environmental analysis and mitigation. The City of Marina and UC are currently discussing this matter.

Seaside

The regional issues related to the State Highway 1 widening and interchange improvements (particularly at Fremont Boulevard) are of significant importance to Seaside. In addition, the City of Seaside has expressed several other concerns. One issue is the connection from State Highway 68 to the former Fort Ord. Within the 2015 timeframe, access to the former Fort Ord from State Highway 68 will be provided via State Highway 218 and General Jim Moore Boulevard. In the ultimate network configuration, the proposed State Highway 68 freeway will have a new interchange (Eastside Road) leading into the former Fort Ord.

Another issue is improved access from State Highway 1 to the planned visitor-serving land uses on the golf courses and the surrounding residential areas. The City has proposed a new interchange between the Fremont Boulevard interchange in Sand City and the Main Gate entrance to the former Fort Ord. TAMC is currently evaluating the need for a new interchange structure at this location.

Seaside would also like to reconfigure the neighborhood street system in existing residential areas on the former Fort Ord, specifically in the Hayes and Stillwell Park areas. The current street system does not meet the standards for the amount of housing planned in these areas.

Del Rey Oaks

State Highway 68 is a key roadway for Del Rey Oaks, so issues related to improvements on State Highway 68 are directly relevant to Del Rey Oaks. The Caltrans proposal to realign State Highway 68 may impact the intersection at Canyon Del Rey Road. The realignment could result in land use and fiscal impacts on the city due to the potential loss of commercial property at the east entrance to the community. The proposed right-of-way will pass through the majority of the remaining vacant land in Del Rey Oaks with commercial zoning. It may also require the condemnation of the Tarpey's restaurant site, an historic structure and an important landmark. The resulting intersection of new State Highway 68, old State Highway 68, Canyon Del Rey Road (State Highway 218), and the access road for the Montera Ranch development may present a significant circulation problem at the east entrance to the city.

Del Rey Oaks has also acknowledged concern regarding access to the former Fort Ord at General Jim Moore Boulevard. They believe there is a need to open the gate at General Jim Moore Boulevard/Boundary Road to accommodate the demand on State Highway 218 and the demand to the proposed conference center, hotel, and golf course. In conjunction with this gate opening, the City has suggested that this intersection be upgraded with a

signal and that State Highway 218 should be increased to four lanes from General Jim Moore Boulevard to State Highway 68 to maintain an appropriate level of service in this area.

Monterey County

The Westside Bypass and improvements to both Blanco and Davis Roads would significantly impact parts of the Monterey County network. Issues related to these roadway projects and the Multimodal Corridor are a key part of future planning for Monterey County. These issues were discussed in Section 3.1.

City of Monterey

An area in the southern portion of the former Fort Ord has been designated as Open Space/Recreation land use, but is also potentially the site for the alignment of the State Highway 68 alternative corridor as discussed under Section 3.1. The City is preparing for both uses, considering a campground and commercial recreation as interim use. If the area is later used for highway purposes, Caltrans will provide the City with a community park site at another location.

3.5.3 Funding Issues

It is generally agreed that the financing of the transportation improvements necessary to serve the base reuse plan will require funding derived from impact fees for the base reuses. What has not been determined is the total cost for infrastructure (including non-transportation improvements), the amount of development fees that would be required to fund the infrastructure improvements, and whether there might be a shortfall in funding that would have to be met by other areawide or countywide funding mechanisms

3.5.4 Proposed Roadway Network

The redevelopment of the former Fort Ord will increase the demand for transportation infrastructure and services both within the base area and the region. The Circulation Concept for the former Fort Ord includes strategies and improvements for the system within the base, as well as for those regionally significant facilities that provide access to the former Fort Ord. This plan is comprised of two key elements: a roadway network that includes building or improving roadway facilities, and a demand management network that consists of strategies and actions that can be used to minimize the demand for vehicle trips as an alternative to increasing roadway capacity.

In developing a roadway network for the Reuse Plan, the key goals were to reduce the infrastructure needs, both internally to the former Fort Ord and regionally, and to reduce traffic volumes on key roadways as an effort to eliminate or reduce deficient service levels and other traffic-related impacts. A particular area of concern that was addressed was that of traffic volumes along the 12th/Imjin and Blanco corridor. The principal method used to achieve these goals



was to enhance the distribution of trips among the travel routes available. This is accomplished by enhancing regional access alternatives, providing additional local access routes, and enhancing the internal circulation system to reduce through trips on facilities in the higher density or otherwise sensitive areas. The demand management element of the Reuse Plan is also critical to these system goals.

The proposed roadway network for the former Fort Ord area is illustrated in Figure 3.5-1. From a regional perspective, the proposed network includes a number of major improvement projects with varying levels of relationship to the reuse of the former Fort Ord. In some instances, these improvements address existing system deficiencies. Others are proposed with the intent of improving access to the former Fort Ord, recognizing the environmental and financial constraints. It should be noted that funding for most, if not all, of these improvements is not yet secured. For the most part, the proposed regional improvements are consistent with those included in the FORIS project. Key features of the regional road system are described below.

The preferred scenario in the Fort Ord Reuse Plan projects the former Fort Ord's contribution to added trips in terms of percentage increase. The percent given is equal to the percent of growth (new trips) with one trip end in the former Fort Ord. For financing purposes, a trip with only one end in the former Fort Ord was split 50/50 with North County.

Westside Bypass

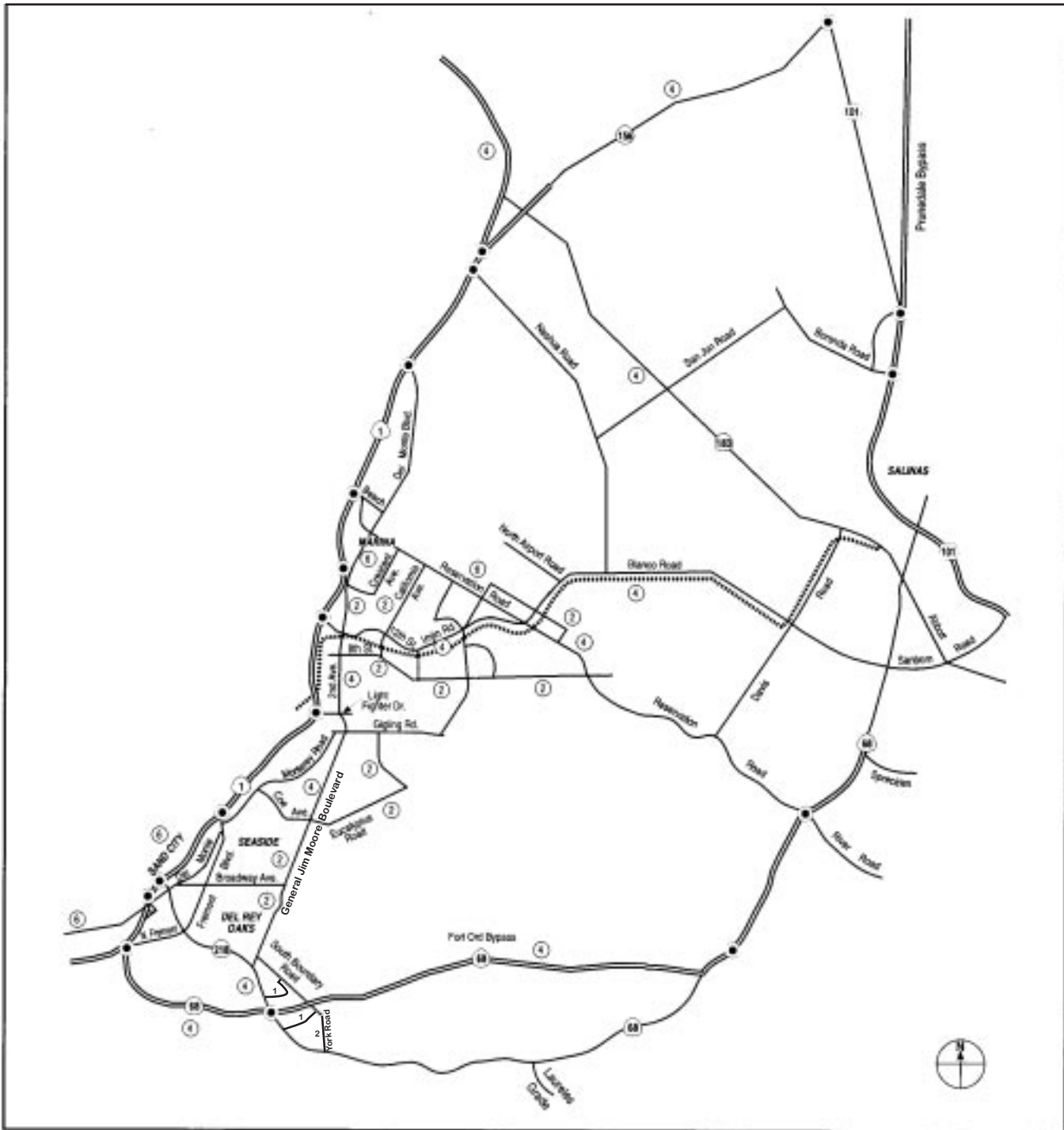
The proposed ultimate network includes the construction of a limited access, multilane facility between U.S. 101 at Boronda and the Davis-Blanco intersection. For this discussion, improvements to Davis and Blanco are described separately below.

U.S. 101

No improvements directly related to the reuse of the former Fort Ord are required, but the proposed network does include the Prunedale Bypass.

State Highway 1

Based on the constraints described in the previous chapter, the proposed roadway network assumes limited improvement to this facility in the former Fort Ord area. This improvement includes the widening of the Highway to six lanes between the Fremont and Del Monte Interchange resulting in a network pattern intended to minimize the impact on State Highway 1 in this area. The preferred scenario in the Fort Ord Reuse Plan projects the former Fort Ord's contribution to added trips to be 32% in the period 2015. The 2015 network also assumes completion of the Hatton Canyon improvements in the Carmel area, even though the transportation modeling indicates that Fort Ord's contribution to traffic on the Hatton Canyon link is not significant.



LEGEND	
	Freeway
	Multimodal Corridor ROW
	Interchange
	Number of Lanes
1	The modifications to the Reuse Plan adopted by the FORA Board on June 13, 1997 specify that an 80-foot wide floating easement shall be provided connecting Ryan Ranch Road to South Boundary Road and Upper Ragsdale Drive to South Boundary Road in the York Road Planning Area.
2	The modifications to the Reuse Plan adopted by the FORA Board on June 13, 1997 specify that an 80-foot wide floating easement shall be provided connecting Ryan Ranch Road to South Boundary Road and Upper Ragsdale Drive to South Boundary Road in the York Road Planning Area.

Figure 3.5-1
**Proposed 2015
 Transportation Network**



State Highway 68

For the 2015 network, it is assumed that the Highway 68 By-Pass freeway will be built. This four-lane facility will run through the southern portion of the former Fort Ord. The preferred scenario in the Fort Ord Reuse Plan projects the former Fort Ord's contribution to added trips to be 6.5% in the period to 2015.

State Highway 218

This facility will be improved between State Highway 68 and North-South Road. The preferred scenario in the Fort Ord Reuse Plan projects the former Fort Ord's contribution to added trips to be 44% in the period to 2015.

Blanco Road

Upgrading of this facility between Davis and Reservation is proposed, although improvements to other portions of the network (notably Davis, Reservation and Inter-garrison) are intended to provide attractive alternatives and lessen demand on Blanco. The preferred scenario in the Fort Ord Reuse Plan projects the former Fort Ord's contribution to added trips to be 60% in the period to 2015.

Davis/Reservation

The upgrading of Davis between Blanco and Reservation, and Reservation between Davis and Inter-garrison is proposed with the intent of establishing this route as an attractive alternative to Blanco between the former Fort Ord and Salinas. The objective of this approach is to lessen the magnitude and impact of improvements along both corridors. The preferred scenario in the Fort Ord Reuse Plan projects the former Fort Ord's contribution to added trips on Davis to be 75% in the period to 2015.

The roadway network also includes the designation of the major roadways that will provide circulation within the reuse area, and improvements to local roads adjacent to the base. In general, this system of major roads provides access to the regional network via the existing entrance locations at 12th Street, Main Gate (Light Fighter), Imjin Road, Inter-garrison Road, Broadway Avenue and General Jim Moore Boulevard at State Highway 218. Within the base, these roads connect the entrance points and provide for internal circulation. The Reuse Plan also identifies a limited number of key collector roads that provide access to major development areas. (See Figure 3.5-2, Roadway Classification & Multimodal Corridor.)

State Highway 156

This highway is considered a vital link between the Peninsula, and the former Fort Ord in particular, and the San Francisco Bay Area. Under the proposed network, the two-lane portion of Highway 156 would be upgraded to a four-lane expressway by the year 2015. As a result, this facility would operate at



LOS C and would attract trips that otherwise divert to alternative routes in Northern Monterey County. The preferred scenario in the Fort Ord Reuse Plan projects the former Fort Ord's contribution to added trips to be 11.7% in the period to 2015.

State Highway 183

This roadway provides the most direct connection between Salinas and points north on Highway 1 including Castroville and Santa Cruz. To alleviate congestion and provide relief to other routes (U.S. 101 and Highway), the proposed network includes widening of Highway 183 to four lanes between Castroville and Salinas by the year 2015. The preferred scenario in the Fort Ord Reuse Plan projects the former Fort Ord's contribution to added trips to be 1.5% in the period to 2015.

Del Monte (Monterey)

This facility provides the primary link between the Peninsula and points to the east including Highway 1 and the former Fort Ord. Improvements to sections of this roadway are underway. The 2015 network includes widening of this facility from four to five lanes from Monterey to Highway 1. This widening assures increased traffic from reuse of Fort Ord. The preferred scenario in the Fort Ord Reuse Plan projects the former Fort Ord's contribution to added trips to be 50% in the period to 2015.

Key components of the roadway network within and adjacent to the former Fort Ord, including changes from the FORIS plan, are described below.

12th Street/Imjin Road

This remains a key corridor between State Highway 1 and Reservation Road in the former Fort Ord. In comparison to the FORIS plan, the Reuse Plan seeks to reduce demand along this corridor by upgrading alternative routes, eliminating the direct connection to Blanco Road prior to 2015, and reducing the capacity. This was done to mitigate the impacts associated with the high demand on State Highway 1, the 12th Street interchange, and Blanco Road, and within the higher-density development area in the former Fort Ord.

Intergarrison Road/8th Street

Various improvements to this facility are proposed, including a connection to Gigling Road. These measures are intended to make this route more attractive to drivers for accessing the southern portion of the reuse area from the east, thus reducing the demand on Blanco Road and the 12th Street/Imjin Road corridor. West of the connection to Gigling Road, however, Intergarrison Road will be de-emphasized as major vehicular route with greater emphasis placed on pedestrian and bicycle traffic. Between the CSUMB campus and the designated mixed-use area, 8th Street will be a multilane facility, but with design features (e.g., intersection and signal spacing) that reflect an urban, circulatory character.



Figure 3.5-2, Roadway Classification and Multimodal Corridor

This figure can be found within the “Maps” section off the homepage of the FORA CD-ROM Application.

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Gigling Road

This facility will be upgraded between General Jim Moore Boulevard and the Intergarrison connector. Gigling Road will serve as the major roadway serving the area immediately south of the CSUMB campus.

Del Monte/2nd/General Jim Moore Boulevard

This corridor will serve as the north-south spine through the reuse area. Del Monte Boulevard will be extended southward from Marina to form a single, multilane roadway extending to the existing General Jim Moore Boulevard/Eucalyptus Road intersection. For 2015, General Jim Moore Boulevard will continue to be used south of this point connecting with both Broadway and Highway 218. In the ultimate network, the portion of General Jim Moore Boulevard between Eucalyptus and Broadway will be eliminated where it will feed into the new Eastside Road described below. The section south of Broadway to State Highway 218 will be maintained. The 2nd Avenue portion of this corridor will serve the key commercial and mixed-use development areas within the former Fort Ord. This facility will be designed to emphasize its role in serving as the primary circulation and access route for these areas, and de-emphasize it as an alternative to State Highway 1.

Eastside Road

A new multilane facility is proposed along the eastern portion of the primary redevelopment area in the former Fort Ord. In its ultimate form, this facility will provide a connection between the proposed State Highway 68 freeway and Imjin Road. For the year 2015, this facility will extend as far south as Gigling Road, with access to State Highway 68 via State Highway 218 and the existing General Jim Moore Boulevard. Improvements to each of these segments are proposed to support this circulation pattern. A connection to the General Jim Moore Boulevard/Coe Avenue intersection will be built along with this facility. Eastside Road will serve as a primary southwest-northeast corridor. In this manner, it will serve to reduce demand along State Highway 1, 12th Street and the Del Monte/2nd/General Jim Moore Boulevard corridor.

Fort Ord Expressway

The Reuse Plan does not include the Fort Ord Expressway. Portions of this expressway are covered by the proposed Eastside Road, but the currently proposed land use and transportation plans are intended to eliminate the need for this high-cost facility.

Abrams Drive

From the west, Abrams Drive will be extended from Del Monte Boulevard to Crescent. From the east, Abrams Drive will be extended along the existing Fort Ord-Marina boundary to California Avenue. This facility will serve primarily as a collector for the residential areas on either side.



City of Marina Access

Under the Reuse Plan, access to the former Fort Ord from other areas of Marina will be provided via regional facilities to existing gates off of State Highway 1 and Reservation Road. The Reuse Plan includes additional access via Del Monte Boulevard and Abrams Drive, and the extensions of Salinas Avenue and California Avenue.

City of Seaside Access

From Seaside and the Peninsula, access is provided off of State Highway 1, with primary local access via Broadway Avenue. Secondary access will be provided via Coe Avenue, but use of this route is to be limited due to constraints at the Fremont Boulevard/Coe Avenue interchange. In recognition of this, the Reuse Plan does not include the upgrading and widening of Coe between Fremont and North-South Road contained in the FORIS plan.

Right-of-Way Reservation

The Reuse Plan includes the preservation of right-of-way for possible facilities beyond the year 2015. These include the extension of Eastside Road from Broadway to State Highway 68, a State Highway 68 freeway, and a roadway connecting State Highway 1 to Blanco Road north of the Marina Airport. Another feature is the reservation of right-of-way along Blanco Road, Imjin Road, 8th Street and 1st Avenue for a high-capacity transit corridor, referred to as the Multimodal Corridor.

3.5.5 Demand Management

The proposed roadway network addresses many of the key issues raised and much of the increased transportation demand that will result from the reuse of the former Fort Ord. To supplement the roadway improvements, there are a number of strategies that can be pursued to reduce the demand for vehicle trips. Taking steps to reduce the number of vehicle trips can also lead to reduced infrastructure costs. Land use and transportation strategies are incorporated into the Reuse Plan to reduce vehicle demand and encourage walking and bicycle use.

Jobs/Housing Balance

Providing a jobs/housing balance is intended to encourage employers to locate in areas where there are significantly more residents than jobs and to add housing development near employment centers. Efforts to create a jobs/housing balance should ensure that the jobs provided are compatible with the skill-levels and income expectations of nearby residents. Developing jobs and housing in proximity to each other provides an opportunity to reduce the travel demands on key regional facilities by reducing the length of the trip and/or shifting a vehicle trip to an alternative mode. The Reuse Plan seeks to achieve a better job/housing balance within the former Fort Ord. The desired result of this balance is the reduced demand on those regional roadways connecting employees living off-base with employment centers on-base.



Mixed-Use Development/Increased Densities

The Reuse Plan includes the designation of mixed-use, high-density areas adjacent to the CSUMB campus. In a mixed-use development, a variety of compatible land uses are located in proximity to one another. If a mixed-use development includes commercial uses that serve offices and/or residences, employees and residents can patronize the commercial uses without making a vehicle trip. Another development may include a variety of commercial land uses, maybe including restaurants and entertainment facilities, that make it possible for those that do drive to make a single vehicle trip to the mixed-use development rather than multiple vehicle trips. Regardless of how persons arrive at such a center, they will be able to make many trips by walking once they arrive at such a mixed-use center; such trip linkage would not be possible in a single-purpose area. Increasing the density of a mixed-use development results in a decrease in the distances between uses, further encouraging walking and reducing vehicle travel. In single-use developments, higher densities can mean greater opportunities for carpooling and transit service.

Design of the Street Networks

Effective street design can also promote reductions in vehicle trips. In particular, grid networks can reduce vehicle miles traveled (VMT) by reducing the distance that needs to be traveled between two points (as compared to networks where cul-de-sacs predominate). A grid network also provides more direct routes for pedestrians and bicyclists. In all cases, the proposed road designs/rights-of-way should accommodate sidewalks, bike paths, and transit features, such as pullouts. Traffic calming measures should also be considered to slow vehicle speeds to levels that are compatible with pedestrian and bicycle use. Some examples of traffic calming measures are street narrowing, vehicle diverters, speed humps, and other pavement treatments. As the Fort Ord transportation plan is defined in greater detail, these principles will be applied where appropriate.

Pedestrian Facilities

By providing pedestrian facilities and routes, walking can be encouraged as an alternative to vehicle use. Even if transit stops are placed near residential areas, or if a mixture of uses are located in proximity to one another, vehicle trips will not be reduced if safe places to walk are not provided. Pedestrian treatments include wide sidewalks, pedestrian-only facilities, crosswalks, direct and continuous routes, and pedestrian phasing at traffic lights. Creating an interesting pedestrian environment with landscaping and minimal building setbacks in commercial areas also helps to encourage pedestrian activity. Streets with fast vehicular traffic are not usually perceived as a pleasant pedestrian environment. This can be offset with traffic calming measures or by providing a barrier between pedestrians and vehicles (e.g., parked cars and trees). Design standards for roadways within the former Fort Ord include rights-of-way for pedestrian facilities.



Bicycle Programs

Bicycle programs are implemented to accommodate and encourage the use of bicycles as an alternative to motorized transportation, primarily for trips that are shorter in length. To be a feasible alternative to driving, bicycling must be convenient and safe. Implementation of a bicycle program typically involves providing facilities for cyclists, including bikeways, bike lockers and storage areas, and shower facilities at the workplace.

Bikeways are generally categorized into three classes, which are described below.

- Class I facilities are paved pathways set apart from vehicle traffic by space or by a physical barrier.
- Class II facilities are bike lanes striped at or near the shoulder of a roadway for exclusive use by bicyclists.
- Usually referred to as bike routes, Class III facilities are streets that are connected to other Class I and II facilities. As Class III facilities have no special lane markings, bicycle traffic shares the roadway with motor vehicles.

As with pedestrian facilities, Fort Ord roadway design standards include rights-of-way for bicycle facilities. Where appropriate, separate bikeways will be identified for inclusion in the Circulation Element of the Reuse Plan.

Transit-Oriented Design

Transit-Oriented Design (TOD) is a deliberate alteration of post-World War II suburban patterns. It assumes a sizeable parcel of developing/redeveloping land (at least one-third of a mile in radius) centered on a current or planned major transit station. Development in a TOD would include a range of housing densities and mix of land uses. Pedestrian facilities are provided to the transit station and between the land uses to make it convenient for residents and employees to walk and bicycle. Vehicle travel is reduced within the TOD as a result of the clustering of land uses. Regionally, transit use would be increased as a result of more residences and employment sites being located near a transit station. TOD principles are incorporated into the Reuse Plan where deemed appropriate and reasonable.

Transit Service and Facilities

Expanding transit service involves making transit more accessible to more people. Providing more people with easy access to transit may increase transit market share, which is the proportion of transit trips in comparison to trips via other available modes. Expanding transit service involves making service improvements, operational changes, and/or changes in fare policy. Service improvements include altering and/or expanding transit routes, schedules, and equipment. The aggregate impact of an effective fixed-route transit system complemented by lower-capacity transit vehicles can be a logical and reasonable



alternative to automobile use in areas where there is considerable housing and employment. Short and long-range improvements could be implemented to enhance operational efficiency and improve transit service, making transit a more viable alternative to single occupant automobile travel. These programs are described below.

- **Short-range improvements** including service improvements, operational changes and changes to fare policy and alternative fuel programs, are typically implemented within a five-year time frame. Short term improvements are most effective when both service-related changes and technologically-related changes are made.
- **Long-range improvements** require long lead times for planning, development, design and implementation. These improvements, which include satellite transit service centers, exclusive busways, electrified busways, alternative fuel programs, and commuter light rail, are generally capital intensive and costly to implement.

As future transportation planning is accomplished, transit service and infrastructure improvements will be defined to include general bus transit operating characteristics and siting recommendations for intermodal and park-and-ride facilities. A Multimodal Corridor for high-capacity transit, which would be a long-range improvement, has been identified in conjunction with the reuse planning of the former Fort Ord.

Park-and-Ride Lots

Park-and-ride lots are parking lots located near heavily traveled automobile and transit corridors. Park-and-ride lots enable commuters that do not have convenient access to alternative transportation modes to access transit or carpools/vanpools for a portion of their commute. Typically, commuters drive from home to the park-and-ride lot, where they park their cars and either use transit or join a carpool or vanpool for the remaining portion of their commute. Park-and-ride lots are most attractive to commuters with long trips because the time required to switch modes at the park-and-ride lot is small in comparison to the total trip length. They are also more likely to be used by commuters who experience high parking charges or a shortage of parking spaces at their place of work. While park-and-ride lots target commute trips, they are an attractive alternative for midday and nighttime trips as well. Similarly, shoppers and recreational users find that park-and-ride lots serve as convenient meeting places.

Park-and-ride lots do not necessarily eliminate commute vehicle trips because the commuter still makes a trip to the park-and-ride lot. By enabling commuters to switch to an alternative transportation mode for part of their commute, however, park-and-ride lots reduce demands on parking, peak period automobile congestion, vehicle-miles traveled, and tailpipe emissions along major corridors and in central employment districts. If bicycle, transit, or walk access is encouraged to park-and-ride lots, vehicle trips may be eliminated. The Circulation Element of the Reuse Plan will address the issue of identifying park-and-ride lot locations, and will assess the potential impact on travel demand.



Rideshare Program

Rideshare programs facilitate employee ridesharing, which involves matching commuters with similar origins, destinations and daily work schedules in carpools and vanpools so that they do not drive single occupancy vehicles (SOVs) during peak periods. In addition to reducing SOV commute trips, ridesharing typically reduces the number of trips made from work to other destinations during the lunch hour or after work. Effective implementation of rideshare programs typically involves:

- rideshare coordinators who group commuters into carpools and vanpools;
- public awareness/relations programs to educate the public on the need to reduce trips;
- employer programs to provide incentives for employees that rideshare and disincentives for employees who drive alone; and
- parking management to provide incentives (such as preferential parking or reduced fees) for people who rideshare and disincentives for SOVs.

Guidelines for effective rideshare programs in the former Fort Ord area are included in the Circulation Element of the Reuse Plan. These guidelines will include those developed by AMBAG that are applicable to the former Fort Ord.

Parking Management

Managing the supply and price of parking can have an impact on the attractiveness of driving to a destination. If alternative modes (e.g., transit) are provided at a reasonable cost and level of service, then a shift to alternative modes can be encouraged.

Reducing the amount of parking supplied would make it less attractive to drive to a destination. Smaller parking areas may also make it easier to create a pedestrian-friendly environment, because parking lots are not designed for pedestrians. Also, buildings may be located closer together and closer to sidewalks if less parking area is needed.

Charging for parking can be both a revenue generator and an incentive to traveling by an alternative travel mode. Areas where there is a charge for parking need to examine the parking supply nearby. A potential result of parking pricing is the shifting of vehicles to nearby areas with free parking, rather than a shift to alternative modes. Nearby residential areas can be heavily impacted by charging for parking in a commercial area.

Preferential parking can be provided for carpool and vanpool vehicles. The preference could be a reduction in the cost to park, reserved spaces near the entrance to a building, or other incentives (e.g., gifts, bonuses). The visibility of preferential parking for carpools and vanpools also serves as a marketing tool for ridesharing.



Employer-Based Transportation Demand Management (TDM) Programs

TDM strategies offer the potential to improve peak hour congestion and traffic flow without requiring physical improvements to the roadway system. The measures included in an employer-based TDM program may provide incentives for the use of alternative travel modes and disincentives to driving alone. Examples of such measures are listed below.

- Compressed Work Week;
- Staggered/Flexible Work Hours;
- Telecommuting;
- On-Site Ridesharing;
- Public Transit Subsidy;
- Guaranteed Ride Home;
- Bicycle Facilities; and
- Parking Pricing.

Where appropriate, TDM program guidelines are provided in the Circulation Element of the Reuse Plan, and expected impacts will be incorporated into the travel forecast analysis.

Telecommunications

Telecommunications enable people to eliminate a work trip by using technology (e.g., PCs, telephones, FAX machines) to work at home for some portion of the work week. Telecommuting, described within the employer-based TDM section above, is one form of telecommunications. Other forms include teleconferencing, teleshopping, telebanking, and tele-education. New development could include telephone and computer infrastructure to support the use of telecommunications. With the recent increase in interest in and use of the Internet, many more people and services will be going “on-line.”

3.6 Conservation, Open Space, and Recreation Concept

3.6.1 Landscape Character of Fort Ord

The varied landscape of the former Fort Ord reflects its position at the intersection of the broad Salinas River Valley, the coastal strand, and the foothills of the Los Padres Mountains. The overlaying pattern of human development has further divided this terrain into distinctive zones, with two interventions in particular having an impact on the character of the landscape: State Highway 1 and the main cantonment area. In general, the former Fort Ord can be perceived



as having five distinct landscape zones formed by the interaction between natural and human forces. These zones include:

- the coastal strand;
- the backdune landscape dominated by State Highway 1;
- the urbanized main cantonment area;
- the escarpment above the Salinas River; and
- and the rolling interior hills.

The coastal strand zone is isolated from the rest of the base visually by a series of high sand dunes, and physically by the presence of State Highway 1. These dunes have been disturbed in varying degrees by human activity, and in many places little native vegetation remains as a result. A broad sandy beach on the ocean side of the dunes represents a valuable recreational asset, as has been recognized with the creation of a new state beach.

State Highway 1 parallels the coastal strand in the area immediately east of the main coastal dunes. This area is generally lower than the rest of the former Fort Ord, which lies to the east, and as a result is fairly visually contained. The motorist traveling along State Highway 1 within the confines of the base has only limited views of existing military development. This sense of containment is aided by the existing landscaping of Monterey cypresses and other trees along the highway.

With some exceptions, such as the East Garrison, firing ranges, and other functional improvements, most of the existing development at the former Fort Ord is located in or adjacent the former Main Garrison area. The landscape is dominated by former military buildings, most of them one-to-three story WWII-era painted wooden structures, and a dense pattern of existing roads. Topography is fairly level, particularly along State Highway 1, but rises up to the east and begins to break into the pattern of low rolling hills which characterizes the rest of the base. Where the native vegetation is still undisturbed, the landscape is dominated by thick stands of coastal oak woodland.

The northern boundary of the former Fort Ord roughly corresponds to the south edge of the Salinas River Valley. This edge is marked by a sharp escarpment which rises abruptly from the valley floor, in some places as high as several hundred feet. Dramatic vistas across the rich agricultural fields of the valley are found in many places.

Roughly two-thirds of the base consists of the undeveloped lands south and east of the Main Garrison area. The dominant vegetation coverage in this area is of coastal scrub, with some areas of oak woodlands, and annual grasses where the soil has been disturbed. Most of the base is underlain with rolling sandy hills whose form is clearly revealed by the low vegetation coverage. No clear drainage patterns are seen, as these deep sands absorb most rainwater. Consequently there are many small valleys which are visually isolated.



3.6.2 Open Space

Many of the land uses proposed for the future development of the former Fort Ord fall into the category of open space. Among these are lands set aside for habitat protection, park lands dedicated to public recreation, commercial recreation lands such as golf courses, institutional settings such as the CSUMB campus, and some isolated peripheral areas which form image gateways along major roadways. Some areas perform multiple functions. For example, public recreation lands may function as valuable habitat reserves or corridors. Collectively, these land uses form the open space network of the former Fort Ord. This network functions as a setting for the trail system which forms a valuable recreation and alternative transportation purpose. It also functions as a system of corridors for movement of wildlife and plant species between the larger reserve lands, and as a matrix into which are embedded the various commercial and residential neighborhoods of the former Fort Ord.

Opportunities were recognized early in the reuse planning process for the implementation of four main ideas which would form the framework of the recreation and conservation strategy. As shown in Figure 3.6-1, the Regional Open Space System diagram, each of these ideas embraced a major discrete piece of property within the confines of the former base. The basic intent of these four ideas is as follows:

- Designate a major new state park to take advantage of the extensive beaches of the former Fort Ord, creating a new visitor draw to underpin the region's tourist economy. This is being implemented as Fort Ord Dunes State Beach.
- Use the new CSUMB campus, currently in development, as a bridge between the BLM lands and the new state park, creating both a pleasant visual corridor and an actual physical connection through the appropriate siting of trails.
- Develop a scenic corridor along the existing State Highway 1 to reinforce its image as the gateway to the Peninsula as well as to the former Fort Ord itself.

In order to take advantage of these existing land-based opportunities, and to form a meaningful greater whole throughout the former Fort Ord with regards to conservation and recreation, four major concepts, or themes, were developed to guide conservation and recreation planning. These themes are seen as ways to ground planning in a conceptual framework based on sound ecological ideas combined with a vision of economic redevelopment. The essence of these themes can be summarized as follows:

- Connect the individual open space parcels into an integrated system for movement and use of both native plant and animal species and people.



- Integrate the former Fort Ord with the regional open space system, creating a network of recreation and habitat resources which is unique considering the adjacent agricultural and urban amenities, and which will attract economic growth through a variety of recreation experiences.
- Achieve a balance between recreation and conservation with appropriate land use designations to support both functions. Plan with multiple goals in mind, so that lands identified primarily as recreation resources will also be managed for value as habitat, and habitat lands can also serve as a recreation resource. For example, habitat can promote a recreation value, such as serving as a trail conduit, or for nature viewing.
- Achieve a permanent conservation of all habitat types. A multiplicity of habitat types have been identified at the former Fort Ord, each with its own complement of special status species. True conservation means regarding each as having some value in its own right, not just those identified as having the highest habitat values. This may best be achieved by distributing open space areas throughout the former Fort Ord.

The most resonant recreation/conservation theme of the reuse planning effort is that of connection: ensuring that open space forms a truly interrelated and continuous system at the former Fort Ord. Several major connections in particular have been emphasized which form the main framework of the Fort Ord open space system. These connections are illustrated in Figure 3.6-1.

Perhaps the most important open space connection is that which joins the large interior tracts of land managed by the BLM with the newly formed Fort Ord Dunes State Beach through the CSUMB campus and along the Intergarrison Road/8th Street corridor. This connection responds largely to human purposes and needs. It forms a spine along which the new neighborhoods can grow and creates a setting for the new CSUMB campus. Several important trails are set in this connection, including a hiker/biker trail between the State Beach and the planned Marina community park located astride Intergarrison Road, and an equestrian trail sited to connect the planned equestrian center on the former landfill site to the BLM lands by way of the Marina community park. Coordination of the reuse planning with the planning of the CSUMB campus is critical to the success of this corridor.

The second major open space corridor identified by the Reuse Plan connects the BLM lands to the Salinas River through the areas set aside for habitat management. Management of this habitat is the responsibility of a number of different agencies, including the City of Marina, the County of Monterey, and the University of California. This corridor is important from the natural systems perspective as it allows for movements of plants and animal species between the Salinas Valley through the various oak woodland communities into the coastal scrub interior beyond. While it places greater emphasis on the needs of the biotic than the human community, valuable opportunities for recreation can be capitalized on as well. These habitat lands also provide an attractive setting for commercial and residential land development.



Figure 3.6-1, Regional Open Space System

This figure can be found within the “Maps” section off the homepage of the FORA CD-ROM Application.



These open space connections are an integral part of the overall strategy for the reuse of the former Fort Ord, and an important part of the marketing plan for this redevelopment. The perception of an overall high quality of life at the former Fort Ord, in both the work and living environment, will be a key to attracting new residents, businesses, and students. The presence of a beautiful setting and easy access to plentiful recreation are essential to the development of this perception.

3.6.3 Habitat Management Plan

The wide range of climatic, topographic, and soil conditions at the former Fort Ord contribute to the variety and uniqueness of the biological communities present. The base holds a large percentage of some vegetation habitat types with very restricted ranges, such as central coast maritime chaparral and coastal coast live oak woodlands, within its boundaries. In all, eight broad categories of biological communities have been identified at the former Fort Ord, including beaches, bluffs and coastal strand; disturbed dune; coastal scrub; maritime chaparral; coast live oak woodland and savanna; native grassland; annual grassland; and wetlands. These diverse habitat conditions support a broad array of plant and animal species, many adapted to specific habitat conditions found on the central coast. Many of these plants and animals have, or are proposed for, special status under state and/or federal law.

Due to the quantity and diversity of unique habitat and special-status species at the former Fort Ord, an installation-wide multispecies HMP was developed which establishes guidelines for the conservation and management of wildlife and plant species and habitats that depend on the former Fort Ord land for survival. The plan was developed with input from federal, state, local, and private agencies and organizations to assist in the orderly disposal and reuse of the former Fort Ord. As part of the HMP process, a number of HMP species were identified, as were certain critical habitat types. A conceptual conservation area and corridor system was developed to define the minimum area necessary to preserve HMP species populations and habitats according to known ecological principals and the known biological resource definitions at the former Fort Ord.

A general goal of the HMP is to promote preservation, enhancement and restoration of habitat and populations of HMP species while allowing implementation of a community-based reuse plan that promotes economic recovery of the former Fort Ord. While all lands to be transferred by the U.S. Army are addressed in the HMP, management guidelines and specifications for reuse vary widely from parcel to parcel based on future reuse plans for that parcel. Figure 3.6-2, the Habitat Management Plan, illustrates the different levels of development constraints for the HMP on an area-by- area basis. All recipients of the former Fort Ord lands will be required to abide by the resource conservation and habitat management guidelines and procedures specified in the HMP.



3.6.4 Major Open Space Areas At the Former Fort Ord

A number of factors ensure that large areas of undeveloped open space will remain at the former Fort Ord in the foreseeable future. These include the considerable amount of existing undeveloped open space, the high quality of recreational opportunities at the former Fort Ord, and the constraints imposed by the need to protect a large number of sensitive species. Figure 3.6-3, the Open Space and Recreation Framework Plan, shows the relationship of these various areas of open space to each other and to the former Fort Ord as a whole. A description of the major open space areas follows, along with a description of the planning principles identified for each to guide planning in accordance with the four themes identified earlier.

Bureau of Land Management

The BLM will manage its lands for multiple uses; principally, to protect habitat values, to provide public recreation opportunities, and to take responsibility for public safety. Eventually over 16,000 acres of the former Fort Ord base will be managed by the BLM. However, over half of that amount of land will remain under U.S. Army's control for the next seven to ten years, due to concerns related to ongoing cleanup of former firing range areas. The BLM anticipates designating an extensive system of equestrian, pedestrian, and mountain bike trails within the lands it manages at the former Fort Ord, although motorized travel will be severely restricted. The Reuse Plan provides multiple access points to the BLM lands, as well as hiker/biker/equestrian trail connections. This area has the potential to become a major ecotourism destination.

Fort Ord Dunes State Park

The stated goal of the California DPR is to manage the former Fort Ord coastal dunes and beaches for the benefit of the public by restoring habitat, recreating the natural landscape, providing public access, and developing appropriate day use and overnight facilities. Approximately 885 acres, including 48 acres of sandy beach, 305 acres of coastal dunes, and 532 acres of disturbed habitat, will be affected. Based on natural characteristics of the landscape, it is intended that the northern portion of the park be managed as a relatively pristine limited day-use area, due to more severe terrain and intact native habitat, while the southern portion, with gentler terrain and more disturbed habitat, will be a more intensely used day and overnight use area. Overnight stay will be restricted to camping areas nested against the landward side of the dunes, and at Stilwell Hall or other lodge-type facility. Planned access points for vehicles and bicycles include a low speed road between Marina and Seaside paralleling State Highway 1, the existing 8th Street Overpass, and through a State Highway 1 underpass just north of the Main Gate. A network of hiking trails will be implemented, and a regional visitor center is also proposed, as shown in Figure 3.6-3. The Reuse Plan accommodates the proposed siting for the Visitor Center, provides for the potential future expansion of overnight stay at Stilwell Hall or other lodge and the future development of a



desalinization plant on state park land at such a time as sufficient demand is present, and coordinates access with the state park plan.

CSUMB campus

The CSUMB campus will contain over 1,350 acres when completely assembled as planned, including the existing housing area north of Intergarrison Road. The Reuse Plan views the CSUMB campus as a significant asset to the development of the new communities of the former Fort Ord. Recreation/conservation planning emphasizes the campus as an opportunity to provide multiple connections between disparate areas within the former Fort Ord, from both a natural systems and recreation standpoint. Although the western portion of the new CSUMB campus is almost entirely urbanized as the result of development of the Main Garrison, the eastern portion of the campus south of Intergarrison Road is largely unimproved, and contains significant stands of valuable oak woodland habitat. The Reuse Plan identifies the establishment and maintenance of an oak habitat corridor through this area to connect preserved oak woodlands to the north and south as a desirable goal. Another desirable goal of the Reuse Plan is development of hiker/biker trails either adjacent to or within the north side of the campus. Development of this trail system shall be coordinated with the CSUMB Master Plan.

Laguna Seca Regional Park

Approximately 600 acres of land adjacent to Laguna Seca Regional Park on the southern boundary of the former Fort Ord will be deeded to the Monterey County Parks Department, in part to augment overflow parking capacity. No other improvements are planned. The Reuse Plan emphasizes the principles of minimal development and ecological restoration of these lands.

UC/Natural Reserve System Fort Ord Natural Reserve

The UC/NRS Fort Ord Natural Reserve consist of approximately 605 acres flanking the north and south side of Reservation Road. The UC/NRS Fort Ord Natural Reserve is in three sections, which includes the north reserve, south reserve and corridor reserve.

The north reserve is relatively isolated 408 acre area consisting of one large parcel. Vegetation consists primarily of well-developed maritime chaparral and coast live oak woodland, with incursions of coastal scrub and grasslands. The north reserve supports habitat for several special status plant and animal species. This reserve is currently being considered for an extension of California Avenue through the west corner. This will impact the reserve's value as a habitat corridor unless proper mitigations are applied.

The south reserve is not as isolated as the north reserve and is an approximately 186 acre parcel on the south side of Reservation Road. It contains the same principal elements of maritime chaparral and oak woodland as the north reserve. It is smaller with a larger perimeter-to-area ratio, adjacent to a developed residential area and more accessible to human use and the resulting damage.



Figure 3.6-2, Habitat Management Plan

This figure can be found within the “Maps” section off the homepage of the FORA CD-ROM Application.

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Numerous dirt roads, trails, and a utility easement traverse the reserve, forming largedisturbed tracts in some sections. The FORA Reuse Plan proposes an extension of Blanco Road through a portion of this reserve. This will impact the reserve's value as a habitat corridor unless proper mitigations are applied.

The corridor reserve is approximately 11 acres and is near the intersection of Reservation Road and Imjin Road. It is highly disturbed because of its proximity to residential development. The viability of this parcel as a functional ecological connection is uncertain, the remnant vegetation and potential habitats are characteristic of the area (primarily matitime chaparral) and restoration is feasible, as soil conditions are good.

Other Public Open Space / Recreation-Oriented Lands

Community-oriented recreation lands have been designated under the principle of providing recreation land in accordance with local community standards. Community parks or gateway image lands are shown in Figure 3.6-3 while smaller neighborhood parks are designated by symbols. For Marina, Figure 3.6-3 shows the existing park within the housing area north of Imjin Road, a community park in the Marina Village area, which includes an equestrian center in the near term, and image gateway open space along the Del Monte Road extension north of the 12th Street entrance. A total of seventy five acres within Seaside is designated as community park, including 25 acres intended as a major trailhead access point into the BLM lands at the south end of Seaside, and a 50-acre community park just south of Gigling Road adjacent to the county boundary. Also shown is some gateway image green space on either side of the Main Gate. Public open space areas designated by the Plan within Monterey County include a community park for Marina along Intergarrison Road, including an equestrian center, a community park for Monterey with the State Highway 68 Bypass easement, and a recreation area on the former landfill site. The Reuse Plan calls for a landfill cap design capable of supporting public commercial uses in support of the economic revitalization of the base. These commercial recreation uses include a golf course, a regional amphitheatre, and a regional equestrian center connected by trails to the BLM lands. Additional County land designated for recreation includes the York School area in the southwest corner of the former Fort Ord, which will become a cross-country running course.

Other Public Open Space / Habitat Management Lands

Approximately 1,500 acres of land within the City of Marina and Monterey County have been dedicated by the HMP as preservation of habitat. The Reuse Plan has adopted the principle that planning for these lands should be guided by the need to support the HMP. The bulk of these lands are found north of the BLM lands, west of the East Garrison, and east of the CSUMB campus, where they create an important habitat corridor bridging the area from the BLM lands to the Salinas River Valley. This includes almost 600 acres in the Airport Habitat Management District, approximately 75% of the area at the former landfill, over 650 acres in the Reservation Road Habitat Management



District, of which 125 acres are intended to be developed as a youth camp, and all but 200 acres of the East Garrison. A variety of agencies will manage these lands, including the City of Marina, the University of California, and Monterey County. Additional habitat management lands include part of the former landfill site and the expansion of the existing Frog Pond Natural Area in the southwestern corner of the former Fort Ord. For a more complete description of these lands, refer to Section 4.4, the Conservation Element.

Oak Woodland Protection

The Oak Woodlands at Fort Ord represent an outstanding environmental asset. Much of this resource is located in lands that have been set aside for habitat management. A significant amount of these oak woodlands, however, are located in polygons that are designated for development. It is an objective of the Reuse Plan to accommodate the development programs on these polygons while protecting to the greatest extent possible the oak woodland resource.

“Development Character and Design Objectives” are defined for these polygons in the following Section 3.7, Planning Areas and Districts. In addition, policies and programs to encourage the preservation and enhancement of oak woodland elements in the natural and building environment are included in Volume II of the Reuse Plan. (See Section 4.4.3 Biological Resources.)

Commercial Recreation

Commercial recreation lands have been designated under the principle that tourism is one of the underlying strengths of the regional economy, and redevelopment at the former Fort Ord should support this segment of the economy. The existing Fort Ord golf courses adjacent the City of Seaside, containing approximately 350 acres, will remain in that use. Private ownership will be sought to operate this facility. An additional 150 acres in Monterey County adjacent the City of Del Rey are designated as commercial recreation and identified as a golf course opportunity site. A land use designation of ‘visitor serving’ has been assigned to land adjacent to both of these areas with the intent that overnight resort facilities would be developed there. Four additional golf course opportunity sites have been identified within the former Fort Ord boundaries, two within the City of Marina (one as an interim use), and two within the County. Improvement of these sites as golf courses is dependent on finding a willing developer. All golf course opportunity sites are shown in Figure 3.6-3.

Description of the Proposed Trail Network

The following principles were identified to guide the planning of the Fort Ord trails network:

- The trail system should be adequate to provide connections to non-motorized transportation alternatives to all neighborhoods in the former Fort Ord.



Figure 3.6-3, Open Space and Recreation Framework

This figure can be found within the “Maps” section off the homepage of the FORA CD-ROM Application.

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- The trail system should 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.
- Adequate ROW should be reserved along planned transportation corridors to accommodate planned trails in addition to the entire planned road cross section.
- The Fort Ord trails system shall 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, the existing Highway 68 corridor (used as a bike route). Fort Ord trails shall be linked to regional bike/pedestrian trails wherever possible.

The proposed trail network is shown in Figure 3.6-3, Recreation and Open Space Framework Plan.

Hiker/Biker Trails: Hiker/biker trails are divided into two categories of major and minor trails. These categories are analogous to the Arterial vs. Collector classification of roads. In general, major trails are seen as having 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. Projected use volumes were not modeled for the planned network. More intensive research is needed prior to jurisdictions adopting an actual plan.

Major Trails: A minimum trail pavement width of 12 feet should be adopted as a trail standard for major trails. Trail surface should consist of asphalt or concrete, although a wood plank surface is permitted on causeways or boardwalks. Three major hiker/biker trails have been designated, as shown in heavy brown lines in Figure 3.6-3, with their description as follows:

- **The 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. The right-of-way reserved for Intergarrison Road is sufficient to accommodate the hiker/biker trail on the south side of the road, in addition to the road travelway. This trail could also be located within the CSUMB campus, if this location were agreeable to CSUMB. The advantages of this siting is a greater separation from cars, potentially greater use to CSUMB, more space within the Intergarrison right-of-way for the equestrian trail planned for the north side of the road, and a unique identity for the trail. Siting would need to be coordinated with the CSUMB Master Plan.



- **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. This will be a low speed, restricted access road, so physical separation between bike lanes and vehicles is not needed. For the same reason, trail width can be less than the specified 12 feet.
- **The 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. The proposed route of this trail, from north to south, follows Blanco Road into the former Fort Ord, turns along Reservation Road, crosses Reservation Road onto Imjin Road, then follows the proposed transportation corridor along the landfill site, across the CSUMB campus, and then along the extension of Eucalyptus Road. A user then has the option of following Coe Road into Seaside, or turning south toward Del Rey Oaks. The trail could be located along the North/South Road extension, or within the power line corridor mentioned above. This segment of the trail would have an important spur leading to the community park trailhead into the BLM lands beyond. Another spur continues west along the multi-modal transportation corridor parallel to Imjin Road into the Marina Village area. It turns south through the planned community park at California Street, and links to the Intergarrison Trail. A local level trail does not turn south on California but continues through the Village to Crescent Street.

Minor Trails: A minimum trail pavement width of ten feet should be adopted as a trail standard for minor trails. Four major trails have been designated, as shown in thin brown lines in Figure 3.6-3, with their description as follows:

- **The Monterey Road Trail:** A minor hiker/biker trail should follow Monterey Road from the vicinity of Fremont Boulevard through the planned residential district, then cross General Jim Moore Boulevard into the POM Annex. From there it follows oak woodlands through a ravine near Marshall Elementary up to the extension of Eucalyptus Road. A side spur connects the trail to Eucalyptus Road, while the main trail turns north along the Seaside/County line, through the Seaside community park, and connects with the CSUMB campus across Gigling Road.
- **The 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. One spur gives access to the State Beach through the underpass just north of the Main Gate. A second spur gives access into the west side of the CSUMB campus. The north end of the trail is located within a linear neighborhood park/greenway, in the Mixed Use District.



- **The Crescent Avenue Trail:** This trail connects Marina to the Intergarrison Trail and the CSUMB campus along Crescent Avenue and the Marina Village Community Park. A spur follows the multi-modal transit corridor eastward to connect to the Seaside/Salinas Valley Trail.
- **The 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: Several centers of equestrian activity are planned for the former Fort Ord. Fort Ord was one of the last active cavalry posts in the U.S. Army, and is well suited to equestrian uses. The BLM intends to actively promote equestrian activities on BLM-managed lands in the center of the former Fort Ord, with a number of trails designated for equestrian use. Several community parks on the periphery of the BLM lands will be planned to act as trailheads for this trail system. A temporary equestrian center will be established in the Marina Village District in the short term, with the planned relocation of this equestrian center as a permanent use in the former landfill area.

A primary concern of trail planning at the former Fort Ord is to connect these 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 Figure 3.6-3.

The 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. The equestrian trail will be located within the Intergarrison Road right-of-way on the north side of the road, with a crossing east of the intersection with Gigling Road. An opportunity exists for this trail to connect all the way to the temporary equestrian center in the Marina Village community park along the planned multi-modal corridor as an interim use.



The 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. South of the Eucalyptus Road district, the trail will be located within the planned Fort Ord Expressway easement all the way to the Seaside community park, where it will terminate at another major regional trailhead. Preliminary planning by the BLM indicates a potential to connect to the BLM trails at several other nodes along this trail between the two planned regional trailheads.

3.7 Planning Areas and Districts

Planning Areas and Districts within each of the former Fort Ord jurisdictions are designated to reinforce the community design vision for the former Fort Ord. They are based on the surrounding development context and the Development Framework, Circulation Framework, and Conservation, Open Space and Recreation Framework. They build on the major assets within the former Fort Ord including: CSUMB, UC MBEST, the Marina Municipal Airport, the East Garrison and the existing housing resources and recreational and open space features. The Planning Areas and Districts provide a flexible tool for planning and implementing coordinated development to take advantage of these assets for achieving the desirable community vision. The Planning Areas and Districts are identified in the “Area and District Matrix”, illustrated as Table 3.7-1.

Land Reserves and Projected Land Uses

Districts within the Planning Areas contain one or more land use types. The Reuse Plan projects the balance of uses within each district based on existing site characteristics, public benefit conveyances, appropriate development prototypes based on market support, and role of the land area in achieving the community vision. Based on this balance of land use types, the Reuse Plan reserves land for: 1) community ROW’s; 2) parks and open space; 3) habitat management; 4) public facilities; 5) schools; and 6) golf courses. The Net Area represents the land available for development.

The Reuse Plan projects a distribution of acreage and land use intensity for the Net Area. For each of the jurisdictions, the intensity is measured in: 1) number of dwelling units; 2) number of hotel rooms; or 3) square footage of industrial, office, or retail space.

General Development Character and Design Objectives

Development Character and Design Objectives are included in the Reuse Plan for each district to convey the significant community design interrelationships appropriate to realize the community vision and support the development framework for the Reuse Plan.



**Table 3.7-1
Planning Area and District Matrix**

City of Marina

1. EXISTING CITY OF MARINA NEIGHBORHOODS PLANNING AREA

Planned Residential District
Civic/Mixed Use District

2. TOWN CENTER PLANNING AREA

Mixed Use Corporate Center
Del Monte Mixed Use District
Marina Village District
University Office Park/R&D District

3. AIRPORT PLANNING AREA

Marina Municipal Airport District
Light Industrial/Technology Center
UCMBEST Center
North Airport Lt. Ind'l/Technology District
Habitat Management District

4. UNIVERSITY PLANNING AREA

CSUMB District (Marina)(3)

City of Seaside

1. UNIVERSITY PLANNING AREA

Gateway Regional Entertainment District
University Village (1)
POM Annex Retail & Services
Community Park
CSUMB District (Seaside)(2)

2. SEASIDE RESIDENTIAL PLANNING AREA

New Golf Course Community District
Visitor Serving Hotels, Conf. Center, Golf Courses
Reconfigured POM Annex Community
Planned Residential Extension Districts
Community Park

Monterey County

1. FORT ORD DUNES STATE PARK PLANNING AREA

2. RESERVATION ROAD PLANNING AREA

UC MBEST Center Cooperative Planning District
Univ. California Habitat Reserve
East Garrison District
Youth Camp District
County Habitat Management District

3. EUCALYPTUS ROAD PLANNING AREA

University Corporate Center
Residential/Recreational District

4. SOUTH GATE PLANNING AREA

Visitor Serving Hotel & Golf Course District
Office Park R&D District
Augmentation of Regional Park

5. YORK ROAD PLANNING AREA

Office Park/R&D District
Community Park on ROW
Monterey Corporation Yard

6. BLM HABITAT MANAGEMENT/REGIONAL RECREATION PLANNING AREA

BLM Lands
POST District
Augmentation of York School
Augmentation of Laguna Seca Regional Park

7. UNIVERSITY PLANNING AREA

CSUMB (County)
County Recreation/Habitat
County Recreation



These general objectives will be refined and elaborated in the regional urban design guidelines to be prepared and adopted by FORA or in design standards and guidelines prepared and implemented by the local land use agencies for specific locations.

3.7.1 California State University Monterey Bay (CSUMB) Planning Areas

The campus of CSUMB totals 1,350 total acres, with approximately 224 acres located in Marina, 322 acres in Seaside, and 741 acres in Monterey County. The core campus occupies many of the former Fort Ord buildings located in the City of Marina. CSUMB is currently developing a Master Plan for its development. It is now an operating University, with its second class of approximately 820 students in Spring 1996. Hereafter, enrollment is expected to increase by 500 to 1,000 students per year to an expected 25,000 FTE students. The University is currently in Phase I renovation of 24 buildings; Phase II is expected to start in the Summer of 1996 with an additional 15 buildings.

CSUMB Residential Development

CSUMB is pursuing a program aimed at housing 80% of the total student population of 25,000 FTE, as well as substantial portions of the faculty and staff. Assuming four students per unit (in a typical two bedroom unit configuration), this 80% of the student population will require an estimated 5,100 “dwelling-unit equivalents.”

Existing Residential Projects: CSUMB presently has title to 1,253 residential units (primarily attached town homes) in the area between Inter-Garrison Road and Imjin. Approximately 175 acres have been identified for potential infill development within the district. The Ultimate Development Plan assumes 20% of this land will be reserved for recreation and open space use, while the remaining 140 acres is infilled with compatible residential development at 5-10 Du/Ac. In all likelihood, CSUMB will pursue a more diverse development program for the area. Many of the existing units in this area are currently occupied by CSUMB faculty, staff, and students. The campus does not envision housing lower-division undergraduates in this area, but it is suitable for upper-division undergraduate and graduate student housing.

Core Campus Student Housing: CSUMB is presently retro-fitting undergraduate dormitories into the existing building stock within the campus core. The Ultimate Development Plan anticipates a total of 5,100 dwelling unit equivalents within the core campus in order to accommodate the 80% targeted student housing need.

Infill Housing in the Campus Reserve: In order to anticipate a development potential for CSUMB reserve lands, the FORA Ultimate Development Plan assumes a program for infill housing at the eastern end of the CSUMB campus reserve area. The area is presently undeveloped and outside FORA’s core infrastructure area. Nonetheless, it has been identified as a desirable location for faculty housing. The Ultimate Development Plan assumes that 20% of the



CSUMB



approximately 150 acres will be reserved as open space to protect the existing oak woodland community. The remaining 120 acres are assumed to be developed at 5-10 Du/Ac.

General Development Character and Design Objectives - The integration of the campus into the adjacent districts is key to achieving the vision embodied in the community design concepts. This integration relies on eliminating unnecessary impediments to access and circulation and promoting a mix of uses along the boundary that enhances economic vitality and the mixed-use nature of the villages in Marina and Seaside.

To achieve the community design vision, CSUMB shall implement the following:

1. *Pursue the early redevelopment of the boundary lands, to the degree possible, to support the revitalization of the villages to the north and south.*
2. *Locate student residential development to support and take advantage of the mix of retail, business, and student services that will be available in the villages to the north and south.*
3. *Locate recreational and cultural facilities so that they are convenient to the adjacent villages and accessible from the future transit opportunities in the TAMC planned Multi-Modal corridor.*
4. *Provide for north-south vehicular circulation through campus, open to the public, to link adjacent districts and reduce unnecessary travel and vehicular trips.*

3.7.2 UC MBEST Center Cooperative Planning Districts

The UC MBEST Center and UC/NRS Fort Ord Natural Reserve area located in the City of Marina and in Monterey County. The UC MBEST Center and UC/NRS Fort Ord Natural Reserve will total approximately 1,087 acres upon completion of anticipated land transfers from the U.S. Army. Current planning for FORA projects 5.0 million square feet to represent the ultimate development capacity for the UC MBEST Center. An additional amount of square footage are eventually expected to be associated with the future development of Polygons 8b and 8c. However, these polygons have not been master planned by UC and therefore are not included in presentations of square footage or other development characteristics. The UC MBEST Center Master Plan is incorporated by reference into the Fort Ord Reuse Plan.

Even at 5.0 million sq. ft., UC MBEST represents about 40% of the combined total for light industrial/business park and office/R&D capacity for the Ultimate Development at FORA.

Using the lower end of the planning range, UC MBEST Center would still be able to accommodate 50 to 60 years of development (projecting an absorption similar to the first 20 years) and more in line with the ultimate land capacity for the base as a whole.



UC MBEST
■ Developable ■ Habitat



Current University of California Planning

The University of California is currently reviewing its plans and has initiated a “marketing niche” study and related planning that is directly tied to the Business and Operations Plan that is a key implementation tool for the Reuse Plan. The current mix of uses and intensity is consistent with the UC MBEST Master Plan.

Planned Development Mixed Use Land Use: The UC MBEST Center Cooperative Planning District represents a significant location for this use. The Marina portion is presently served with infrastructure and accessible via Reservation Road and Blanco Road. A total of 123 acres is available within the City of Marina, accommodating approximately 1.38 million sq. ft. of Office / R&D. The portions of UC MBEST Center in the County comprise two major areas projected to accommodate a total of 3.67 million sq. ft. The larger site is approximately 272 acres and is situated in a triangular shape east of Blanco Road and north of Reservation Road. The smaller site is approximately 30 acres and is located south of Reservation Road.

Visitor-Serving Land Uses: A 150-room business hotel within the UC MBEST Center will cater to the UC MBEST visitors and anchor a small convenience retail and service center.

Residential Land Uses: A limited amount of residential land use is anticipated to remain for the University the opportunity to serve the needs of visiting scholars and graduate students.

General Development Character and Design Objectives - The community design vision establishes the UC MBEST Center as a significant focus of development on the TAMC Multi-Modal Corridor. To succeed in this role and contribute significantly to the economic reuse of the former Fort Ord lands, UC MBEST will need to establish itself as a premier science and technology park within a national and global market place.

To achieve the community design vision, UC MBEST shall implement the following:

1. *Establish a design character that is attractive as a major employment center with appropriate services, conveniences and environmental amenities.*
2. *Establish a development pattern that is pedestrian-oriented and takes advantage of the long-term transit opportunities inherent in the Multi-Modal Corridor.*

3.8 City of Marina Planning Areas and Districts

The City of Marina contains four Planning Areas: 1) CSUMB Planning Area; 2) the Airport; 3) the Existing Marina Neighborhoods; and 4) the Town Center. (See Figure 3-8-1, which illustrates the Planning Areas for Marina and the subdivision into the various Districts.) The land reserves and project development capacity for each District is summarized in Table 3.8-1, City of Marina Land Development Intensity Summary.



**Table 3.8-1
City of Marina
Land Development Intensity Summary Table**

The "Land Use Capacity" is a projected development yield based on anticipated market absorption, land characteristics, and community vision. The capacities indicated are intended to provide a general guide to assist in land resource management and infrastructure commitments and financing. The precise mix of uses is expected to vary in response to market conditions and FORA actions. The aggregate totals provide a "not-to-exceed envelope" of development within the former Fort Ord.

PLANNING AREAS AND DISTRICTS	PLANNED LAND USE & INTENSITY			LAND AREA and RESERVES							PROJECTED DEVELOPMENT CAPACITY			
	Gross (acres)	Development Intensity	Land Use	ROW (acres)	Park & O.S. Reserve	Hab. Mgt. Reserve	Pub. Fac.(1)/ Mil. Enclave	Schools	Golf Courses (2)	Net (acres)	Acreage by land use+	Projected Yield	Units	Net Intensity
1. EXISTING CITY OF MARINA NEIGHBORHOODS														
Planned Residential District	711	5 - 10 units/acre .25 FAR	SFD-med	65	27	20		65			534	533 acres housing	2,710 DU's	5.1 units/acre
Civic/Mixed Use District	40	up to .35 FAR and 20 DU's/Acre	MX	5			9				26	1 acre conven. retail	10,890 SF	.25 FAR
												25 acres housing	150 DU's	6 units/acre
												1 acre conven. retail	10,890 SF	.25 FAR
2. TOWN CENTER PLANNING AREA														
Mixed Use Corporate Center	307	up to .35 FAR and 20 DU's/Acre	MX	61	30		84				132	40 acres housing	582 DU's	15 units/acre
Del Monte Mixed Use District	64	up to .35 FAR and 20 DU's/Acre	MX	30		5					28	54 acres O/R&D	818,405 SF	.35 FAR
Marina Village District	252	up to .35 FAR and 20 DU's/Acre	MX	39	40		66	18			89	38 acres retail	424,710 SF	.25 FAR
University Office Park/R&D District	115	.25 FAR	MX	21			23	6			65	28 acres neighb. retail	304,920 SF	.25 FAR
												80 acres of housing	710 DU's	8.9 units/acre
												2 acres office	30,492 SF	.35 FAR
												7 acres retail	76,230 SF	.25 FAR
												65 acres O/R&D	563,231 SF	.20 FAR
3. AIRPORT PLANNING AREA														
Marina Municipal Airport District	324	.20 FAR	Pub. Fac/Inst'l	8			256				60	60 acres BP/LI	340,000 SF	.13 FAR
Light Industrial/Technology Center	60	.20 FAR	BP/LI	12							48	48 acres BP/LI	421,399 SF	.2 FAR
UC MBEST Center Cooperative Planning District	535	up to .35 FAR and 20 DU's/Acre	MX	3		409					123	1 acre retail	10,890 SF	.25 FAR
North Airport Lt. Ind'l/Technology District	234	.20 FAR N/A	BP/LI	11							222	113 acres O/R&D	1,379,702 SF	.28 FAR
Habitat Management District	173	N/A	Habitat Mgr.	3		170					0	10 acres visitor serving	150 Rooms	N/A
												207 BP/LI	1,368,677 SF	.15 FAR
												15 acres visitor serving	200 Rooms	N/A
													0	N/A
UNIVERSITY PLANNING AREA														
CSUMB District (Marina)(3)	224	N/A	School/Univ.					224			0	224 acres CSUMB	12,000 FTE's	N/A
TOTALS	3039			257	97	604	438	313	0	1330			4,152 DU's	
													350 Rooms	
													5,760,436 SF	
													12,000 FTE student pop.	

NOTES

- (1) Includes reserves for internal road layout and to accommodate Public Benefit Conveyances
- (2) Golf Course opportunity sites have been identified in Polygon 4 and polygon 1c. Development of golf courses in these sites would result in a corresponding reduction in yield from other land uses.
- (3) Includes 50% of projected 25,000 Full-time Student Equivalents, based on coordination with traffic modeling



CSUMB Planning Area
Marina Portion

3.8.1 CSUMB (Marina) Planning Area

The amount of CSUMB land in Marina totals approximately 224 acres and is expected to accommodate academic, administrative, student housing, and other support facilities. For planning purposes, the Reuse Plan assumes that one half of the projected total of 5,100 student units planned for the campus are located within the City of Marina. The balance is assumed to be located in the Seaside portion of the CSUMB campus.

Access to the Marina portion of the campus will be from the upgraded 2nd Ave/Del Monte extension arterial on the west and from the extension of Intergarrison Road on the north.

General Development Character and Design Objectives - To achieve the community design vision in the City of Marina, CSUMB shall implement the following:

1. *Create a development pattern at the Marina Village and Town Center boundaries that reinforces the adjacent urban edge. Avoid a development pattern that separates the campus from the surrounding community with large parking areas.*
2. *Take advantage of the planned recreational link along Intergarrison Road to integrate the campus community into the open space and recreational assets of the former Fort Ord with appropriate pedestrian, bicycle and equestrian improvements.*

3.8.2 Existing City of Marina Neighborhoods Area

The Existing Marina Neighborhood Area contains two districts: 1) Planned Residential District; and 2) Civic/Mixed Use District.

Planned Residential District

This district encompasses the existing housing stock in the Abrams, Preston, and Patton housing projects that stretches from the Del Monte extension to Reservation Road. Many of the individual housing units in this area are subject to McKinney Act claims. Much of the housing stock is suitable for renovation, pending timely conveyance from the U.S. Army. In addition, a number of “Infill Opportunities” have been identified where sites can be developed which are easily served with the existing infrastructure. This infill development will enrich the mix of housing types with both small lot single family units and new attached town homes within the Planned Residential District.

Projected Land Uses:

Residential Land Use. 533 acres for up to 2,710 units (1,522 dwelling units existing).

Retail and Services Land Use. Convenience/Specialty Land Use will utilize one acre accommodating 10,890 sq. ft. for convenience and specialty retail uses.



Existing City of Marina
Neighborhoods



Figure 3.8-1, Marina Planning Areas

This figure can be found within the “Maps” section off the homepage of the FORA CD-ROM Application.

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Open Space Land Use. 20 acres of Habitat Conservation: including UC MBEST’s habitat corridor (polygon 5c) and lands located at Reservation Road and Imjin to augment the UC MBEST habitat corridor (polygon 5b); and 27 acres for neighborhood park on lands that were previously part of the U.S. Army’s landfill operations.

Public Facilities and Schools Land Use. 65 acres total with 25 acres for the existing Patton Elementary School and 40 acres for a future high school.

General Development Character and Design Objectives - To achieve the community design vision, the City of Marina shall implement the following:

1. *Establish a district comprised of a series of small-scaled neighborhoods by rehabilitating existing housing where economically justifiable and infilling with complementary new neighborhoods.*
2. *Promote a mix of new housing types to breakdown the homogenous character of the existing U.S. Army housing types.*
3. *Utilize the existing Abrams Road to provide access to this district and provide connection with the Civic/Mixed Use District and with the existing residential neighborhoods outside the former Fort Ord boundaries.*
4. *Provide a new circulation link to connect with the California Street in the existing neighborhoods outside the former Fort Ord boundaries and use this link to better integrate these neighborhoods with the services and amenities planned for the Marina Village District.*
5. *Provide a new circulation link to this district from the extension of Del Monte Boulevard to increase the legibility of the circulation network and minimize unnecessarily long trips.*
6. *Retain the existing network of open space corridors and bike trails within the redeveloped areas to link all of the neighborhoods to the regional trail network.*
7. *Promote the use of the Park and Ride facility, which is planned for development at the corner of Imjin Road and 12th Street.*

Civic/Mixed Use District

This District is located adjacent to Reservation Road. The area is presently served by existing infrastructure but is vacant. It is highly visible and within a central location for the City of Marina. It is ideal as a potential location for public facilities in a mixed-use context.

Projected Land Uses:

Residential Land Use. 25 acres are projected for 150 dwelling units.

Public Facilities Land Use. Nine acres are reserved for future civic facilities such as a city hall and administrative complex. The entire district is also an opportunity site for a future high school.



Retail and Services Land Use. One acre for up to 10,890 sq. ft. of convenience retail.

General Development Character and Design Objectives - To achieve the community design vision, the City of Marina shall implement the following:

1. *Promote the integration of this district into the adjacent Marina neighborhoods beyond the former Fort Ord boundary by providing a new collector that connects to Reservation Road.*
2. *Utilize the topographic break between this district and the adjacent planned residential district to create a special focus for a planned, mixed-use development that combines civic residential and convenience retail uses.*
3. *Determine the location of the future high school site before allowing development to proceed in this district.*

3.8.3 Town Center Planning Area

This is an area that is designated as a “Planned Development Mixed Use District.” The Town Center Planning Area contains four districts: 1) Mixed Use Corporate Center; 2) Del Monte Mixed Use District; 3) Marina Village; and 4) University Office Park/R&D.

The Planning Area includes the key frontage along State Highway 1 and the extension of Del Monte Boulevard, the Marina Village focused around the planned Multi-Modal corridor, as well as the University Office Park/R&D District adjacent to CSUMB at the Imjin/12th Street corridor.



Town Center Planning Area

Mixed Use Corporate Center District

This Mixed Use Corporate Center, which extends along the State Highway 1 frontage from the Seaside boundary north past 12th Street, has potential access from both the former Fort Ord interchanges. With excellent visibility and accessibility, this District is expected to be highly desirable as a development location and will help to establish the image and character for reuse of the base. Nearly half of the non-UC MBEST office/R&D market (to 2015) is projected to be captured here.

This district is also an excellent location for retail uses. There is an opportunity to focus regional retail uses at the southern end, in connection with the regional retail uses planned for Seaside. The 12th Street Gate provides a second location for a regional center. Capitalizing on the mixed-use character and convenient access, this district is an excellent location for a significant neighborhood center. The center could provide the focus for a pedestrian-oriented district providing streetscape vitality and a “neighborhood image” for the surrounding development.

On the 8th Street corridor connecting to the bridge over State Highway 1, there is an opportunity to create a Visitor/Cultural Center as a gateway to the Fort Ord Dunes State Park. The center could incorporate the major recreational



facilities that are subject to a Public Benefit Conveyance to the City. The cultural aspects of this center could feature a complex of existing former Fort Ord buildings to recall the historic role of the former military base. The renovated buildings could be used by local non-profits and public service agencies.

In addition, approximately 30 acres have been reserved near the 12th Street interchange to enhance the State Highway 1 Scenic Corridor and provide a gateway to the Town Center.

Projected Land Uses:

Office / R&D Land Use. Approximately 54 acres are projected to yield 818,405 sq. ft. of office and research and development land use.

Residential Land Use. Approximately 40 acres are projected for 582 units of mixed-use housing at an average density of 15 Du/Ac together with neighborhood parks to enhance this “in-town” neighborhood.

Retail and Service Land Use. Approximately 30 acres are projected for Regional Retail uses to accommodate approximately 326,000 sq. ft. About 8 acres are projected for approximately 98,010 sq. ft. of neighborhood retail.

Public Facilities Land Use. Approximately 84 acres are projected for recreational use for cultural/civic activities including a Visitor/Cultural Center and a transit Inter-modal Center, various public benefit conveyances, and a public roadway system to organize and subdivide the district.

Open Space. Approximately 30 acres are projected for visual corridor open space and recreational opportunities.

General Development Character and Design Objectives - To achieve the community design vision, the City of Marina shall implement the following:

1. *Promote a pattern of development that subdivides the large land resource into blocks to allow for convenient and publicly accessible circulation in a manner that creates a Town Center with a mix of uses and lively streetscape.*
2. *Take advantage of the State Highway 1 visibility and accessibility to establish a high quality office/ R&D center to anchor the Town Center.*
3. *Integrate into the commercial development viable residential neighborhoods with open space amenities and convenient personal services and retail uses.*
4. *Protect the visual qualities of the State Highway 1 Scenic corridor:*
 - a) *Maintain a minimum 100-foot development setback from the Highway ROW that permits the establishment of a continuous landscape character. Provide for a master landscape plan to reinforce the continuity of the regional landscape using such materials as Monterey Cypress and Monterey Pines along the scenic Highway corridor setback.*
 - b) *Designate a scenic corridor design overlay area between State Highway 1 and Del Monte Boulevard/ General Jim Moore Boulevard.*



- c) *Establish a maximum building height related to an identified mature landscape height to accommodate higher intensity land uses appropriate to this Town Center location without detracting from the regional landscape character of the State Highway 1 Scenic Corridor.*
- d) *Provide design guidelines to address architectural qualities, building massing and orientation, parking, fencing, lighting, and signage.*
5. *Take advantage of the transit accessibility represented in the Multi-Modal Corridor by incorporating a well-designed pedestrian circulation system throughout the Town Center that links residents and employees to the station locations.*
6. *Coordinate development within this district with the preparation of a specific plan or other planned development mechanism to achieve the potential integrated design that can be realized in this key mixed-use district.*
7. *Enhance the regional identity of this district with a mix of public and quasi public uses to create a regional cultural attraction:*
 - a) *Assure that the Eighth Street Bridge serves as a major gateway to the Fort Ord Dunes State Park from the former Fort Ord.*
 - b) *Consider incorporating into this district a Visitor/ Cultural Center that creates a regional identity for the Town Center and retaining an enclave of typical military wood structures to promote the Fort's history and contribution to the Monterey Peninsula.*
8. *Create uses which encourage the use of and compliment the Fort Ord Transportation Center at First Avenue and Fifth Street.*

Del Monte Mixed Use District

The Del Monte mixed-use district is located on the extension of Del Monte Boulevard north of the 12th Street Gate and shares a boundary with the existing City of Marina Neighborhoods Planning area, including Patton Elementary School. This district is an extension of the existing commercial uses within the City of Marina and will provide the transition to the new Town Center for Marina. It is visible from the State Highway 1 Scenic Corridor.

Many uses are appropriate to this location and would be permitted in the mixed-use designation, including: residential, office, and retail.

Projected Land Uses:

Retail and Service Land Use. The Ultimate Development Plan allocates 28 acres for Neighborhood Retail uses to accommodate approximately 305,000 sq. ft. within Marina.

Open Space Land Use. Up to five acres are designated for Habitat Management.



General Development Character and Design Objectives - To achieve the community design vision, the City of Marina shall implement the following:

1. *Incorporate into this district an open space feature west of Del Monte Boulevard that serves as a “community separator” and gateway to the new Town Center and distinguishes this district from the “strip retail” character of development along the existing length of Del Monte Boulevard.*
2. *Provide an appropriate transition to the adjacent elementary school to minimize noise and safety conflicts.*
3. *Take advantage of the opportunity to redevelop the adjacent housing at Patton Park to provide appropriate connections, transitions and potential incorporation of these lands into a single project.*

Marina Village District

This district is at the heart of the Town Center Planning Area. It is anticipated that a variety of land uses will be developed to provide a pedestrian-oriented mixed-use “urban village” with office uses, housing, community parks, neighborhood shopping, and public education facilities.

Projected Land Uses:

Office Park / R&D Land Use. About two acres are projected accommodating 30,000 sq. ft. supporting office and research and development uses.

Residential Land Use. About 80 acres are projected for 710 units of mixed-use housing types ranging from small-lot single family dwellings to higher density attached and multi-family units.

Retail and Services Land Use. About seven acres are projected for a neighborhood center which would provide the focus for the village mixed-use development.

Open Space Land Use. A 40-acre community park is reserved at the former Fort Ord equestrian center.

Public Facilities and Schools Land Use. About 66 acres are reserved for public facilities including a reserve for an internal roadway system to serve the Village. Major institutional uses include an 18-acre site for the Fort Ord Campus of the Monterey Peninsula College, and the Monterey Institute for Research and Astronomy (MIRA). A number of other Public Benefit Conveyance requests are located within this District and will contribute to the fine grain and diverse character of the Urban Village.

General Development Character and Design Objectives - To achieve the community design vision, the City of Marina shall implement the following:

1. *Promote a pattern of development that subdivides the large land resource into blocks to allow for convenient and publicly accessible circulation in a manner that creates an Urban Village character with a mix of uses and lively streetscape.*



2. *Create a central focus for the Village where retail and service uses are concentrated in a fine grain typical of historic “main-streets.”*
3. *Take advantage of the transit accessibility represented in the Multi-Modal Corridor by integrating transit into the Village setting. Incorporate a potential transit station into the long-range planning for this District.*
4. *Provide well-designed, pedestrian-oriented streetscapes that accommodate automobile, bicycles, and truck deliveries.*
5. *Prepare a master landscape plan for the district that integrates street trees, pedestrian-scaled lighting, graphics, and furnishings.*
6. *Incorporate the historic Parade Ground and center of the MPC campus into the district’s open space system to reinforce the civic qualities of this major public benefit.*
7. *Utilize the existing equestrian center site as a major community open space for the district to provide recreational amenities for the residents and establish a gateway to CSUMB.*
8. *Coordinate development within this district with the preparation of a specific plan or other planned development mechanism to achieve the potential integrated design that can be realized in this key mixed-use district. Provide design guidelines to address architectural qualities, building massing and orientation, parking, fencing, lighting, and signage.*

University Office Park / R&D District

The University Office Park/R&D District is located between the former equestrian center and land fill sites. This district is on the boundary of CSUMB and easily accessible from the Imjin corridor and Intergarrison Road. The district also includes two public benefit conveyance requests south of the Intergarrison/8th Street corridor and imbedded in the CSUMB campus lands.

This district is situated to take advantage of the market support and identity created by the CSUMB campus and the retail and services provided in the adjacent Marina Village. Polygons 8b and 8c have been screened to be acquired by UC and will be integral to the UC MBEST Center.

Projected Land Uses:

Office Park / R&D Land Use. Sixty-five acres are projected in the City of Marina and will accommodate approximately 563,000 sq. ft. of Office/R&D land use.

Public Facilities and Schools Land Use. Six acres are reserved for Golden Gate University and 23 acres for Marina City Corporation Yard south of the Intergarrison/8th Street corridor.

General Development Character and Design Objectives - To achieve the community design vision, the City of Marina shall implement the following:



1. *Extend the street pattern to connect this district with the adjacent Marina Village and provide a block pattern with a compatible scale and grain.*
2. *Orient development at the boundary with the former land fill to incorporate the views and open space amenities to the adjacent protected habitat and define the gateway to CSUMB.*
3. *Orient development and provide pedestrian-oriented improvements to take advantage of the transit potential in the Multi-Modal corridor.*
4. *Integrate any corporation yard activities that are included in a PBC north of the Intergarrison/8th Street corridor into the coordinated development of this District. Consider adjusting the boundaries of the PBC to facilitate a well-designed facility that promotes the value of the adjacent lands.*
5. *Coordinate development within this district with the preparation of a specific plan or other planned development mechanism to achieve the potential integrated design that can be realized in this key mixed-use district. Provide design guidelines to address architectural qualities, building massing and orientation, parking, fencing, lighting, and signage.*

3.8.4 Marina Airport Planning Area

The Marina Airport Planning Area contains five districts: 1) Municipal Airport District; 2) Light Industrial/Technology Center; 3) North Airport Light Industrial Tech Center; 4) UC MBEST Center Cooperative Planning District; and 5) Habitat Management District.

Marina Municipal Airport District

The airport district has several existing structures, which the City is leasing, within the airport itself. This area and the adjacent Light Industrial/Technology Center are both served with existing infrastructure providing limited capacity for early reuse. The Airport District can be accessed from Reservation Road via Imjin Road.

Projected Land Uses:

Business Park/Light Industrial Land Use. Approximately 60 acres are projected for this type of use, accommodating 340,000 sq. ft.

Public Facilities Land Use. Approximately 256 acres are reserved for aviation-related activities.

General Development Character and Design Objectives - To achieve the community design vision, the City of Marina shall implement the following:

1. *Retain the industrial character of the existing hangers and warehouses with rehabilitation, reuse and infill development.*



Airport Planning Area



2. *Identify the Imjin/Reservation intersection as the main gateway to the facility.*
3. *Provide for a direct connection to Blanco Road for this facility to reduce traffic impacts on Reservation Road.*

Light Industrial/Technology Center District

This district lies between the Airport and the UC MBEST Center Cooperative Planning District. Because of the existing airport and planned airport operations and the proximity to the Salinas Valley agricultural activities via Blanco Road, these locations are well poised to capture the light industrial/business park market.

Projected Land Uses:

Business Park/Light Industrial Land Use. Approximately 48 acres are projected for this use accommodating 421,000 sq. ft. of this use.

General Development Character and Design Objectives - To achieve the community design vision, the City of Marina shall implement the following:

1. *Coordinate development to promote the design qualities, pedestrian vitality, and visual appearance at the interface with the adjacent UC MBEST Center Cooperative Planning District.*
2. *Visually screen large outdoor working or storage areas from public roadways or adjacent development districts.*
3. *Incorporate noise mitigation measures to manage industrial activities to minimize potential adverse effects on sensitive research and development uses in the adjacent UC MBEST Center Cooperative Planning District.*
4. *Provide for a direct connection to Blanco Road for this district to reduce traffic impacts on Reservation Road.*

North Airport Light Industrial Tech Center District

This Center may represent a more long term opportunity because it is not within the existing infrastructure core area and industrial development would initially require a connection to Blanco Road and eventually a second outlet across Armstrong Ranch to the north. (Note: this site has also been identified as an “opportunity site” for visitor serving uses.)

Projected Land Uses:

Business Park/Light Industrial Land Use. 207 acres are projected accommodating approximately 1.81 million sq. ft. of potential light industrial and business park land use.



Visitor-Serving Land Use. 200 unit hotel with a golf course on a total of 222 acres is projected.

General Development Character and Design Objectives - To achieve the community design vision, the City of Marina shall implement the following:

1. *Orient development to take advantage of the scenic qualities of this location with views to the Pacific and the Salinas Valley.*
2. *Establish a maximum building height related to an identified mature landscape height to retain the visual line of the bluffs as viewed from the State Highway 1 Scenic Corridor and the Salinas Valley.*
3. *Maintain a minimum setback from the top of the bluff above the valley to retain the native vegetation and provide for a continuous bluff top trail.*
4. *Provide development standards that protect the interface with the adjacent protected habitat.*
5. *Coordinate development with planning for Armstrong Ranch to provide for a continuous circulation route north to Del Monte Boulevard.*

Habitat Management District

The habitat management district is comprised of all of the City’s lands in the planning area that are included in the HMP for habitat protection. These areas include riparian habitat adjacent to the Salinas River and the coastal chaparral community conveyed as part of the Marina Municipal Airport lands. For coordination purposes, the District also includes the adjacent habitat conveyed to the University of California as part of the UC MBEST Center. (See Habitat Management Plan discussion in Section 4.4.3 of the Conservation Element.)

Projected Land Uses:

Habitat Management Land Use. 170 acres in habitat conservation conveyed to the City of Marina and 409 acres conveyed to the University of California. (See Habitat Management Plan discussion in Section 4.4.3 of the Conservation Element.)

University of California / UC MBEST Center Cooperative Planning District

The UC MBEST Center Cooperative Planning District is portion of the University’s lands in the City of Marina northwest of Blanco and Reservation Road. The property includes a portion designated for development as well as a significant habitat reserve.

Projected Land Uses:

Planned Development Mixed Use. 123 acres are projected for this use and will accommodate approximately 1.38 million sq. ft. of Office / R&D land use.



Retail and Service Land Use. 10,890 sq. ft. are projected.

Visitor Serving Land Use. A 150-room hotel is projected.

Habitat Management Land Use. As noted above, UC MBEST Center is comprised of an additional 409 acres reserved for habitat and managed by the UC NRS. (See Conservation Element in Section 4.4.3.)

General Development Character and Design Objectives - To achieve the community design vision in the City of Marina, UC MBEST Center shall implement the following:

1. *Coordinate development to promote the design qualities, pedestrian vitality, and visual appearance at the interface with the adjacent Light Industrial/Technology Center District.*
2. *Enhance the visual identity and imagery for UCMBEST as viewed from the major circulation corridors, including Reservation Road and Blanco Road.*
3. *Establish a maximum building height related to an identified mature landscape height to retain a compatible relationship with the regional landscape character.*
4. *Provide primary access from Reservation Road to promote the role of this arterial as a distribution link in the network.*
5. *Provide for a direct connection to Blanco Road for this district to reduce traffic impacts on Reservation Road.*
6. *Provide development standards for the interface with the NRS lands to protect the habitat resources.*

3.9 City of Seaside Planning Areas and Districts

The City of Seaside contains three Planning Areas: 1) CSUMB Planning Area; 2) University Planning Area; and 3) Seaside Residential Planning Area. (See Figure 3.9-1 which illustrates the Planning Areas for Seaside and the subdivision into the various Districts.) The land reserves and project development capacity for each District are summarized in Table 3.9-1, City of Seaside Land Development Intensity Summary.

3.9.1 CSUMB Planning Area

The amount of CSUMB land in Seaside is approximately 322 acres and is expected to accommodate academic, administrative, student housing, and other support facilities. For planning purposes, the Reuse Plan assumes that one half of the projected total of 5,100 student units planned for the campus are located within the City of Seaside. The balance is assumed to be located in the Marina portion of the CSUMB campus.

Access to the Seaside portion of the campus will be from the upgraded 2nd Ave/Del Monte Extension arterial on the west and from Gigling Road on the south.



**CSUMB Planning Area
Seaside Portion**



**Table 3.9-1
City of Seaside**

Land Development Intensity Summary Table

The "Land Use Capacity" is a projected development yield based on anticipated market absorption, land characteristics, and community vision. The capacities indicated are intended to provide a general guide to assist in land resource management and infrastructure commitments and financing. The precise mix of uses is expected to vary in response to market conditions and FORA actions. The aggregate totals provide a "not-to-exceed envelope" of development within the former Fort Ord.

PLANNING AREAS AND DISTRICTS	PLANNED LAND USE & INTENSITY			LAND AREA and RESERVES							PROJECTED DEVELOPMENT CAPACITY			
	Gross (acres)	Development Intensity	Land Use	ROW (acres)	Park & O.S. Reserve	Hab. Mgt. Reserve	Pub. Fac./ Mil. Enclave	Schools	Golf Courses	Net (acres)	Acreage by land use+	Projected Yield	Units	Net Intensity
UNIVERSITY PLANNING AREA														
Gateway Regional Entertainment District	90	.25 FAR	Reg'l Retail	4	42					44	44 acres regional retail	476,764	SF	.25 FAR
University Village (1)	146	up to .35 FAR and 20 DU's/Acre	MX	0	5		49	10		82	50 acres housing 32 acres retail	540 346,847	DU's SF	10.8 units/acre .25 FAR
POM Annex Retail & Services	67	N/A	Mil. Enclave	0			67			0	67 acres POM Annex PX	0		N/A
Community Park	50	N/A	OS/Rec.	0	50					0	50 acres community park	0		N/A
CSUMB District (Seaside)(2)	332	N/A	School/Univ.	0				332		0	332 acres - CSUMB	12,000	FTE's	N/A
SEASIDE RESIDENTIAL PLANNING AREA														
New Golf Course Community District	659	5 - 10 units/acre 10 - 20 units/acre .25 FAR	SFD-med MFD	16	10			76		557	461 acres housing 24 acres housing (Sun Bay Apts. & Resort) 70 acres housing (Brostrom Park) 2 acres convenience retail	2,304 297 existing + 64 new 700 21,780	DU's DU's DU's SF	5.0 units/acre 15 units/acre 10 units/acre .25 FAR
Visitor Serving Hotels, Conf. Center, Golf Courses	375		Visitor Serving	0					350	25	25 acres visitor serving	800	Rooms	
Reconfigured POM Annex Community	799	N/A	Mil. Enclave	83			646	69		0	646 acres military housing	1,590	DU's	2.5 units/acre
Planned Residential Extension Districts	288	5 - 10 units/acre .25 FAR	SFD-med	60	7					221	195 acres housing 26 acres neighborhood retail	1,214 283,685	DU's SF	6.2 units/acre .25 FAR
Community Park	25	N/A	OS/Rec.	0	25					0		0		N/A
TOTALS	2,831			163	139	0	762	487	350	929		#VALUE!	DU's	

NOTES

- (1) Public Facility reserves includes area for DFAS and a 20% internal road reserve.
- (2) Includes 50% of projected 25,000 Full-time Student Equivalents, based on coordination with traffic modelling

#VALUE!
1,129,076 SF
800 Rooms
12,000 FTE student pop.



General Development Character and Design Objectives - To achieve the community design vision in the City of Seaside, CSUMB shall implement the following:

1. *Coordinate with Seaside to create a well-designed gateway at Light Fighter Drive.*
2. *Encourage the use of alternate transportation by providing convenient and direct transit access to campus activity centers.*

3.9.2 University Planning Area

The University Planning area is on the southern perimeter of the CSUMB campus and has been defined to coordinate all of the surrounding land planning and development issues that will involve coordination with the Campus. This Planning Area includes four districts: 1) Gateway Regional Entertainment Center; 3) POM Annex Retail and Services; 4) University Village with DFAS; and 5) Community Park.

Gateway Regional Entertainment District

This important gateway straddles both sides of the Main Gate interchange at State Highway 1 and is one of the primary entrances to CSUMB and all of the former Fort Ord. The district is identified as a location for an entertainment-oriented regional retail center. A portion of this district is included in the lands to be incorporated into the Fort Ord Dunes State Park. This portion of the Park will serve as a vehicular entrance and queuing location for managing RV arrivals. Additionally, approximately 28 acres have been set aside near the Main Gate interchange to enhance the visual gateway to this district along the State Highway 1 Scenic Corridor.

Projected Land Uses:

Retail and Services Land Use. The property has a projected development capacity of approximately 477,000 sq. ft., on approximately 44 acres for regional retail activities.

Open Space Land Use. A total of 42 acres are reserved for open space and recreational uses.

Development and Character Guidelines - To achieve the community design vision, the City of Seaside shall implement the following:

1. *Take advantage of the Highway visibility and accessibility to establish an entertainment-oriented regional retail center.*
2. *Coordinate development of the regional retail center with the adjacent development in Marina. Provide for continuous vehicular and pedestrian connections to the Intermodal Center.*
3. *Coordinate with the State Park Master Planning to assure that traffic controls are implemented to manage the RV arrivals.*



University Planning Area



Figure 3.9-1, Seaside Planning Areas

This figure can be found within the “Maps” section off the homepage of the FORA CD-ROM Application.

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4. *Coordinate development within this district with the preparation of a Gateway Corridor Specific Plan that provides for an integrated gateway design concept to the former Fort Ord and CSUMB.*
5. *Protect the visual qualities of the State Highway 1 Scenic corridor:*
 - a) *Maintain a minimum 100-foot development setback from the Highway ROW that permits the establishment of a continuous landscape character. Provide for a master landscape plan to reinforce the continuity of the regional landscape using such materials as Monterey Cypress and Monterey Pines along the scenic Highway corridor setback.*
 - b) *Designate a scenic corridor design overlay area between State Highway 1 and Del Monte Boulevard/General Jim Moore Boulevard.*
 - c) *Establish a maximum building height related to an identified mature landscape height to accommodate higher intensity land uses appropriate to this Town Center location without detracting from the regional landscape character of the State Highway 1 Scenic Corridor.*
 - d) *Provide design guidelines to address architectural qualities, building massing and orientation, parking, fencing, lighting, and signage.*

University Village District

The Seaside University Village is poised to become an important community focus in the 2015 horizon. In the near term, this district will benefit from: 1) the areawide roadway improvements in the Gigling corridor anticipated in this period; 2) the surrounding activity generated by CSUMB; and 3) the adjacent reconfigured POM Annex. It is anticipated that the Seaside University Village could provide an important gateway function for CSUMB as well as significant concentration of neighborhood retail, business and personal services. This is one of the best and most central locations for a neighborhood retail center at the former Fort Ord. Additionally, convenience retail centers can be phased to enliven this mixed-use district.

Projected Land Uses:

Residential Land Use. A housing program of 540 units at densities ranging from small lot single family at 5-10 Du/Ac to attached town homes at 10 Du/Ac and multi-family attached housing at 20 Du/Ac will provide an appropriate mix to complement the non-residential uses.

Retail and Service Land Use. A total of 32 acres are projected for neighborhood and convenience retail and service land uses accommodating approximately 347,000 sq. ft. of development.

Public Facilities Land Use. Approximately 19 acres are reserved to accommodate the 750 employees at the DFAS, located in the former Fort Ord Military Hospital. Approximately ten acres are reserved to accommodate



requested public benefit conveyances for educational facilities; approximately ten acres are reserved for use by the U.S. Army. An additional 20 acres are projected for internal roads.

Open Space Land Use. A five-acre neighborhood park is reserved to serve the residents of the Village.

General Development Character and Design Objectives - To achieve the community design vision, the City of Seaside shall implement the following:

1. *Promote a pattern of development that subdivides the large land resource into blocks to allow for convenience and publicly accessible circulation in a manner that creates an Urban Village Character with a mix of uses and a lively streetscape.*
2. *Create a central focus for the Village where retail and service uses are concentrated in a fine grain typical of historic "main-streets."*
3. *Provide well-designed, pedestrian-oriented streetscapes that accommodate automobiles, bicycles, and truck deliveries.*
4. *Prepare a master landscape plan for the district that integrates street trees, pedestrian-scaled lighting, graphics, and furnishings.*
5. *Coordinate development within this district with the preparation of a specific plan or other planned development mechanism to achieve the potential integrated design that can be realized in this key mixed-use district. Work with various public benefit requests in this district to eliminate impediments to coordinated reuse. Coordinate development within this district with the preparation of a specific plan or other planned development mechanism to achieve the potential integrated design that can be realized in this key mixed-use district. Provide design guidelines to address architectural qualities, building massing and orientation, parking, fencing, lighting, and signage.*
6. *Promote the use of the Park and Ride Facility, which is planned for development at the corner of Gigling Road and Eighth Avenue.*

POM Annex Retail and Services District

The POM Annex area currently accommodates the Post Exchange (PX) and other services for the military families and residents.

Projected Land Uses:

Retail and Services Land Use. Sixty-seven acres are retained the POM Annex area.

General Development Character and Design Objectives - To achieve the community design vision, the City of Seaside shall implement the following:

1. *Identify ways by which the operations at the PX can contribute to the visual attractiveness of the Gateway and Village Districts.*



2. *Work with the U.S. Army to participate in a coordinated management program for retail development and activities at the PX district to integrate them in joint marketing and signing compatible with the Gateway and Village Districts.*

Community Park District

This District is designated as a community park that encompasses an undeveloped area adjacent to the DFAS. The topography is gently rolling and significant portions of the designated park are covered in oak woodland. The park is accessible from Gigling Road and is located in the center of the University Planning Area, providing a large park area for CSUMB, University Village residents and the POM Annex residents.

Projected Land Uses:

Open Space Land Use. A 50-acre community park is projected.

General Development Character and Design Objectives - See Section 4.3, Recreation and Open Space Element.

3.9.3 Residential Planning Area

The Seaside Residential Planning Area contains five planning districts: 1) New Golf Course Community; 2) Visitor-Serving Hotel and Golf Course; 3) Reconfigured POM Annex Community; 4) Planned Residential Extension; and 5) Community Park.

New Golf Course Community District

Development of the New Golf Course Community District is contingent on the reconfiguration of the existing POM Annex so that the U.S. Army residential enclave is located totally to the east of North-South Road. The new Golf Course Community District will surround the two existing golf courses. The District encompasses the existing 297-unit Sun Bay Apartments and Resort complex on Coe Road and envisions the replacement of the other remaining housing units. The district is designated as SFD Medium Density Residential.

Construction could commence in the early years on the southern portion of this area and extend into the existing POM Annex when the lands are available. It is anticipated that the lands would be sufficient to meet targeted housing needs throughout the 2015 horizon and be completed by the end of this planning period.

Projected Land Uses:

Residential Land Use. The residential land use is projected to total 3,365 DU's within the district. This includes 2,304 units on 461 acres at an average density of 5.0 Du/Ac. In addition, the 297 and additionally planned 64 units at Sun Bay Apartments and Resort are located on approximately 24 acres at an



Seaside Residential Planning Area
■ Golf ■ Habitat



average density of 15 Du/Ac. The Sun Bay Apartments and Resort complex includes a swimming pool, full service health club and child care facilities. Some of the 297 units have been and continue to be used exclusively for transient occupancy of less than 30 days, though the project is permitted to use all or a portion of the units for transient or permanent occupancy.

The Brostrom Park area (currently developed with 220 mobile homes) is projected to be redeveloped. The approximately 70 acre site is projected to hold 700 units at an average of 10 Du/Ac. The District is designated medium density and high density residential. A reallocation of the total number of units not to exceed 3,365 within this district may be desirable in response to market demand.

Retail and Services Land Use. Two, one-acre opportunity sites are projected to provide up to a total of approximately 22,000 sq. ft. of convenience retail and services.

Public Facilities and Schools Land Use. A total of 76 acres are reserved for the three existing schools in this district.

Open Space Uses. Ten acres are reserved for neighborhood parks. (See Section 4.3 Recreation and Open Space element.)

General Development Character and Design Objectives - To achieve the community design vision, the City of Seaside shall implement the following:

1. *Integrate the new residential development around the golf course in a way that optimizes the golf course frontage and views to this significant open space amenity. Consider rerouting the courses into the adjacent residential lands and find opportunities to integrate new residential development within the existing golf course area to improve the integration of the amenity into the new community.*
2. *Provide a development setback and landscaped buffer along the Highway scenic corridor frontage to minimize noise intrusion into the residential neighborhoods and enhance the State Highway 1 Scenic Corridor. Provide for a master landscape plan to reinforce the continuity of the regional landscape using such materials as Monterey cypress and Monterey pines along the scenic highway corridor setback.*
3. *Maintain the continuity of a roadway collector through the district to distribute trips north and south. (See Circulation Framework.)*
4. *Provide retail and business services at strategic gateways to the new community.*

Visitor-Serving Hotels and Golf Course District

This District includes a total of 800 new hotel rooms built in phases to enhance two existing championship level golf courses (36-holes total). The golf courses make this District the strongest market for a resort hotel at the former Fort Ord in the initial years and this is likely to be the first hotel opportunity realized.



Projected Land Uses:

Visitor-Serving Land Use. A total of 375 acres are in this district and the plan projects 350 acres for the golf course and 25 acres for hotel sites.

General Development Character and Design Objectives - To achieve the community design vision, the City of Seaside shall implement the following:

1. *Site the 800 hotel rooms in several buildings to reduce the scale of the project and its visual intrusion into the State Highway 1 Scenic Corridor.*
2. *Establish a maximum building height related to the mature landscape height of the trees in the golf course areas.*
3. *Establish bulk and massing criteria to integrate the structures into the existing topography and landscaped setting so as to minimize grading and tree removal.*

Reconfigured POM Annex District

The Reconfigured POM Annex district includes approximately 1000 existing units on 344 acres in the POM Annex and an additional 302 acres of surrounding, vacant land that is intended to be developed for housing to replace the POM Annex housing west of General Jim Moore Boulevard.

Projected Land Uses:

Residential Land Use. 646 acres are included in the district.

Public Facilities and Schools Land Use. A total of 69 acres are reserved for the elementary school and administrative uses for the MPUSD and the adjacent Bachelor Officer Quarters. In addition, lands are reserved within the new POM Annex to accommodate required basewide infrastructure. (See the Public Facilities Plan in Appendix B in the Business and Operations Plan.)

Planned Residential Extension Districts

Three different locations provide an opportunity to directly extend the existing residential fabric of Seaside east onto the former Fort Ord properties. These three locations will be ultimately bounded on the east with a major arterial that will provide access to the future SR 68 alignment planned along the southern perimeter of the former Fort Ord. A significant neighborhood retail center is located in this District serving the existing Seaside community and all of the planned residential neighborhoods on the south side of the former Fort Ord. Additionally, there is a large community park planned to serve this new community.

Projected Land Uses:

Residential Land Use. There are 195 acres designated for residential land use providing up to a projected 1,214 new dwelling units. The locations are all designated as SFD Medium Density Residential.



Retail and Service Land Use. There are 26 acres projected to be in neighborhood retail land use providing up to 283,000 sq. ft..

Open Space Land Use. Seven acres are reserved for a neighborhood park. (See Section 4.3, Recreation and Open Space Element.)

Development and Character Guidelines - To achieve the community design vision, the City of Seaside shall implement the following:

1. *Integrate each of these residential neighborhoods into the existing fabric of the City by providing continuity in residential streets, pedestrian paths and bicycle routes.*
2. *Incorporate the overhead electric power lines ROW into a neighborhood serving open space resource.*
3. *Consider providing centralized equestrian facilities as amenities for the new neighborhoods to take advantage of the trails within the adjacent BLM lands.*
4. *Coordinate the future design of the boundary arterial to provide for convenient trail crossings. (See Section 4.3, Recreation and Open Space Element.)*

Community Park District

The Community Park District is located at the City boundary and will serve the Planned Residential Extension Districts. The park is located to also provide convenient access to the BLM recreation lands for the existing neighborhoods in Seaside. The park will serve as a regional trail head and accommodate equestrian trails and facilities.

Projected Land Uses:

Open Space Land Use. A 25-acre community park is projected to serve existing and new **Seaside community residents.**

General Development Character and Design Objectives - To achieve the community design vision, the City of Seaside shall implement the following:

See Section 4.3, Recreation and Open Space Element

3.10 County of Monterey Planning Areas and Districts

The Monterey County Planning Area contains seven areas: 1)Fort Ord Dunes State Park; 2)Reservation Road Planning Area; 3) Eucalyptus Road Planning Area; 4) South Gate Planning Area; 5) York Road Planning Area; and 6) BLM Habitat Management/Regional Recreation Area and a recreation and habitat protection area. See Figure 3.10-1 which illustrates the Planning Areas for the County and the subdivision into the various Districts. The land reserves and project development capacity for each District is summarized in Table 3.10-1, Monterey County Land Development Intensity Summary.

3.10.1 Fort Ord Dunes State Park Planning Area

The California DPR has prepared the Fort Ord Dunes State Park Preliminary General Plan, as required by state law, for the coastal lands west of State Highway

1. The State is a responsible agency for habitat management and restoration



Fort Ord Dunes State Park



**Table 3.10-1
Monterey County
Land Development Intensity Summary Table**

The "Land Use Capacity" is a projected development yield based on anticipated market absorption, land characteristics, and community vision. The capacities indicated are intended to provide a general guide to assist in land resource management and infrastructure commitments and financing. The precise mix of uses is expected to vary in response to market conditions and FORA actions. The aggregate totals provide a "not-to-exceed envelope" of development within the former Fort Ord.

PLANNING AREAS AND DISTRICTS	PLANNED LAND USE & INTENSITY			LAND AREA and RESERVES (in acres)							PROJECTED DEVELOPMENT CAPACITY			
	Gross (acres)	Development Intensity	Land Use	ROW	Park & O.S. Reserve	Hab. Mgt. Reserve	Pub. Fac./ Mil. Enclave	Schools	Golf Courses	Net Area	Acreeage by land use	Projected Yield	Units	Net Intensity
FORT ORD DUNES STATE PARK	1014	N/A	OS/Rec.	13	803		23			175	59 acres visitor serving	40rooms	N/A	
RESERVATION ROAD PLANNING AREA														
UCMBEST Center	319	0.35 FAR 0.30 FAR	MX	12			10			272	30 acres O/R&D (polygon 9b)	459,667SF	0.35 FAR	
Univ. California Habitat Reserve	186	N/A	Habitat Mgt.	19		167				0	272 acres O/R&D (polygon 7a)	3,172,372SF	0.27 FAR	
East Garrison District	751	.20 FAR .25 FAR .25 FAR	MX	25		551		75		100	167 acres habitat mgt.	0	N/A	
Youth Camp District	125	N/A	Public Fac./ Insti'l				125			0	70 acres BP/LI	609,840SF	.20 FAR	
County Habitat Management District	400	N/A	Habitat Mgt.	26		374				0	25 acres	217,800SF	.25 FAR	
EUCALYPTUS ROAD PLANNING AREA											5 acres spec. retail	54,461SF	.25 FAR	
University Corporate Center	353	0.25 FAR	Office/R&D	60			84			209	125 acres youth camp	0		
Residential/Recreational District	946	0.25 FAR 1 - 5 DU's/acre	SFD-low	23	200			9	179	536	376 acres habitat mgt.	0	N/A	
SOUTH GATE PLANNING AREA														
Visitor Serving Hotel & Golf Course District	195	.25 FAR	Visitor Serving	26					149	20	209 acres office/R&D	1,368,677SF	.15 FAR	
Office Park R&D District	50	.25 FAR	Office/R&D	3						48	1 acre convenience retail	10,980SF	.25 FAR	
Augmentation of Regional Park	29	N/A	OS/Rec.	7	22					0	520 acres housing & 200 acres of open space reserve	3,184DU's	4.4 DU's/acre	
YORK ROAD PLANNING AREA											15 acres hotel	300rooms	N/A	
Office Park/R&D District	189	.25 FAR	O/R&D	9						180	5 acres convenience retail	30,000SF	.14 FAR	
Community Park on ROW	25	N/A	OS/Rec.		25					0	15 acres hotel	300rooms	N/A	
Monterey Corporation Yard	33	N/A	Public Fac./ Insti'l				33			0	48 acres O/R&D	415,127SF	.20 FAR	
BLM HABITAT MANAGEMENT/REGIONAL RECREATION AREA											22 acres - Frog Pond	0	N/A	
BLM Lands	15119	N/A	Habitat Mgt.	61		15,058				0				
POST District	39	N/A	Public Fac./ Insti'l				39			0	147 acres O/R&D	413,000SF	.06 FAR	
Augmentation of York School	67	N/A	OS/Rec.		67					0	25 acres community park	0	N/A	
Augmentation of Laguna Seca Regional Park	592	N/A	OS/Rec.		592					0	33 acre public facility	0	N/A	
UNIVERSITY PLANNING AREA														
CSUMB (County)	806	5 - 10 DU's/acre	Public Fac./ Insti'l	53	36	32		190		496	15,058 acres habitat mgt.	0	N/A	
County Recreation/Habitat	340	0.25 FAR	Habitat Mgt.	56	141	142				1	39 acres Public Facility	0	N/A	
County Recreation	88	N/A	OS/Rec.	17	70					1	67 acres Environ'l Education	0	N/A	
TOTALS	21,668			409	1,956	16,324	314	274	328	2,063	592 acres Regional Rec'n	0	N/A	
											496 acres univ. housing	3,093DU's	6.2 units/acre	
											1 acre convenience retail	10,980SF	0.25 FAR	
											1 acre convenience retail	10,980SF	0.25 FAR	
											6,776,952SF			
											640Rooms			

##



1. The State is a responsible agency for habitat management and restoration of sensitive coastal environments under the HMP. The DPR is also planning for visitor-serving uses in the coastal area including hiking, camping, day use activities, and resort accommodations. The State Park will also include base-wide infrastructure facilities. The Fort Ord Dunes State Park Preliminary General Plan is incorporated herein by reference.

Projected Land Uses:

Open Space Land Use. 803 acres are reserved for park and open space which will be managed for habitat restoration and limited visitor-serving activities.

Visitor-Serving Land Use. 59 acres are reserved for use as a limited service resort facility accommodating 40 rooms.

Public Facilities Land Use. 23 acres are reserved for use to accommodate a future desalination plant.

General Development Character and Design Objectives - To achieve the community design vision, the California DPR shall implement the following:

1. *Enhance the visual character of the State Highway 1 Scenic Corridor with detailed siting, grading and design plans and landscaping programs that minimize the visual intrusion of buildings and large paved areas for overnight RV vehicles and campground parking.*
2. *Work with the City of Marina to incorporate a visitor center and gateway function into the 8th street Visitor/ Cultural Center within Marina's Town Center Planning Area. Establish the 8th Street bridge as a major access point to the state park.*
3. *Manage the traffic impacts of the potential queuing of RV vehicles arriving at the Main Gate Intersection.*

3.10.2 CSUMB/Recreational Planning Area

The CSUMB/Recreational Planning Area is located in a central position that will dramatically affect the potential surrounding development. It consists of three major resources: 1) the lands conveyed or subject to future public benefit conveyance to CSUMB; 2) the former land fill site; and 3) the planned Marina community park that is composed of two areas north and south of Intergarrison Road and is subject to a public benefit conveyance request.

CSUMB Planning District

The County portion of the CSUMB lands totals approximately 806 acres and is comprised of the existing residential area and a reserve area for future development needs of the campus. The existing housing area is designated Medium Density residential and is identified as an opportunity site for residential infill. The development reserve for the campus extends from the Seaside City limits to the extension of Gigling Road at the east. A portion of these lands is also identified as a residential infill opportunity.



CSUMB/Recreational Planning Area



Figure 3.10-1, County Planning Areas

This figure can be found within the “Maps” section off the homepage of the FORA CD-ROM Application.

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Projected Land Uses:

Schools/University Land Use. All 806 acres of the County portion of CSUMB lands are reserved for academic, administrative, and support uses including residential uses. A 13-acre site (Polygon 10a) has been conveyed to the MPUSD for a future elementary school.

Residential Land Use. Two portions of the CSUMB lands are designated for specific residential land uses at a development intensity of 5 to 10 Du/Ac:

- The eastern end of the main campus (Polygon 16) is 140 acres and designated as a Residential Infill Opportunity that will provide approximately 1,120 units reserving 20% of the gross area for open space.
- The area north of Intergarrison (Polygon 10) is 425 acres and is currently developed with 1,253 units. This area is designated as a Residential Infill Opportunity that will provide approximately 720 units, reserving 20% of the gross area for open space.
- The projected total residential development is approximately 3,100 units.

Open Space Land Use. Thirty-six acres are reserved for park and recreational uses and 32 acres are reserved for habitat management.

General Development Character and Design Objectives - To achieve the community design vision, CSUMB shall implement the following:

1. *Integrate the Intergarrison Road corridor into the campus as a major recreational trail.*
2. *Treat the Intergarrison/Gigling intersection as a major gateway to the campus.*

Monterey County Recreational/Habitat District

This District is comprised of two areas. The larger, approximately 340 acres, is the former land fill site. The smaller, approximately 88 acres, stretches both north and south of Intergarrison road. Both of these areas are reserved for a combination of habitat protection and recreational uses.

Projected Land Uses for the Former Land Fill:

Open Space/Recreation Land Use. About 141 acres are reserved for park and open space at the former landfill site. This represents the area included in the planned land fill cap. Region-serving recreation facilities, such as an amphitheater, are appropriate at this location.

Habitat Protection. About 142 acres are reserved for habitat management, including non-invasive and controlled passive uses such as hiking and equestrian trails.

Opportunity Sites. The land fill cap provides an opportunity to locate a range of commercial recreational uses, including a golf course, a region-serving equestrian center and a convenience retail center for up to 10,980 sq. ft.



Approximately 50 acres located at the southwest corner of the former landfill site, adjacent to the Marina City limits and Inter-Garrison Road is suitable for office/R&D development by the University of California.

Projected Land Uses for the City of Marina Community Park:

Open Space/Recreation Land Use. A total of 70 acres are reserved for active recreational use on portions both north and south of Intergarrison Road. The facilities will be incorporated into the existing oak woodland and chaparral landscape.

Habitat Protection. A total of 18 acres are reserved for protected habitat management.

Opportunity Sites. The portion south of Intergarrison Road is designated as an opportunity site for an equestrian center and a convenience retail center for up to 10,980 sq. ft..

General Development Character and Design Objectives -See Section 3.4, Recreation and Open Space Element.

3.10.3 Reservation Road Planning Area

This area extends along Reservation Road and includes five districts: 1) UC MBEST Center Cooperative Planning District; 2) UC Habitat Management District; 3) East Garrison District; 4) Youth Camp District; and 5) County Habitat Management District.

UC MBEST Center Cooperative Planning District

The County portion of the UC MBEST Center Cooperative Planning District includes two major sites. The larger site is approximately 272 acres and is located at the bluff top above the Salinas Valley. The second site is located south of Reservation Road and includes a development area of approximately 30 acres and a habitat management area of 167 acres.

Projected Land Uses:

Planned Development Mixed Use. Two separate parcels are projected for use as planned development mixed use activities: 272 acres supporting approximately 3.2 million sq. ft.; and 30 acres supporting approximately 460,000 sq. ft.

Visitor Serving Land Use. An alternate location for a 150 room hotel/conference center.

General Development Character and Design Objectives - To achieve the community design vision in the County, UC MBEST Center shall implement the following:



Reservation Road Planning Area



1. *Enhance the visual identity and imagery for UCMBEST as viewed from the major circulation corridors, including Reservation Road and Blanco Road.*
2. *Establish a maximum building height related to an identified mature landscape height to retain the visual line of the bluffs as viewed from the Scenic State Highway 1 Corridor.*
3. *Maintain a minimum setback from the top of the bluff above the valley to retain the native vegetation and provide for a continuous bluff top trail.*
4. *Provide primary access from Reservation Road to promote the role of this arterial as a distribution link in the network.*
5. *Provide for a direct connection to Blanco Road for this district to reduce traffic impacts on Reservation Road.*
6. *Provide development standards for the interface with the NRS lands to protect the habitat resources.*

University of California Habitat Reserve District

The UCNRS will manage the Habitat for educational purposes in the District. (See Section 4.4 Conservation Element.)

Projected Land Uses:

Habitat Management Land Use. 167 acres are projected for habitat management.

East Garrison District

The East Garrison District area is designated as a “Planned Development Mixed Use District.” The District is a total of approximately 751 acres. The HMP, however, limits development at the East Garrison to 200 acres. The remaining lands will be reserved in habitat management.

The Reuse Plan provides for a range of uses to accommodate competing visions for the development of this District.

Projected Land Use as a Mixed Use Urban Village and Employment Center

A development concept under evaluation by the County envisions a mixed-use development that utilizes the historic East Garrison as a focal point for an Urban Village. The program elements include:

East Garrison Village

1. *An Arts District with live/work studios, gardens and galleries incorporated into the historic structures.*



2. *A new Residential neighborhood with convenience retail and services built within the historic district to augment the live/work resources.*
3. *A Monterey County Agricultural Showcase located adjacent to the historic parade grounds and overlooking the Salinas Valley. The Showcase could feature a culinary academy, specialized restaurants, micro-brewery, specialty food and wine facilities, etc.*
4. *Shared Open Space Features within the Village include the “Village Green” and common meeting room in the historic chapel, agricultural demonstration gardens, common exhibition space for the arts community, and neighborhood recreation facilities.*

Employment Center

1. *Office/R&D Land Use.* Approximately 32 acres would be located at a site adjacent to the UC MBEST Center.
2. *Business Park/Light Industrial Land Use.* Approximately 37 acres would be located in the disturbed lands west of the historic parade ground.

Conservation Area

1. *Visitor-Serving Land Use.* A 150-room “spa” hotel on ten acres and a winery annex located on 33 acres at the former Ammunition Supply Post (ASP).
2. *Habitat Management Land Use.* The approximately 550 acres not incorporated into the development plan would be protected habitat as provided for the HMP.

Projected Land Use as the POST Facility

Monterey Peninsula College District has submitted a public benefit conveyance request for reuse of the East Garrison as a Police Officer Safety Training Center (POST). This request has been approved by the Department of Education. If granted, it would allow MPC to continue the POST-related training activities which it has been conducting at East Garrison for California State Parks personnel and others for some years.

There is a conflict between this PBC and a portion of the Youth Camp PBC in the adjacent Polygon 17b.

The POST Center would utilize the existing facilities on the approximately 200 acres of lands that have been previously developed. The activities and programs envisioned make use of the substantial investment in training facilities.

Historic Parade Ground District

1. *Model Township.* Scenario training would be provided for: crime scene investigation; response to crimes in progress; high risk traffic stops; accident investigation/reconstruction; and city street defensive driving.



2. *Parade Ground Activities.* Activities would accommodate: State Parks Encampments, physical training, and a grenade (gas) practice area.
3. *Existing Facilities.* The chapel would be used as a lecture facility; the former jails would be used in the corrections curriculum; and the existing chemical (gas) training building, K-9 building, battle simulation center, range office, and rappelling tower could support training activities.

Outside the Historic Parade Ground District

1. *Emergency Vehicle Operations.* An operations course would be conducted on the large, open paved portions west of the historic district.
2. *Leadership Reaction Course and skills/ team building course.* Activities conducted at existing facilities south of West Gate Road.
3. *Practice Ranges.* The sheriff’s pistol range and the small arms firing range would be retained and used in the training programs.

Reuse Plan Program Assumptions

The Reuse Plan incorporates a program that combines elements of both programs. This permits a realistic staging of development that can be used in the 2015 scenario on which the Business and Operations Plan is based.

The ultimate development program incorporated into the analyses assumes that the POST Center is operating but on a reduced footprint limited to the activities within the parade ground historic district. The eliminated program elements include the firing ranges and the emergency vehicle operations.

A complementary employment center program is incorporated into the lands outside the parade ground historic district.

Reuse Plan Projected Land Uses:

Business Park/Light Industrial Land Use. About 70 acres are projected for Business Park and Light Industry accommodating approximately 610,000 sq. ft. on the disturbed lands west of the parade ground.

Office/ R&D Land Use. Twenty-five acres are projected to accommodate up to 217,000 sq. ft. of office land use adjacent to the UC MBEST Center.

Retail and Services Land Use. A five-acre site is projected for a specialty retail center accommodating up to a total of approximately 54,000 sq. ft..

Open Space Land Use. Approximately 551 acres have been reserved for habitat management.

Public Facilities Land Use. Approximately 75 acres are reserved for the POST Center, under the direction of the Monterey Peninsula Community College District.



General Development Character and Design Objectives - Objectives will be defined when the development program for this district is determined.

County Habitat Management District

The County portion for habitat management in this area is under provisions of the HMP. (See Section 4.4, Conservation Element.)

Projected Land Uses:

Open Space Land Use. Approximately 374 acres are reserved for habitat management in various locations in this District.

General Development Character and Design Objectives - To achieve the community design vision, the County shall implement the following:

See Section 4.3, Recreation and Open Space Element and Section 4.4.3, Conservation Element.

Youth Camp District

The Youth Camp District located along the southern side of Intergarrison Road between the East Garrison and a major open space bridge between the BLM lands and the UC MBEST NRS lands. A public benefit conveyance request has been made for the District by the County to establish a youth camp. Operation of the camp may be contracted to an outside agency or managed by a county social service agency.

Projected Land Uses:

Public Facilities Land Use. Approximately 125 acres are projected for use in as a public recreational facility for youth.

General Development Character and Design Objectives - To achieve the community design vision, the County shall implement the following:

See Section 4.3, Recreation and Open Space Element and Section 4.4.3, Conservation Element.

3.10.4 Eucalyptus Road Planning Area

The Eucalyptus Road Planning Area is predominately undeveloped and served by substandard roadways. The west end area includes facilities retained in the Military Enclave and a Public Benefit Conveyance request by the Monterey Salinas Transit District. It includes two Districts: 1) the University Corporate Center District; and 2) the Residential / Recreational Center District.

University Corporate Center District

This area includes the University Corporate Center located along the extension of Gigling Road. This area is located outside of the core infrastructure area.



Eucalyptus Road Planning Area



However, it is directly adjacent to the planned Salinas Transit Center and U.S. Army Motor Pool and located along the Gigling Road extension that is expected to be provided in the earlier stages of development. Because of the regional roadway improvements, this location will be on the corridor that connects the Main Gate interchange and the Davis Street connection to Salinas.

Projected Land Uses:

Business Park/Light Industrial Land Use. The University Corporate Center will occupy approximately 209 acres and accommodate approximately 1.37 million sq. ft. of Business Park/Light Industrial Land Use.

Public Facilities Land Use. Approximately 84 acres are reserved for the Monterey/Salinas Transit Center and for use by the U. S. Army for various uses, including the U.S. Army motor pool.

General Development Character and Design Objectives - To achieve the community design vision, the County shall implement the following:

1. *Establish site planning, bulk, and massing criteria to integrate development into the existing topography and natural habitat so as to minimize grading and oak tree removal (see Section 4.4.3 Conservation Element.)*
2. *Coordinate development within this district with the preparation of a specific plan or other planned development mechanism to achieve the potential integrated design that can integrate the commercial development with the adjacent CSUMB campus, Monterey/Salinas Transit Center and U.S. Army motor pool.*

Residential/Recreation Center District

This District is designated to include a significant new residential area at the perimeter of the BLM lands and to link the POM Annex residential district in Seaside with the CSUMB housing areas north of Intergarrison Road. This district is designated as SFD Low Density Residential in order to provide the flexibility to retain portions of the significant oak woodland community. A focal point of this community could be a golf course and visitor-serving hotel.

Projected Land Uses:

Residential Land Use. This area will accommodate various density of residential land use in a total area of approximately 520 acres and accommodating approximately 3,184 dwelling units.

Retail and Services Land Use. A one-acre site is projected for convenience retail and services accommodating approximately 11,000 sq. ft..

Visitor-Serving Land Use. A 300-room hotel is projected with an 18-hole golf course on a total of approximately 194 acres.



General Development Character and Design Objectives - To achieve the community design vision, the County shall implement the following:

1. *Establish site planning criteria to integrate development into the existing topography and natural habitat so as to minimize grading and oak tree removal (see Section 4.4.3 Conservation Element.)*
2. *Coordinate development within this district with the preparation of a specific plan or other planned development mechanism to achieve the potential integrated design that can integrate the residential development with the potential golf course and hotel operations.*
3. *Coordinate the design and character of a perimeter regional trail to provide an effective boundary between the residential development and adjacent BLM protected habitat (see Section 4.3 Recreation and Open Space Element, Section 4.4.3 Conservation Element, and Section 4.6.2 Safety Element.)*
4. *Consider providing centralized equestrian facilities as amenities for the new neighborhoods to take advantage of the trails within the adjacent BLM lands.*

3.10.5 South Gate Planning Area

This District includes an Office Park/R&D District surrounding the planned visitor-serving hotel and golf course development. The combination of uses anticipates strong synergy between them. The area is located outside of the core infrastructure area but has been identified as a development “opportunity site.”

The South Gate Planning Area contains three districts: 1) Visitor-Serving Hotel and Golf Course, 2) Office Park and R&D, and 3) Augmentation of the Frog Pond area at the Monterey Peninsula Regional Park District.

Visitor Serving Hotel and Golf Course District

This District includes a 300-room hotel and golf course. This hotel will provide a focal point for an adjacent office/R&D park.

Projected Land Uses:

Visitor-Serving/Commercial Recreation Land Use. Approximately 164 acres are projected for the 300-room hotel and golf course.

Retail and Services. Five acres are projected for convenience retail shopping with up to 30,000 sq. ft. of space.

General Development Character and Design Objectives - To achieve the community design vision, the County shall implement the following:

1. *Establish site planning, bulk, and massing criteria to integrate development into the existing topography and natural habitat so as to minimize grading and habitat impacts.*



South Gate Planning Area



2. *Establish a maximum building height related to an identified mature landscape height to retain a compatible relationship with the regional landscape character and to not significantly impact the view from scenic Highway 68.*
3. *Coordinate development within this district with the preparation of a specific plan or other planned development mechanism to achieve the potential integrated design that can integrate the commercial development with the golf course and hotel operations.*
4. *Utilize the irrigated golf course landscape to provide an effective boundary between the commercial development and adjacent BLM protected habitat (See Section 4.4.3, Conservation Element and Section 4.6.2, Safety Element.)*

Office Park / R&D District

An office park and research and development district is compatible with the type of existing development along State Highway 68, providing a garden-type office complex.

Projected Land Uses:

Office / R&D Land Use. Forty-eight acres are projected for this use and will accommodate 415,000 sq. ft. of office park and R&D land uses.

General Development Character and Design Objectives - To achieve the community design vision, the County shall implement the following:

1. *Establish site planning, bulk, and massing criteria to integrate development into the existing topography and natural habitat so as to minimize grading and habitat impacts.*
2. *Establish a maximum building height related to an identified mature landscape height to retain a compatible relationship with the regional landscape character and to not significantly impact the view from scenic Highway 68.*
3. *Establish a development setback buffer at the former Fort Ord boundary to minimize impacts on the adjacent lands.*
4. *Coordinate development within this district with the preparation of a specific plan or other planned development mechanism to achieve the potential integrated design that can integrate the commercial development with the adjacent golf course and hotel operations.*

Augmentation of Regional Park District

The area includes the “Frog Pond” which is in open space protection under the Monterey Peninsula Regional Park District.

Projected Land Uses:

Open Space Land Use. 15 acres are projected for this park use and habitat protection.

General Development Character and Design Objectives - To achieve the community design vision, the County shall implement the following:

See Section 4.4.3, Conservation Element.



York Road Planning Area

3.10.6 York Road Planning Area

This is an area that includes an Office Park/R&D District that is an extension of the existing Ryan Ranch development. The area will benefit from the development of a hotel and golf course nearby but is located outside of the core infrastructure area. It is not expected to be developed before the Ryan Ranch is closer to “build-out.”

Office Park / R&D District

This District is a further extension of the Ryan Ranch development, continuing its garden office park style.

Projected Land Uses:

Office Park / R&D Land Use. This land use area, consisting of polygons 29b and 29d, is approximately 147 acres and will accommodate up to 413,000 sq. ft. of office and/or research and development uses.

General Development Character and Design Objectives - To achieve the community design vision, the local governing jurisdiction shall implement the following:

1. *Establish site planning, bulk, and massing criteria to integrate development into the existing topography and natural habitat so as to minimize grading and habitat impacts.*
2. *Establish a maximum building height related to an identified mature landscape height to retain a compatible relationship with the regional landscape character and to not significantly impact the view from scenic Highway 68.*
3. *Coordinate development within this district with the preparation of a specific plan or other planned development mechanism to achieve the potential integrated design that can integrate the commercial development with the adjacent commercial development outside the former Fort Ord boundaries.*
4. *The City of Monterey’s Ryan Ranch development and design standards shall be integral to future development within the York Road Planning Area.*
5. *The Section of 8-mile Gate Road between York Road and South Boundary Road shall be constructed in the York Road Planning Area.*
6. *An 80-foot wide floating easement shall be provided connecting Ryan Ranch Road to South Boundary Road and Upper Ragsdale Drive to South Boundary Road in the York Road Planning Area.*

Community Park District

The site, consisting of polygon 29e, is reserved as a community park and open space set-aside area and may eventually be used for construction of the State Highway 68 By-Pass corridor.



Projected Land Uses:

Open Space Land Use. A 25-acre park along the State Highway 68 corridor will be set aside for community use. The State Highway 68 By-Pass may later replace this park, with the park to be relocated at another site.

Monterey City Corporation Yard District

The City of Monterey will utilize this undeveloped site, consisting of polygon 29c, for future corporation yard activities near State Highway 68 as part of its Public Benefit Conveyance Request.

Projected Land Uses:

Public Facilities Land Use. This 33-acre site is projected for public facilities use as a future corporation yard.

General Development Character and Design Objectives - To achieve the community design vision, the County shall implement the following:

1. *Establish site planning, bulk, and massing criteria to integrate development into the existing topography and natural habitat so as to minimize grading and habitat impacts.*
2. *Establish a maximum building height related to an identified mature landscape height to retain a compatible relationship with the regional landscape character.*

Bureau of Land Management/Recreation Area

This is the largest land mass of the former Fort Ord Military base which is being set aside under one land use for habitat conservation and protection. The area will support a variety of passive recreational activities in addition to its primary mission of protection and restoration of sensitive plant and animal species.

Projected Land Uses:

Open Space/Habitat Management Land Use. About 15,058 acres of the former Fort Ord are being set-aside for habitat conservation and protection and passive recreational activities.

General Development Character and Design Objectives - To achieve the community design vision, the County shall implement the following:

See Section 4.3, Recreation and Open Space Element and Section 4.4.3, Conservation Element.



BLM Habitat Management/ Recreation Areas



POST District

The POST District for police officer training under the Monterey Peninsula Community College direction.

Projected Land Uses:

Public Facilities Land Use. Approximately 39 acres are projected for the POST.

General Development Character and Design Objectives - To achieve the community design vision, the County shall implement the following:

See Section 4.4.3, Conservation Element

Augmentation of Laguna Seca Regional Park District

Approximately 591 acres are set aside for augmentation to the Laguna Seca Regional Park. The uses will vary to support public enjoyment of activities at Laguna Seca, including hiking, ecology, parking, and passive and active recreational uses to meet the mission and role of the existing regional park.

Projected Land Uses:

Open Space Land Use. Approximately 591 acres are projected for this use.

See Section 4.3, Recreation and Open Space Element and Section 4.4.3, Conservation Element.

General Development Character and Design Objectives - To achieve the community design vision, the County shall implement the following:

See Section 4.3, Recreation and Open Space Element and Section 4.4.3, Conservation Element.

Augmentation of York School District

This area will be added to the York School acreage for additional low-intensity educational activities to support educational and recreational activities associated with the school's athletic program.

Projected Land Uses:

Public Facilities Land Use. This land use is projected to be approximately 66 acres for primarily cross county sports activities at York School.

General Development Character and Design Objectives - To achieve the community design vision, the County shall implement the following:

See Section 4.3, Recreation and Open Space Element and Section 4.4.3, Conservation Element.



3.11 Implementation

3.11.1 Economic Recovery And Growth Management Approach

The strategies for economic recovery at the former Fort Ord depend upon the following foundation:

- Community Development Themes to identify desirable outcomes;
- The on-going use of Phasing Scenarios as a strategic planning tool to help formulate policy and forecast future conditions and feasibility; and
- The Principles and Approaches to growth management which will form the basis for preparing a Community Improvements Plan and for managing growth.

3.11.2 Community Development Themes

The Reuse Plan articulates four Community Development Themes to facilitate the economic recovery at the former Fort Ord:

Theme 1: Recovery and Long Term Economic and Fiscal Health of the Fort Ord Communities, the Monterey Peninsula, and the Region

- **Job Replacement.** Replace jobs (16,000 to 18,000) and economic activity lost due to the closure of Fort Ord as quickly as possible.
- **Balanced Growth.** Create a setting which is conducive to long-term balanced economic and employment growth and the self-sufficiency of the land use agencies.
- **Rapid Redevelopment.** Minimize deleterious consequences of the closed and deteriorating former Fort Ord property through rapid redevelopment of properties with significant reuse opportunities.
- **Positive Fiscal Impact.** Promote a positive fiscal impact on Fort Ord communities through: 1) creating a development pattern which minimizes infrastructure and service costs; 2) maximizing uses which generate tax revenue that exceeds service costs; and 3) carefully implementing infrastructure and development construction in order to minimize capital and service costs.
- **Managed Water Supply.** Assure a sufficient water supply for the major economic and employment-generating uses, so as to accommodate 16,000 to 18,000 replacement jobs at the former Fort Ord by the time the 6,600 acre feet/year of available water is in use.
- **Managed Residential Development.** Monitor residential development so that demand for water does not outstrip the available supply for employment-generating uses in the 2015 period.



Theme 2: Environmental Responsibility

- **Habitat Management Plan.** Assure the integrity of the abundant natural resource values at the former Fort Ord by promoting the implementation of the negotiated HMP.
- **Allocating the Costs of Habitat Management.** Since the natural resource values within the areas to be managed to protect habitat will accrue to all of the lands within FORA, establish a principle of sharing the costs of habitat management equitably among all land use agencies.
- **Open Space and Recreational Resources.** Promote the compatible recreational use of the diverse open space and recreational resources at the former Fort Ord so that they will: a) enhance the quality of life for the future residents, students and work force within FORA boundaries and the residents of the surrounding communities; and b) contribute to the diversity of the tourist economy of the Monterey Peninsula.
- **Visual Gateway to the Monterey Peninsula.** Reinforce the character of the regional landscape at this primary gateway to the Peninsula by protecting the visual corridor along State Highway 1.
- **Sustainability.** Utilize sound environmental planning practices to promote a development pattern that will reflect AMBAG's "Livable Communities Initiative."
- **Clean-Up of Hazardous Materials.** Encourage the Department of Defense to pursue the quick and effective clean-up of the hazardous materials at the former Fort Ord.

Theme 3: Regulatory Framework

- **Simple But Flexible Growth Management.** Avoid unnecessarily costly and burdensome regulation that slows development approval and results in outcomes that are difficult to predict.
- **Equitableness.** Put into place a growth management approach that will survive because it is basically equitable among all the participating jurisdictions.
- **Responsibility.** Ensure that FORA will prepare a Reuse Plan and monitor its implementation as mandated in SB 899.

Theme 4: Regional Accountability

- **Integration of Long Range Plans for the former Fort Ord.** Ensure that FORA's vision for the reuse of the former Fort Ord is explicitly defined and regularly updated in order to facilitate coordinated regional planning.



3.11.3 Phasing Scenarios And Development Strategies

Phasing scenarios have been prepared to facilitate the development of a Business and Operations Plan for managing growth at fort Ord. This Business and Operations Plan is prepared for the period to 2015 and will be regularly updated. (See Appendix B.)

What Does A Phasing Scenario Analyze?

Phasing scenarios pose a set of integrated conditions by which the cumulative characteristics of a particular set of factors can be analyzed. Phasing scenarios are used to reflect:

- **Market Factors:** The amount of development that can be reasonably attracted to Fort Ord to finance the extension of infrastructure and promote economic development within the region;
- **Infrastructure Factors:** The ability to serve lands with existing and new infrastructure and the consequential costs of providing that infrastructure;
- **Circulation Factors:** The roadway improvements required to serve projected development and the consequential costs of improving existing corridors and extending new corridors, as well as the pattern of development mix and density that can support efficient transit operations;
- **Financial Factors:** The ability of the public and private development sector to cover the costs of providing the infrastructure without producing a negative land value; and
- **Fiscal Factors:** The balance between costs of community services and the revenue produced by the projected development. This balance should further the objectives of each land use agency to achieve economic self-sufficiency from the beginning.

The analyses of the phasing scenario provide a detailed look at the relative performance of the program.

What Are The Development Strategies for the Business and Operations Plan?

The Business and Operations Plan has been prepared for a twenty-year planning horizon (to the year 2015) which attempts to optimize financial performance in order to see whether, under optimal conditions, the identified program can be feasibly constructed in the market place.

The Comprehensive Business Plan (CBP) was prepared to assist FORA in devising a viable and equitable financing plan for reuse and is based on many assumptions for which information is continuously improved. The CBP serves as a guide to indicate how FORA could establish fees, and finance the identified



capital costs, while respecting real estate market projections. The recommendations of the CMP and the financing tools recommended in the Public Facilities Improvement Plan (PFIP) is under review and refinement by FORA. Adoption of a financing plan and development fees will be separate actions taken by FORA subsequent to certification of the Final PEIR and adoption of the Reuse Plan.

The Business and Operations Plan is built from the following development strategies:

- **Market Strategy.** Accommodate the broadest number of segments of the desirable real estate market during the initial years. This strategy will: 1) allow leverage of the housing market to enhance the attractiveness of the former Fort Ord as a jobs center; 2) use market support to generate investment capital for infrastructure improvements; and 3) if properly managed, put into place the threshold investments that will carry the vision for the former Fort Ord beyond the 2015 horizon.
- **Circulation Strategy.** Build on the existing transportation network to the greatest advantage so that the most expensive improvements can be postponed for the longest time. This strategy will: 1) maximize the available capacity at the existing interchanges located on State Highway 1; 2) utilize the existing roadway alignment and capacity in the Imjin Road Corridor for the longest period possible; 3) implement a new east-west corridor between Reservation Road (extending north-east along the Davis corridor to Salinas) and North-South Road to augment the capacity in the Imjin/Blanco Corridor; 4) connect the existing Marina neighborhoods north of the former Fort Ord with the existing housing resources in the northwest corner of the former Fort Ord; 5) preserve sufficient ROW's to serve long-range build-out; and 6) promote a development mix and pattern that will support efficient transit operations and specifically concentrate trip-ends along the multimodal corridor.
- **Infrastructure Strategy.** Maximize the use of existing infrastructure improvements to support development in the initial years while preserving the greatest flexibility to respond to future development opportunities. Establish the principle that every area covers "its own cost of service." This strategy will: 1) identify opportunities that can be developed easily and with modest improvements in the service network; 2) take advantage of the existing network of services that facilitates the long-range development opportunities; 3) identify opportunity areas where infrastructure can be more cost effectively provided with services independent of the main former Fort Ord network or where special financing will cover the cost of the service; and 4) set the stage for development after 2015 with a sufficient reserve to finance major investments in capacity.



- **Community-Building Strategy.** Capitalize on the valuable synergy that can be achieved by developing coherent and balanced communities that take advantage of the major existing assets and public investments. This strategy will: 1) provide a community that supports the emerging CSUMB campus; 2) build on the activity that is emerging at the new Marina Municipal Airport; 3) support the inherent opportunities at the UC MBEST Center to attract new technology-driven and research-based employers; 4) fully integrate the communities within the former Fort Ord with the regional recreation and open space resources managed by the State Parks and BLM; 5) take advantage of the proximity to State Highway 1 to create a gateway to the former Fort Ord; 6) utilize the two existing golf courses in Seaside; 7) integrate the existing housing stock into the surrounding communities; and 8) build on the continuing commitments by the DoD represented by the DFAS, and the POM Annex and other elements of the military enclave.
- **Fiscal Strategy.** Balance the cost of services with the potential revenue stream to the various jurisdictions within the former Fort Ord boundaries to optimize the fiscal health and self-sufficiency of each governmental entity. This strategy should result in a positive cost/revenue balance for each land use agency.

3.11.4 FORA’s Growth Management Principles and Approach

The Capital Improvement Plan (CIP) will be the primary tool for growth management at the former Fort Ord by guiding the provisions for infrastructure. This framework outlines the basic ground rules and assumptions for providing infrastructure. Where FORA is specifically identified, FORA, its successor, or another entity with appropriate authority may adopt and implement the policy.

Levels of service and timing standards are an integral part of the Reuse Plan and are included in Table 3.11-1. These standards guided the preparation of the CIP and will guide subsequent updates to the CIP.

Growth Management Principle 1. All of the developable lands within FORA’s jurisdiction have the potential to be served with infrastructure.

Principles to Guide the Provision of Infrastructure

Two basic principles have been identified for managing the provision of infrastructure within FORA. These principles underlie all management approaches that were considered for implementation of the Reuse Plan.

Alternative Management Approaches Considered

There are several approaches that were considered for preparing the appropriate policy. The approaches include:

Growth Management Principle 2. Properties within FORA’s jurisdiction will have access to infrastructure on a “first-come, first-served” basis.

Prior FORIS Policy

This approach evolved over the course of the community and infrastructure planning for the Fort Ord Reuse Infrastructure Study (FORIS) and provided



**Table 3.11-1
Level of Service Standards and Timing Standards**

	Level of Service (LOS) Standard	Timing Standard
Transportation	LOS D on the road network within the territory of the former Fort Ord. Maintain LOS D on roadways described in the Monterey County Congestion Management Plan.	Construct improvements described in the former Fort Ord Reuse Plan CIP at a time such that the LOS does not degrade below the bottom end of LOS D.
Water Supply	Provide a safe and secure supply of water with the capacity of 268 gallons per day average.	Water supply should be guaranteed and available before any building permits are issued.
Wastewater	Provide the capacity to collect and treat 215 gallons per day average.	Wastewater treatment capacity should be guaranteed and available before any building permits are issued.
Habitat Management	Improvements required to protect the habitat area and enable the Habitat Management Plan objectives to be implemented.	Protection improvements need to be made quickly after the time of land transfer. All improvements should be made within the first 5 years of development on the former Fort Ord (Phase I - 1996 - 2000)
Fire Protection	Maintain an average response time of seven (7) minutes in all areas being served by the Salinas Rural Fire District by the first-in engine company.	A new fire station would be located in the territory of the former Fort Ord when the area has reached approximately fifty per cent (50%) of its build-out, or the number and type of calls for service dictate a response time less than the seven (7) minute average.

the basis for the January 1995, “Fort Ord Reuse Infrastructure Study.” The financial assumptions incorporated into that analysis resulted in significant costs for area-wide infrastructure that threatened the financial viability of the plan. Several of the policy provisions resulted in engineering inefficiencies or challenged sound “land-based” real estate financing practices. These policies included:

- **Total Costs.** The total infrastructure costs for all of the developable lands within FORA will be carried by an allocation of costs to each of the long-range build-out provisions for the various “polygons.”
- **Phasing.** Phasing of development would be assigned on the basis of “priority parcels” which were identified on the basis of water supply issues and political decisions that resulted in significant areas being closed to development during the initial phase (approximately 2010). The land supply served in the initial phase was still well in excess of demonstrated market demand resulting in significant costs to carry premature improvements.



- **Everyone Pays the Same.** The cost of infrastructure would remain the same throughout the life of the plan on the basis of “first in pays the same price as everyone else.” This resulted in significantly distorting expected real estate values that would accrue to future development and excessively penalizing the pioneer developments.

Market Approach

This is the outcome when there is minimal internal coordination or managed development among jurisdiction after the CIP is adopted by FORA. The characteristics and potential risks to this approach are:

- **Market Forces.** Priorities are established by market forces in each jurisdiction; the CIP is either followed or amended.
- **Competition Among Jurisdictions.** Each jurisdiction operates independently in an attempt to tie up scarce capacity.
- **Compromised Regional Interests.** Regional interests are compromised as the character and location of development becomes difficult to anticipate and coordinate with other related public commitments.

Urban Limit Lines

This approach utilizes a planning/economic development rationale to negotiate the boundaries within which development can be served. These lines may be drawn after the test case scenario has been analyzed. A potential problem with this approach is that monopoly land prices can result.

Innovative Arrangements To Share Costs And Revenues Among Jurisdictions

This approach uses a cost and revenue sharing arrangement in order to eliminate the fiscalization of land use decisions and growth management strategies. With an equitable sharing formula, jurisdictions will be indifferent to the precise location of development within the former Fort Ord. The advantages to this approach are tantalizing for FORA. (The three cities and one county now involved with Reuse at March AFB in Southern California represent an operating model.) The potential obstacles to overcome include:

- **Management Role.** FORA emerges as a long-term growth management entity to continue to allocate costs and revenues throughout the life of the plan.
- **Political Independence.** Because of the historical independence of each jurisdiction, it is our experience that such an arrangement is difficult and time consuming to achieve.



The Selected System of Urban Limit Lines and Procedures for Exceeding the Limits

Such an arrangement has significant utility for the former Fort Ord and was the selected viable approach. This approach attempts to give the greatest clarity for future infrastructure expansion while preserving the greatest flexibility to respond to opportunities. The elements of this approach include:

- **Areas Currently Served With Infrastructure.** These are areas that can be characterized by the lands currently served or readily served by the infrastructure systems. A definable limit to serve the anticipated program can be made that will accommodate development demands through 2015.
- **Opportunity Locations.** These are areas within the former Fort Ord that can be developed outside the existing (1995) core Fort Ord Network of infrastructure.
- **Flexible (Non-Monolithic) Utility Service Policy.** Areas currently served by existing utilities are allocated costs to upgrade and expand as necessary. Areas not currently served carry the full cost of utility system extension. It is anticipated that, in general, market factors will operate to stage development first on lower “cost to serve” areas, or on those in which a highly marketable product carries higher development costs. Consequently, market-driven and flexible phasing results that will not be limited by jurisdictional boundaries of the land use agencies.
- **Amending Procedures.** The CIP will be regularly amended to reflect FORA’s existing investment in infrastructure and plans for extension and upgrading.

3.11.5 FORA’s Development and Resource Management Plan (DRMP)

3.11.5.1. Objectives of the DRMP

Reuse of the former Fort Ord will utilize the DRMP to restrain development to available resources and service constraints. The DRMP objectives are:

- Development on former Fort Ord lands will be limited by the availability of services;
- Service availability is measured by compliance with Level of Service standards;
- Services are limited by resource and financial constraints. Resource limitations describe holding capacity limitations. Financial limitations are expressed in the Capital Improvement Program (CIP), and its periodic updates, for Base Reuse; and



- Services will be extended to development on a first come first served basis, up to the financial and resource limitations.

3.11.5.2 Components of the DRMP

To adequately implement the approach and principles described in sections 3.11.1 through 3.11.4, FORA will establish programs and monitor the following components of the DRMP:

- Management of Transportation Improvements;
- Management of Water Supply;
- Provision of Public Services; and
- Capital Planning.

FORA shall provide an annual report on the Development, Resource and Service Levels.

3.11.5.3 Management of Transportation Improvements

The development of transportation improvements is more a financial constraint than a resource constraint. However, the funding of an adequate transportation system must be paired with measurement of current and future traffic congestion to insure compliance with Level of Service standards. Programs to implement this component of the DRMP include:

3.11.5.3 (a) Fair Share Financing Program. FORA shall fund its “Fair Share” of “on-site,” “off-site,” and “regional” roadway and transit capital improvements based on the nexus analysis of the TAMC regional transportation model. The nexus is described in the Public Facilities Improvement Plan, Volume 3 of the Reuse Plan, as amended from time to time. The nexus has been updated to reflect TAMC’s re-prioritizing of improvements in the network and is reported in the “Fort Ord Regional Transportation Study,” prepared by TAMC, January 6, 1997.

3.11.5.3 (b) Reimbursement Programs for On-site and Off-site Improvements. FORA will retain the flexibility to build roadway improvements to the “on-site” and “off-site” network, as described in the Reuse Plan to serve development activities at the former Fort Ord. FORA will participate in reimbursement programs to recover expenses beyond Fort Ord’s fair share when alternative programs for financing roadway and transit improvements are established.

3.11.5.3 (c) Regional Improvements Program. FORA intends to participate in a regional transportation financing mechanism if adopted by TAMC, as provided in 3.11.5.3 (a). If not, FORA will collect and contribute Fort Ord’s “Fair Share” to construction of a roadway arterial network in and around the former Fort Ord. FORA’s participation in the regional improvements program constitutes mitigation of FORA’s share of cumulative impacts.



3.11.5.3 (d) Monitoring Transportation Improvements. Monitoring of transportation improvements will prevent development from exceeding FORA's Level-of-Service Standards.

Land Use Jurisdiction Responsibility. Each Land Use Jurisdiction shall annually provide information to TAMC and FORA on approved projects and building permits with their jurisdiction (both on the former Fort Ord and outside the former base), including traffic model runs, traffic reports, and environmental documents.

FORA Responsibility. FORA shall work with TAMC to monitor current and projected traffic service levels on links identified as “on-site” and “off-site” segments in the Reuse Plan.

TAMC Responsibility. TAMC shall monitor current and projected traffic service levels on links identified as “on-site,” “off-site,” and “regional” segments in northern Monterey County that affect the Reuse of the former Fort Ord.

3.11.5.4 Management of Water Supply

Water supply is a central resource constraint for development of Fort Ord. Insuring that development does not exceed the available water supply and safe yield is a major component of the DRMP. The following measures ensure that development is managed within this resource constraint.

3.11.5.4 (a) Water Allocation Program. FORA has adopted a program for allocation of the existing potable water supply by jurisdiction. The allocation is summarized in Table 3.11-2. The allocation will provide the member agencies the necessary certainty of water supplies to responsibly manage development within each individual land use jurisdiction.

- 1) **Implementation Procedures and Annual Report.** FORA shall enter into an allocation agreement or agreements with the member agencies to implement the allocation program and define procedures to address:
 - (a) the exchanges of water allocations among member jurisdictions;
 - (b) an annual allocation of the strategic reserve;
 - (c) mechanisms to assure the jurisdictions remain within their allocation; and
 - (d) changes to the allocation resulting from changes in the availability of the total existing water supply to the former Fort Ord.
- 2) **5-Year Review.** FORA and the member agencies shall review and, if necessary, revise the water allocation program at least every five years. This review process will be established in FORA's allocation agreement(s) with the member agencies.



- 3) **Water Allocation Monitoring.** The water allocation will be monitored at the time of project reviews.

Land Use Jurisdiction Responsibility. Development projects approved by each land use jurisdiction will require a finding by that land use jurisdiction that the project can be served with their jurisdictional water allocation or by water imported to the former Fort Ord from another available water source.

FORA Responsibility. If projects approved by the land use jurisdictions cannot be served by water supplied by the FORA water purveyor from the jurisdiction's allocation or by water imported to the former Fort Ord from another available water source, the FORA Board will be required to determine that the project is Not Consistent with the Reuse Plan.

3.11.5.4 (b) Residential Development Program. To prevent using up scarce resource availability, overall residential development limitations must be put in place to save capacity for industrial/commercial land uses and to prevent residential development from outstripping the existing 6600 afy of potable water supply at the former Fort Ord. The land use jurisdictions shall manage and determine the use for their full water allocation. The Residential Development Program limits total residential development that is served by the FORA existing potable water supply, based on the planning projections detailed in Table 3.11-3:

- 1) **Residential Population Limit.** Based on the existing potable water supply of 6,600 afy, the total resident population limit at the former Fort Ord is estimated to be 37,370.
- 2) **New Residential Unit Limit.** Based on the existing potable water supply of 6,600 afy, the total new residential units within the former Fort Ord shall not exceed 6,160 so that when combined with replacement or occupancy of the 1,813 existing units the total residential units shall not exceed 7,973 (excluding CSUMB and POM Annex housing). FORA's DRMP does not attempt to allocate residential units to the land use jurisdictions.
- 3) **Residential Unit and Population Monitoring.** Residential units and population will be monitored to prevent residential development from exceeding available water supplies.

Land Use Jurisdiction Responsibility. Each land use jurisdiction shall annually report to FORA the number of new residential units, based on building permits and approved residential projects, within its former Fort Ord boundaries and estimate, on the basis of the unit count, the current and projected population. The report shall distinguish units served by water from FORA's allocation and water from other available sources.



Table 3.11-2
Allocation of Existing Potable Water Supply by Jurisdiction *
 (Based on FORA's April 12, 1996 Resolution)

JURISDICTION (AFY)	TOTAL WATER ALLOCATION³	NOTES
City of Seaside	710	
County/City of Del Rey Oaks	75	Plus reclaimed water for golf course
County/City of Monterey	65	
City of Marina	1,185	
Monterey County	545	
ARMY	1,410	
CSUMB	1,035	Plus reclaimed water for irrigation
UC MBEST	165	Plus reclaimed water for irrigation
County/State Parks and Recreation	45	
County/Marina Sphere Polygon 8a	50	
SUBTOTAL	5,284 AFY	
Line Loss (10%)	530	
FORA Strategic Reserve		
Encumbered Reserve:		
Army - 160 AFY ¹		
CSUMB - 125 AFY ¹		
Seaside - 230 AFY ²		
Unencumbered - 270 AFY	785	
TOTAL	6,600 AFY	

* Subject to subsequent action of the FORA Board.

Encumbrances to FORA's Strategic Reserve:

¹ 160 AFY at the POM Annex and 125 AFY at CSUMB polygon 10 are available upon metering of existing dwelling units.

² 230 AFY loaned to the City of Seaside is available to Seaside for golf course irrigation until replacement water is provided.

³ These water allocation numbers have been superseded by Board Action on August 14, 1998. Changes to the water allocation by jurisdiction include: City of Marina - 1,175 AFY; Monterey County - 560 AFY; UC MBEST - 230 AFY; and County/Marina Sphere Polygon - 10 AFY. This resulted in a subtotal of 5,315 AFY for jurisdictions and a reduction in the encumbered reserve from 785 AFY to 755 AFY.

Table 3.11-3
Projected Residential Development Through 2015
 (Based on the Existing 6,600 AFY of Potable Water)

CATEGORY	UNITS	OCCUPANCY	POPULATION
POM Annex	1,590	2.6/unit	4,134
CSUMB Housing	1,253	2.0/unit	2,506
New Housing ²	6,160	2.6/unit	16,016
Existing Housing	1,813	2.6/unit	4,714
CSUMB on campus students ³	NA	NA	10,000
TOTAL	10,816	-	37,370

Notes:

¹ Assumes that no students live in this housing. If students occupy this housing then the estimate for students living on campus would be reduced to avoid double counting.

² Single Room Occupancy Units (SRO's) shall be counted as .38 units on a comparable water demand.

³ Assumes 80% of 2015 projections of 12,500 FTE.



FORA Responsibility. FORA shall incorporate the report on the residential population and units in its annual report.

3.11.5.4 (c) Industrial and Commercial Job Creation Programs.

The replacement of the 18,000 jobs lost as a result of the closure of Fort Ord is a major goal of the Reuse Plan. Market studies for the Reuse Plan show that the market for industrial and commercial job creation is weak and will, in fact, be the principal limitation on non-residential development. When the estimated jobs within the former Fort Ord boundaries reaches 18,000, the Residential Development Program (3.11.5.4(b)) shall be eliminated. The following measures are designed to implement this DRMP component.

- 1) **Priority Infrastructure Funding.** The CIP shall provide priority funding for infrastructure to serve industrial and commercial development.
- 2) **Development Tax Fee Burdens.** The financial program shall implement tax and fee burdens that promote industrial and commercial uses. FORA will initiate appropriate proceedings for the implementation of development tax burdens to transfer some infrastructure costs from job-generating uses to residential development.
- 3) **Job Creation Monitoring.** Job creation monitoring will provide FORA with information necessary to monitor the effectiveness of the Residential Population and New Unit Limits.

Land Use Jurisdiction Responsibility. Each Land Use Jurisdiction shall prepare an annual estimate of existing and projected jobs within its Fort Ord boundaries based on development projects that are on-going, completed, and approved.

FORA Responsibility. FORA shall incorporate the job creation reports into its annual report.

3.11.5.4 (d) Water Supply Management and Augmentation Programs.

The management of existing groundwater supplies, water conservation, and providing alternative sources of water supply are all necessary water management measures required to implement the objectives of the Reuse Plan. Development beyond the limits defined in the DRMP will be allowed only upon the augmentation of existing water supplies.

- 1) **Protection of Yield and Quality of Water Supplies.** Pumping from the on-site well-water supply for FORA has been shown to effect the extent of seawater intrusion into the shallow aquifers. FORA shall:
 - (a) participate in on-going water basin management planning;
 - (b) actively manage the water supply allocation so as to remain within the water resources available to the former Fort Ord under the auspices of the Responsible Regional Agency, the Monterey County Water Resources Agency (MCWRA);



Table 3.11-4
Job Creation Projected Through 2015
 (Based on 6,600 AFY Water Supply)

LAND USE CATEGORY	PERCENT BUILDOUT	EMPLOYEES
CSUMB	50%	1,600
POM Annex	100%	310
Industrial/Office/R&D	30%	11,350
Retail	60%	2,372
Hotel(includes golf and other visitor-serving)	56%	1,155
Parks and Open Space (State Park, etc.)	100%	90
Public Facilities (Schools, MPC, including Military)	99%	1,450
Habitat Management	100%	15
TOTAL		18,342

- (c) through the water purveyor, monitor chloride levels in the wells supplying the former Fort Ord in order to provide warning of salt water intrusion. If a detected upward trend in chloride levels results in exceeding potable water standards over a five year period, the FORA Board will be notified by the water purveyor in order to take corrective action.
- (d) take measures to eliminate extraction of the former Fort Ord's water supply from the 180-foot shallow aquifer by encasing those wells through the shallow aquifer zone.

- 2) **Water Use Efficiency Program.** FORA shall establish water efficiency and on-site reuse policies governing development to achieve conservation objectives.
- 3) **Reclaimed Water Source and Funding.** FORA shall continue to actively participate in and support the development of reclaimed water supply sources by the water purveyor and the Monterey Regional Water Pollution Control Agency (MRWPCA) to insure adequate water supplies for the former Fort Ord. The CIP shall fund a reclaimed water program adequate for the full development of industrial and commercial land uses and golf course development.
- 4) **On-Site Water Collection Program.** FORA shall promote the use of on-site water collection, incorporating measures such as cisterns or other appropriate improvements to collect surface water for in-tract irrigation and other non-potable use.
- 5) **Additional Potable Water Supplies Program.** FORA may investigate and provide appropriate augmentation of the potable water supplies to:



- (a) assure the long-range water supplies for the needs and plans for the planned uses at the former Fort Ord;
 - (b) assure the economic viability of the reuse financing measures; and
 - (c) promote the goals established for FORA in SB-899.
- 6) **Monitoring of Water Supply, Use, Quality, and Yield.** Water supply, use, quality, and yield shall be monitored to meet the DRMP objectives.

Land Use Jurisdiction Responsibility. Each land use jurisdiction shall provide FORA with an annual summary of approved projects.

FORA Responsibility. FORA shall monitor the availability of potable and non-potable water and compare it with existing use. This monitoring is undertaken to insure that the water consumption at the former Fort Ord will not exceed the contracted, owned, or allocated water supply of FORA or its member agencies for use within the former Fort Ord boundaries.

FORA shall pursue partnerships with MRWPCA and other appropriate agencies to develop sources of reclaimed water available to the former Fort Ord.

Water Purveyor Responsibility. The water purveyor shall annually report to FORA on:

- (a) the use of water by on-going and existing projects;
- (b) consumption rates for potable and non-potable water for typical users; and
- (c) chloride levels of the water withdrawn from the former Fort Ord’s wells and, if necessary, recommended corrective actions.

MCWRA Responsibility. MCWRA shall continue to manage the Salinas River Valley ground water aquifers on a basin-wide basis to ensure an available water supply to FORA.

3.11.5.5 Other Public Services

FORA has adopted service levels in the Reuse Plan for wastewater, habitat management and fire protection. FORA shall work with the land use jurisdictions and service providers to assure that development has sufficient public services to meet the adopted service levels.

- 1) **Monitoring of Public Services.** The availability of public services will be monitored at the time of project review.

Land Use Jurisdiction Responsibility. Development projects approved by each land use jurisdiction will require a finding by that land



use jurisdiction that the project can be served with adequate public services for wastewater, habitat management, and fire protection consistent with FORA's Level-of-Service Standards.

FORA Responsibility. If a project approved by a land use jurisdiction does not meet FORA's Level-of-Service Standards, the FORA Board will be required to determine that the project is Not Consistent with the Reuse Plan.

3.11.5.6 Capital Planning to Assure Financial Integrity

FORA's CIP is the principal mechanism for insuring adequate service levels within resource constraints.

- 1) **Preparation of Annual Update.** FORA shall annually update the CIP to reflect the proposed capital projects. The extension of infrastructure shall be made on a first-come-first-served basis consistent with funding capabilities and best engineering practices.
- 2) **Monitoring of CIP Conformance.**

Land Use Jurisdiction Responsibility. Each development approval by a land use jurisdiction for a project that will utilize infrastructure included in FORA's CIP will require a finding by that land use jurisdiction that the project is consistent with FORA's CIP or can be served by infrastructure provided to the project from outside the former Fort Ord boundaries.

FORA Responsibility. If a project approved by a land use jurisdiction cannot be served by adequate infrastructure, the FORA Board will be required to determine that the project is Not Consistent with the Reuse Plan.

3.11.5.7 Annual Development, Resource and Service Level Report

Annual monitoring and reporting is a fundamental contributor to the effectiveness and public support for the DRMP. The report shall project demand for services from projected growth and recommend actions that FORA may take to remain within resource capacity or service level standards.

FORA Responsibility. FORA shall prepare an annual report on the programs included in the DRMP on the following topics:

- Transportation;
- Available Water Supply
 - Water Allocation by Jurisdiction



- Residential Units and Population
- Industrial and Commercial Job Creation
- Water Supply, Use, Quality, and Yield;
- Other Public Services; and
- CIP.

3.11.6 Implementation Process and Procedures

This section provides for the process and procedures for Plan Amendments, Consistency Determinations, and Development Entitlements and Appeals, pursuant to California Government Code Section 67675.

Fort Ord Reuse Plan

1. In accordance with Government Code Section 67675.8, any revision or other change to the Reuse Plan which only affects territory lying within the jurisdiction of one member agency may only be adopted by the FORA Board if one of the following conditions is satisfied:
 - 1.1 The revision or other change was initiated by resolution adopted by the legislative body of the affected member agency and approved by at least a majority affirmative vote of the FORA Board;
 - 1.2 The revision or other change was initiated by the FORA Board or any entity other than the affected member agency and approved by at least a two-thirds affirmative vote of the FORA Board.
2. All property transferred from the federal government to any user or purchaser, whether public or private, shall be used only in a manner consistent with the adopted or revised reuse plan, with the following exceptions:
 - 2.1 Property transferred to:
 - California State University; or
 - University of California; and
 - that is used for educationally related or research oriented purposes
 - 2.2 Property transferred to:
 - California State Parks and Recreation Department

Notwithstanding any provision of law allowing any city or county to approve development projects, no local agency shall permit,



approve, or otherwise allow any development or other change of use within the area of the base that is not consistent with the Reuse Plan as adopted or revised.

3. The FORA Board shall be the final judge of consistency with the Reuse Plan and the requirements of Title 7.85 of the Government Code.
4. No local agency shall permit, approve, or otherwise allow any development or other change of use within the area of the base that is outside the jurisdiction of that local agency.

Procedure for Consistency Determinations

(Government Code Sections 67675.2, 67675.3, 67675.5)

1. Each member agency shall submit all legislative land use decisions, affecting property within the jurisdiction of FORA, to the FORA Executive Officer for review and processing. Ex-officio non-voting members of the FORA Board and the State Parks Department are exempt from this procedure. For the purpose of this procedure, the following definitions apply:
 - 1.1 “Legislative land use decisions” means general plans, general plan amendments, zoning ordinances, zone district maps or amendments to zone district maps, and zoning changes; and
 - 1.2 “Noticed public hearing” means a public hearing noticed in the manner required for general plan amendments or zone district map amendments as specified in the California Government Code.
2. All submissions regarding legislative land use decision shall include:
 - 2.1 A complete copy of the legislative land use decision, including related or applicable text, maps, graphics and studies;
 - 2.2 A resolution or ordinance of the jurisdiction approving the legislative land use decision, adopted at the conclusion of a noticed public hearing certifying that the portion of the legislative land use decision applicable to the territory within the jurisdiction of FORA is intended to be carried out in a manner fully in conformity with the Fort Ord Reuse Authority Act;
 - 2.3 A copy of all staff reports and materials presented or made available to the governing body of the affected jurisdiction, or any advisory agency relating to the legislative land use decision;
 - 2.4 A copy of the completed environmental assessment related to the legislative land use decision;

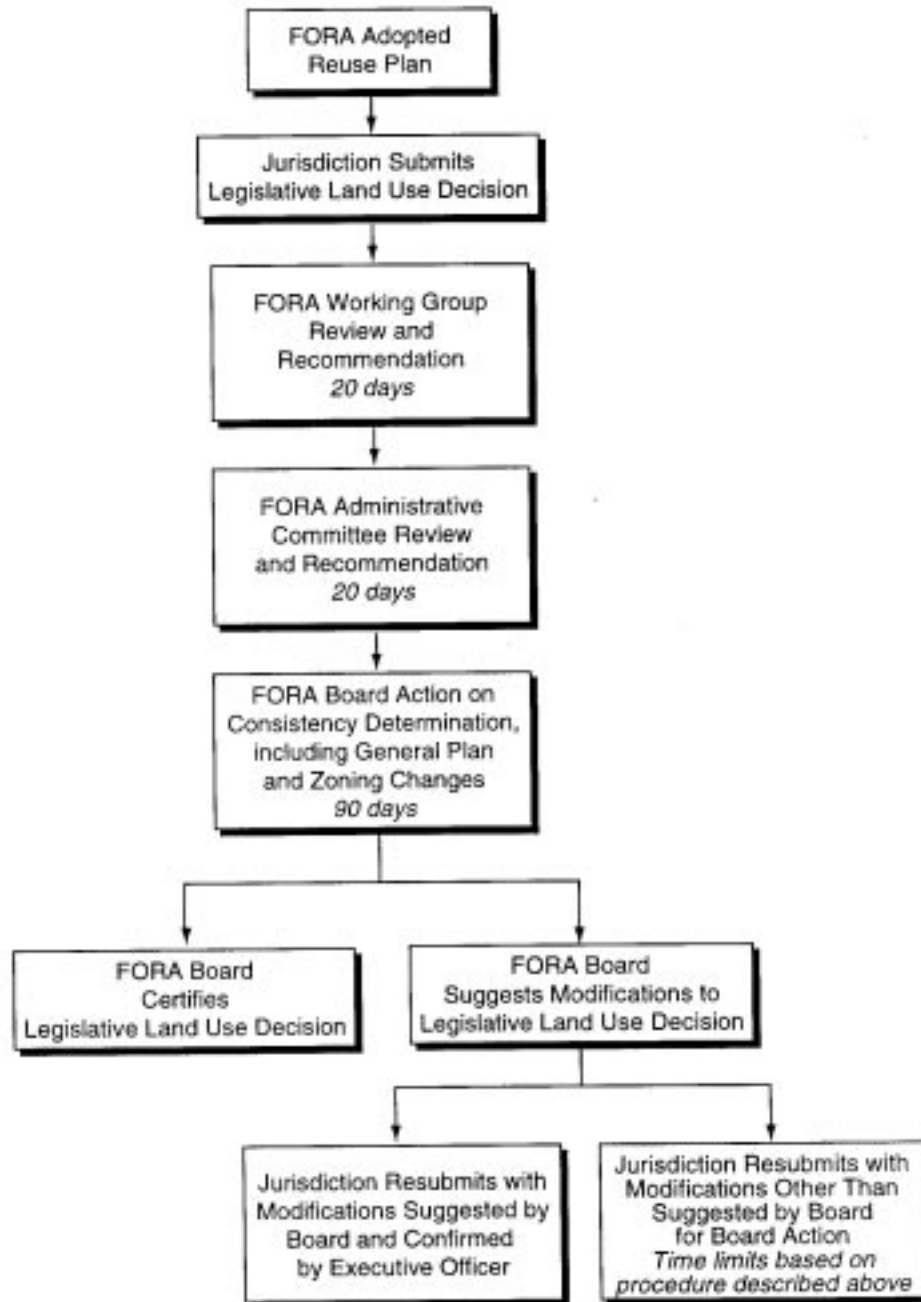


- 2.5 A statement of findings and evidence supporting the findings that the legislative land use decision is consistent with FORA's adopted plans and policies and is otherwise consistent with the Fort Ord Reuse Authority Act; and
- 2.6 Such other materials as the Executive Officer deems necessary or appropriate and which have been identified within 15 days of the receipt of the items described in subsections 2.1, 2.2, 2.3, 2.4 and 2.5 above.
3. Within 20 days of the receipt of all the items described in Section 1, the FORA Working Group will review the legislative land use decision and make a recommendation regarding consistency to the Administrative Committee.
4. Within 20 days of the recommendation of the FORA Working Group, the Administrative Committee will review the legislative land use decision and make a recommendation regarding consistency to the FORA Board of Directors.
5. Within 30 days of the recommendation of the Administrative Committee, the FORA Board will conduct a noticed public hearing and will certify or refuse to certify, in whole or in part, the portion of the legislative land use decision applicable to territory within the jurisdiction of FORA. Certification will involve adoption of a resolution by the FORA Board. The FORA Board may continue the matter once for any reason. In the event the FORA Board fails to conduct a public hearing or take action on the land use decision within the time frames described in this subsection, the land use decision shall be deemed certified as consistent with the Reuse Plan.
6. Where the legislative land use decision is refused certification, in whole or in part, the FORA Board shall provide a written explanation and may suggest modifications which, if adopted and transmitted to the FORA Board by the affected jurisdiction, will allow the legislative land use decision to be deemed certified upon confirmation of the Executive Officer. If such modifications are adopted as suggested, and the Executive Officer confirms such modifications, the legislative land use decision, as modified, shall be deemed certified. In the event the affected jurisdiction elects to meet the FORA Board's refusal of certification in a manner other than as suggested by the FORA Board, the affected jurisdiction shall resubmit its legislative land use decision to the Executive Officer and follow all of the procedures contained in this Procedure. If the affected jurisdiction requests that the FORA Board not recommend or suggest modifications, which if made will result in certification, the FORA Board shall refuse certification with the required findings if the FORA Board is unable to certify the legislative land use decision.



Procedure for Consistency Determinations

Pursuant to Section 67675,
Title 7.85 of the California Government Code



FORA has the ultimate authority until the year 2015 for all legislative land use decisions affecting property at Fort Ord



7. No legislative land use decision shall be deemed final and complete, nor shall any land use entitlement be issued for property affected by such legislative land use decision unless it has been certified pursuant to this procedure.
8. The FORA Board may only refuse to certify zoning ordinances, zoning district maps, or other implementing actions on the grounds that such actions do not conform with, or are inadequate to carry out, the provisions of the certified general plan applicable to the territory of the former Fort Ord.

The procedures for consistency determinations are generally illustrated in Figure 3.11-1.

Procedure for Appeals and Review of Development Entitlements

(Government Code Section 67675.8)

1. Pursuant to Government Code Section 67675, with the exception of appeals to the FORA Board, after the portion of a general plan applicable to the former Fort Ord has been certified and all implementing actions within the area affected have become effective, the development review authority shall be exercised by the member agency with jurisdiction lying within the area of the former Fort Ord and to which the general plan applies. Each member agency may issue or deny development entitlements within their respective jurisdictions so long as such decisions are consistent with the adopted and certified general plan and the plans and policies of FORA. All decisions on development entitlements of a member agency may be reviewed by the FORA Board on its own initiative, or may be appealed to the FORA Board, subject to the procedures specified in this Procedure. For the purposes of this procedure, the following definitions shall apply:
 - 1.1 “Development entitlements” includes but is not limited to tentative and final subdivision maps, tentative, preliminary, and final parcel maps or minor subdivision maps, conditional use permits, variances, site plan reviews, and building permits. The term “development entitlements” does not include “legislative land use decisions” as that term is defined in the Procedure for Consistency Determinations. In addition, the term “development entitlements” does not include:
 - 1) Construction of one single family house, or one multiple family house not exceeding four units on a vacant lot within an area appropriately designated in the adopted Reuse Plan.
 - 2) Improvements to existing single family residences or to existing multiple family residences not exceeding four units, including remodels or room additions.



- 3) Remodels of the interior of any existing building or structure.
 - 4) Repair and maintenance activities that do not result in an addition to, or enlargement or expansion of, any building or structure.
 - 5) Installation, testing, and placement in service or the replacement of any necessary utility connection between an existing service facility and development approved pursuant to the Fort Ord Reuse Authority Act.
 - 6) Replacement of any building or structure destroyed by a natural disaster.
 - 7) Final subdivision or parcel maps issued consistent with a development entitlement previously reviewed and approved by the FORA Board.
 - 8) Building Permit issued consistent with a development entitlement previously reviewed and approved by the FORA Board.
- 1.2 “Noticed public hearing” means a public hearing noticed in the manner required for tentative subdivision maps as specified in the California Government Code.
2. The member agency shall provide notice of approval of all development entitlements, affecting property within the jurisdiction of FORA, to the FORA Executive Officer.
 3. Notice of approval of a development entitlement shall include:
 - 3.1 A complete copy of the approved development entitlement, including related or applicable text, maps, graphics, and studies.
 - 3.2 A copy of all staff reports and materials presented or made available to any hearing body that reviewed the development entitlement.
 - 3.3 A copy of the completed environmental assessment related to the development entitlement.
 4. Within 35 days of the receipt of all of the notice materials described in Subsection 3, the FORA Board, on its own initiative, through the adoption of a resolution setting the matter for hearing, may review a development entitlement affecting territory within the jurisdiction of FORA. The FORA Board may continue the matter once for any reason. In the event the FORA Board does not act to set the matter for hearing within the 35 day time



period or at the continued meeting, whichever event is last, the decision of the jurisdiction approving the development entitlement shall be deemed final and shall not be subject to review by the FORA Board. In the event the FORA Board sets the matter for hearing, such hearing shall be commenced at the first regular meeting of the FORA Board following the date the FORA Board passed its resolution setting the matter for hearing or at a special hearing date prior to such regular meeting. The FORA Board may continue the matter once. In the event the FORA Board fails to take action on the development entitlement within such time period, the development entitlement shall be deemed approved.

5. Within 10 days of a jurisdiction approving a development entitlement, any person may file an appeal of such approval with the FORA Executive Officer, who shall schedule the hearing on the appeal before the FORA Board within 35 days of the receipt of the appeal.
6. At the time and place noticed by the Executive Officer, the FORA Board will conduct a noticed public hearing on the development entitlement. The FORA Board may continue the matter once for any reason. In the event the FORA Board determines that the development entitlement is not consistent with the adopted plans and policies of FORA, the development entitlement shall be denied. In the event the Board is unable to determine that the development is inconsistent with the plans and policies of FORA, the development entitlement shall be approved. In the event the FORA Board fails to act on the development entitlement within the time periods specified in this subsection, the development entitlement shall be deemed consistent with the adopted plans and policies of FORA. The decision of the FORA Board shall be final.

The Procedure for Appeals and Review of Development Entitlements are generally illustrated in Figure 3.11-2.

3.11.7 Implementation of the HMP

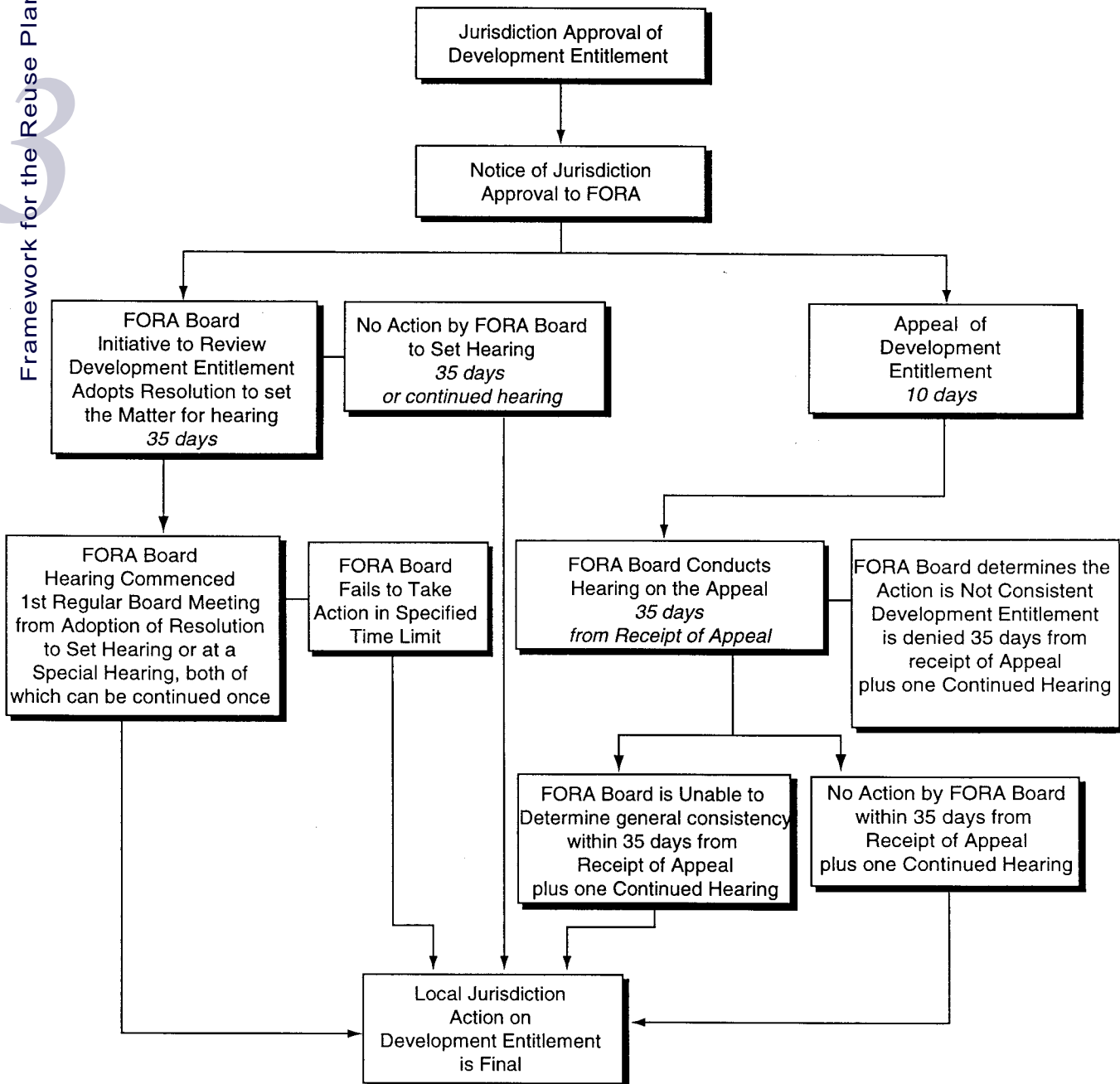
With input from federal, state, local and private agencies and organizations concerned with the natural resources and reuse of the former Fort Ord, the Army developed the Installation-Wide Multispecies Habitat Management Plan for the former Fort Ord, California (HMP) for the disposal and reuse of the base. The HMP describes a cooperative federal, state, and local program of conservation for plant and animal species and habitats of concern known to occur at the former Fort Ord (HMP Resources). The HMP establishes a long-term program for the protection, enhancement and management of all HMP Resources with a goal of no net loss of HMP populations while acknowledging and defining an allowable loss of such resources through the land development process. The HMP establishes the conditions under which the disposal of the former Fort Ord lands to public and private entities for reuse and development may be accomplished in a manner that is compatible with adequate preservation of HMP Resources to assure their Sustainability at the former Fort Ord in perpetuity.



Procedure for Appeals and Review of Development Entitlements for General Consistency

Pursuant to Section 67675,
Title 7.85 of the California Government Code

Framework for the Reuse Plan





The HMP is intended to establish a regional conservation program for the HMP Resources and to thereby obviate the need for review of individual projects by the USFWS and CDFG and for project-specific mitigation measures to protect the HMP Resources. Consequently, successful implementation of the HMP requires cooperation among all recipients of former Fort Ord lands.

For the HMP to be implemented to allow FORA and its member agencies to meet the requirements of the federal Endangered Species Act (ESA), the California Endangered Species Act (CESA), the California Native Plant Protection Act (CNPPA), the Natural Communities Conservation Planning Act of 1991 (NCCP Act), the National Environmental Policy Act (NEPA), and the California Environmental Quality Act (CEQA) for HMP Resources, an Implementing/Management Agreement has been developed that establishes the conditions under which FORA and its member agencies will receive certain long-term permits and authorizations from the USFWS and the CDFG. The Implementing Management Agreement is an important component of the base reuse plan.

The Implementing/Management Agreement defines the respective rights and obligations of FORA and its member agencies, California State University and University of California with respect to the implementation of the HMP. Specifically, the Implementing/Management Agreement will ensure implementation of the conservation measures outlined in the HMP, contractually bind FORA and its members to fulfill and faithfully perform the obligations, responsibilities, and tasks assigned to it pursuant to the terms of the HMP and the Implementing/Management Agreement; and provide remedies and recourse should FORA or any member agency fail to perform their obligations, responsibilities, and tasks as set forth in the HMP and the Implementing/Management Agreement.

A draft of the HMP and the Implementing/Management Agreement is included in Appendix A of the Reuse Plan.

3.11.8. Monitoring of Reuse Plan Programs

General Plan Annual Status Report (by local land use jurisdiction)

In order to measure the adequacy and effectiveness of programs contained in the Reuse Plan that are pertinent to the particular jurisdiction, each local jurisdiction shall provide FORA the annual general plan status report, prepared by land use jurisdictions pursuant to Government Code Section 65400.

Amendments to the FORA Reuse Plan

If the local jurisdictions determines that is necessary to provide new programs and/or amend existing programs to improve the performance of the Reuse Plan programs as mitigations to impacts identified in the Reuse Plan EIR, the local jurisdictions will provide recommendations to FORA, via the Annual Status Report, for their consideration and approval.

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