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INTRODUCTION

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A Master Plan guides the physical development of a Campus, presenting long-range strategies for Campus growth and transformation. As no single issue can be considered in isolation, the physical planning interrelates buildings, mobility infrastructure, open space, site ecology, and energy and stormwater management.

In 2015, the senior administration of California State University Monterey Bay (CSUMB) initiated a process to update the 2007 Campus Master Plan. This initiative was driven by several factors: new leadership, a new academic plan, revised growth projections, University goals for carbon neutrality, reducing traffic impact, and constrained water resources resulting from a historic drought, among other issues. It was evident that many of the assumptions and priorities underlying the Master Plan had evolved, and an update was needed. In addition, funding for three major capital projects had become available, and CSUMB's administration recognized it would be prudent to review and confirm sites for each of these projects before moving forward.

This Master Plan Guidelines (Guidelines) document was originally released in 2017 under the title "CSUMB Comprehensive Master Plan". Since that time the title has been changed to "Master Plan Guidelines" and minor revisions have been made. The official Master Plan is the map and associated Environmental Impact report approved by the California State University Board of Trustees and posted on the Campus website. The Guidelines express a vision for a twenty-first-century learning environment that connects the University's mission and academic plan with the design, development, and sensitive stewardship of the Campus. It creates a sustainable framework for building and site improvements, a framework that preserves and enhances the unique qualities of the Monterey Bay setting, while addressing program accommodation, land use, and open space, mobility, and infrastructure systems. It contains special area plans to guide the design of the most prominent Campus spaces, and architectural and landscape design themes to ensure a cohesive CSUMB aesthetic. Finally, the Guidelines prioritize immediate and long-term projects for implementation.

Sustainability was identified early in the master planning process as a key driver of the Guidelines. CSUMB defines sustainability as the simultaneous pursuit of human health and happiness, environmental quality, and economic well-being for current and future generations. The University established three core tenets to guide and measure each element of the Guidelines: placemaking (human health and happiness), stewardship (ecosystem respect), and partnership (economic well-being). See **Chapter 3: Strategic Drivers**, for further elaboration. These Guidelines continue the Campus practice of using LEED as a sustainability project guide and evaluation framework, as well as introduces a newer sustainability framework called the Living Community Challenge, which supplements LEED with a holistic sustainability criteria framework for development at the building and community level.

The Guidelines are a vision for the future of the Campus and a flexible framework for development that can inform capital investment decisions as opportunities arise and priorities evolve.

At California State University Monterey Bay, we:

Understand that education for sustainability is a lifelong learning process that leads to an informed and involved citizenry having the creative problem-solving skills, scientific and social literacy, and commitment to engage in responsible individual and cooperative actions to support strong communities.

Strive to achieve excellence in all areas of operational sustainability.

Support individuals in their efforts to align their personal behaviors and practices to support campus sustainability goals.

Acknowledge the disproportionate impact environmental degradation has on low-income and/or minority populations and communities, negatively impacting their health, happiness and opportunity for economic well-being.

- The President's Sustainability Committee

ORGANIZATION OF THIS DOCUMENT

The Guidelines document is organized as follows:

Chapter 1: Introduction provides an overview of the purpose of the Guidelines and the planning process.

Chapter 2: Planning Context details the existing conditions, including Campus facts, location, site context, and planning history, as well as current and planned development in the region. The Campus's past and present sustainability initiatives are also documented here.

Chapter 3: Strategic Drivers describes the University's vision statement, mission statement, strategic plan, and pledge to the Second Nature Climate Commitment, which together form the foundation of the Guidelines vision, recommendations and plans.

Chapter 4: Program states the six Master Plan Guidelines Principles, and describes in detail the three tenets of sustainability.

Chapter 5: Land Use describes the land and building square footage required to support the University's functions with the projected enrollment growth.

Chapters 6–9: Open Space Framework,, Mobility, Energy, and Water Systems present the design goals, background information, recommendations and strategies for the physical plan elements of the Guidelines.

Chapter 10: Design Themes includes specific recommendations at the architectural and landscape scale to promote a unified Campus identity.

Chapter 11: Special Area Plans define design principles for the landmark Campus open spaces.

Chapter 12: Implementation details the strategies and phasing of the Guidelines recommendations.

Chapter 13: Master Plan Guidelines Measures lists the actionable standards by which these Guidelines will be implemented.

Appendix: Additional background and technical information can be found in the Appendix. Appendices include:

- Energy and Sustainability Memorandum
- Utility and Infrastructure Memorandum
- Parking Supply Scenarios Memorandum
- Economic Benefits Study
- Public-Private Partnerships Overview and Implementation Memorandum
- Draft Master Plan Map

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PROJECT TEAMS

CSUMB Team

The CSUMB master planning process was managed by Campus Planning and Development Department. The University's Master Plan Steering Committee (MPC), comprised of University staff, as well as faculty, student, and community representatives, provided guidance and direction to the consultant team at key milestones through the duration of the process. In addition, sustainability and transportation subcommittees provided input on specialized planning areas.

Consultant Team

The consultant team was led by Page Southerland Page, Inc. (Page), based in San Francisco. The Page team was supported by Fehr & Peers for transportation planning services; the Integral Group for mechanical and electrical engineering, and energy and sustainability services; Sherwood Design Engineers for civil engineering, water, and sustainability services; and Strategic Economics for economic impact analysis.

PLANNING PROCESS

The CSUMB Campus Master Plan Guidelines was developed through a collaborative planning process involving CSUMB leadership, along with Campus and community stakeholders. The process involved the following three phases of work:

- Phase 1: Discovery
- Phase 2: Exploration
- Phase 3: Synthesis
- Phase 4: CEQA

Below is an overview of each of the three phases:

Phase I: Discovery

The discovery phase of work involved a review of current CSUMB academic and strategic plans, an analysis of program needs, an analysis of the Campus and its systems, and the beginning of a dialogue with the CSUMB commu-

nity and surrounding community stakeholders to identify the priority issues to be considered in the Plan. The program analysis examined the overall space needs for growth to 12,700 full-time equivalent (FTE) students, with housing for 60 percent of undergraduate students and 65 percent of staff and faculty. The systems analyses explored building and land use; open space; vehicular circulation and parking; bicycle and pedestrian circulation; transit and shuttle routes; water, stormwater and wastewater; and energy systems.

The Guidelines and consultant team led meetings during the Discovery phase with key stakeholder groups, individuals, and Campus community members. An event held in the Student Center allowed students to contribute to the plan development. A Master Plan Steering Committee (MSC) and two subcommittees—Sustainability and Transportation—were formed to guide the discussions and direction of the Guidelines. A presentation was made to the Fort Ord Reuse Authority (FORA) Board in June 2015 to further engage with local jurisdictions. The Master Plan Guidelines engagement process is described in further detail starting on page 1.6.

The findings of the Discovery Phase were synthesized into goals, priority issues, and a planning and urban design framework that together formed the basis for alternative Campus development options during the Exploration Phase of the planning process. An overarching theme that emerged through the Discovery Phase was the central role of sustainability as one of the key drivers of the plan.

Phase 2: Exploration

The Exploration Phase of the Master Planning process examined options for the near- and long-term development of the Campus, based on the planning assessment, technical analyses, and planning and design framework defined in Phase I, as well as guidance from the stakeholder consultation process. During the Exploration Phase, the consultants conducted two public workshops on alternative Guidelines concepts as well as an open house forum which drew over one hundred staff, faculty, students and community attendees. Campus Planning staff also developed an online engagement portal on their website to accept comments on the plan throughout most of the planning process. The Exploration Phase involved two rounds

of alternatives development, review, and refinement. The alternatives integrated a variety of planning considerations, such as program accommodation, achieving carbon neutrality by 2030, strengthening Campus image and identity, enhancing student and faculty engagement, improving mobility systems with a particular focus on pedestrian and bicycle access, and integrating climate and regionally appropriate open-space enhancements.

The alternatives were presented to the MSC, subcommittees, and Campus and community stakeholders at meetings in September and October, 2015. The comments received through these meetings provided direction for the development of the draft Guidelines during the synthesis phase of work.

Phase 3: Synthesis

The Synthesis Phase of the planning process focused on the detailed development and documentation of the CSUMB Guidelines.

The draft Guidelines were developed based on the preferred alternative selected during the Exploration phase of the planning process. The draft plan documents the overall vision for the Campus within a framework based on sustainability and the University's Vision Statement and Strategic Plan, as well as goals and recommendations for improvements to each of the functional campus systems: land and building use, open space, mobility, utility infrastructure, and energy. It also confirms sites for several priority capital projects for which funding has been approved.

Phase 3 began with the presentation of the May 2016 Administrative Draft Plan. After staff review and edits, a public draft plan was made available for review in February and March, 2017. During this review period the Campus received approximately 255 comments and conducted 26 meetings with on- and off-campus stakeholders, and held three committee meetings to gather further input. Off-campus stakeholder engagement included meetings with the cities of Marina and Seaside, Monterey County, and community partners such as the Transportation Agency of Monterey County (TAMC), Monterey-Salinas Transit (MST), LandWatch, and the Fort Ord Rec Trail and Greenway (FORTAG).

This final Guidelines reflects the input and direction from these various committees and stakeholder groups.

Phase 4: CEQA

Upon receiving initial planning public comments on the March 2017 draft, a revised draft was posted to the CSUMB website in June of 2017. Analysis under the California Environmental Quality Act (CEQA) began thereafter in the Summer of 2017. This analysis and all steps involved will continue until approval of the Environmental Impact Report (EIR) and Master Plan map by the CSU Board of Trustees.



A student forum was held early on in the planning process to gather input from students about sustainability, student and campus life, campus quality and placemaking, academic environment, and transportation and parking.

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Workshops were held with the Master Plan Steering Committee, various subcommittees, and the larger community.

CAMPUS AND COMMUNITY ENGAGEMENT

The planning process for the CSUMB Master Plan Guidelines was informed by an inclusive and interactive stakeholder engagement process involving broad representation from the CSUMB community, as well as Monterey Bay community constituents. The engagement process involved several strategies:

Stakeholder Interviews

The Discovery Phase of the planning process included several days of interviews with key individuals and stakeholder groups to identify issues to be considered in the plan. These interviews included:

- CSUMB students
- CSUMB faculty and staff representatives
- President's Office
- Provost and Vice President Academic Affairs
- Vice President Administration and Finance
- Deans of each College
- Dean of Students/Associate Vice President for Student Affairs
- Vice President Student Affairs and Enrollment Services
- Vice President for University Development
- Associate Vice President University Affairs
- Associate Vice President University Personnel
- Associate Vice President of Inclusive Excellence
- Campus Planning and Development Department staff
- Facilities Services and Operations Department staff
- Chief Information Officer
- Chief of Police
- Athletics Director

The Campus Planning staff also received feedback on draft plan materials from several Campuses offices and organizations, including:

- Associated Students
- Housing and Residence Life
- International Programs Office
- Native American Students United
- Otter Cross Cultural Center
- Parking Services
- Student Disabilities Resources

In addition, the consultant team met with representatives of local governments, government agencies, and other external stakeholders within the Monterey Bay area, including the following:

- Cities of Marina, Seaside, Del Rey Oaks, and Sand City
- FORA
- LandWatch
- Marina Coast Water District
- Monterey County
- Ohlone/Costanoan-Esselen Nation
- Panetta Institute
- Presidio Public Works
- TAMC
- United States Army
- Waksachi Indian Tribe

Master Plan Steering Committee and Subcommittee Work Sessions and Meetings

The consultant team held regular work sessions with the MSC and additional subcommittees (sustainability and transportation) at key milestones throughout the planning process. The work sessions involved presentations of the plan elements as they evolved, and discussions with MPC and subcommittee members regarding issues, concevvrns, ideas, and opportunities. The work sessions were instrumental in developing a shared understanding among participants of planning, design, and technical issues, navigating sometimes competing perspectives, and confirming direction for each subsequent phase of work.

Additional subcommittee and stakeholder meetings focused on specialized planning issues, such as transportation and energy strategies, and were held between milestone work sessions. A draft of the plan was also presented to the Campus Art Committee during the Synthesis Phase.

Campus and Community Open Houses

Several open houses were held with members of the Campus and surrounding communities, as well as regional agencies, with separate sessions for students, faculty and staff, and surrounding community constituents. The open houses involved presentations of works in progress, together with interactive workshops that explored a range of themes, such as student life, Campus quality and placemaking, transportation, sustainability, and other issues. The open houses created the opportunity to present and test ideas, solicit input, and build support for the plan as it evolved.

Master Plan Website

CSUMB Campus Planning and Development Department staff created a Master Plan website to facilitate the distribution of interim products and information over the course of the planning process and to invite feedback on the Guidelines.

