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PLANNING CONTEXT

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California State University Monterey Bay is one of twenty-three campuses in the California State University (CSU) System. In the fall of 2015, CSUMB had an enrollment of approximately 6,700 students (FTE). A third of CSUMB students come from the Monterey Bay tri-county area and approximately 45 percent stay in the region after graduation. Over half are first generation college students. Nearly 80 percent of students receive financial aid. CSUMB is one of few universities in the CSU system with a large residential student population, and currently has a bed count capacity sufficient for 50 percent of its student and 50 percent of staff and faculty populations.

CAMPUS LOCATION AND REGIONAL SETTING

As shown in Figure 2.1, the CSUMB campus is located along the central coast of California between the Monterey Bay National Marine Sanctuary and the Salinas Valley. The Monterey Peninsula is a major tourist destination featuring breathtaking scenery, cultural landmarks, and a historic downtown. The Salinas Valley is one of the nation's most productive agricultural areas. In its setting above the Monterey Bay, the campus has expansive views of the ocean to the west, the agricultural valley to the northeast, and the Gabilan mountain range to the east.

The campus is located in three separate governmental jurisdictions: the City of Marina to the north, the City of Seaside to the south, and unincorporated Monterey County to the east. As an agent of the State of California, CSU's redevelopment authority supersedes all local jurisdictions. However, the university acts as a good neighbor regarding the development regulations and policies of adjacent city and county governments and plays an active role on the FORA and TAMC committees. The university hosts regional forums to help create an informed community and works closely with the local jurisdictions, Monterey Salinas Transit (MST), Monterey Regional Waste Management District (MRWMD), Marina Coast Water District (MCWD) and others.

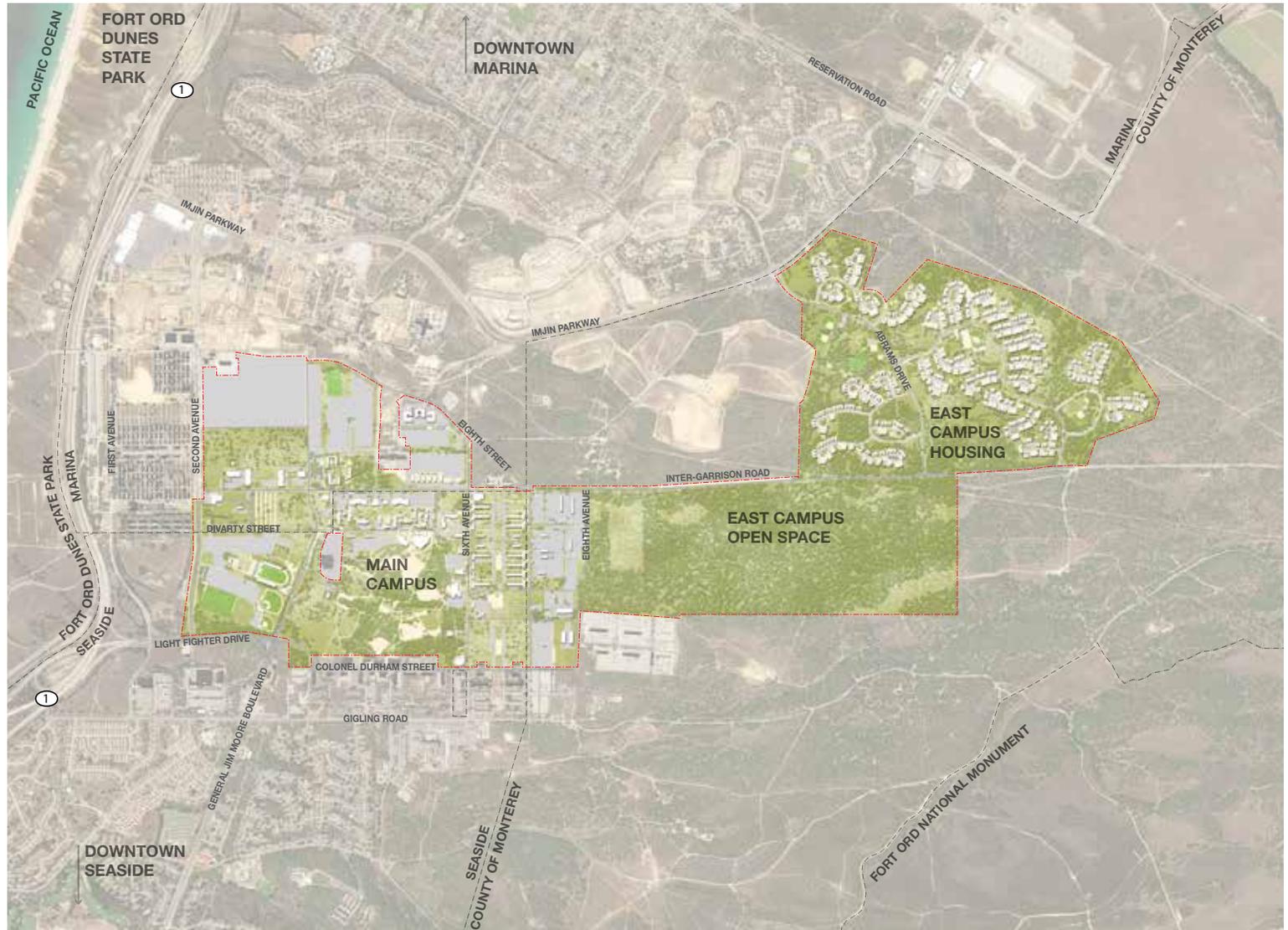
Figure 2.1: Regional Context



THE CSUMB CAMPUS

The CSUMB campus, illustrated in Figure 2.2, occupies 1,387 acres. All university facilities, with the exception of the East Campus Housing, are located west of Eighth Avenue in what is referred to as Main Campus. East Campus Open Space, a large, undeveloped natural open space, is bordered by Eighth Avenue on the west, Inter-Garrison Road to the north, and the campus boundary to the south and east. The East Campus Housing, north of Inter-Garrison Road, currently houses faculty, staff community members, and students. The majority of the master plan's analysis, goals, and recommendations focus on Main Campus.

Figure 2.2: CSUMB Campus including East Campus



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REGIONAL HISTORY

This area was historically occupied by the Rumsen Indians. Belonging to a branch of the Costanoan (or Ohlone) language family, the Rumsen Indians lived in tribelets, each of which consisted of a primary village and several satellite settlements.

Spanish explorers first reached the area in the sixteenth century. It wasn't until 1770, however, that the Portola expedition arrived in Monterey Bay and established the first mission and Royal Presidio. In 1771, the mission was moved to the Carmel Valley. The founding of the mission began a period of intense Native American conversion to Catholicism. By 1778, most of the Rumsen and Esselen Indians in Carmel and Monterey were baptized and settled around the mission to farm church lands. This resettlement marked the beginning of the disintegration of Native American traditional life in this area.

The descendants of these Native Americans continue to live in the Monterey Bay region today. The Ohlone Costanoan Esselen Nation represents over six hundred enrolled tribal members of Esselen, Carmeleno, Monterey Band, Rumsen, Chalon, Soledad Mission, San Carlos Mission (Carmel) and Costanoan Mission Indian descent from at least nineteen villages from a contiguous region surrounding Monterey Bay. CSUMB students of Native American descent gather regularly at Native American Students United (NASU) meetings to share their rich cultural history. NASU also plans the annual Native American Gathering at CSUMB.

FORT ORD AND CSUMB HISTORY

CSUMB is located on the former United States Army post, Fort Ord. Fort Ord was initially developed in 1917 as a World War I maneuver area and field-artillery target range. During the World War II era it was officially designated a fort and became one of the largest bases on the West coast, housing as many as fifty thousand troops. At its peak Fort Ord encompassed twenty-eight thousand acres or forty-four square miles.

In 1991, the Base Realignment and Closure (BRAC) Commission recommended the closure of Fort Ord and its conversion from military to civilian use. The base was officially closed in 1994. Subsequently, the Ford Ord



Mission Carmel (upper), also called Mission San Carlos Borromeo de Carmelo, was founded in 1770 and moved to this site in Carmel in 1771. Historical photos (middle and lower) show the character and extent of Fort Ord during the World War II era.

Reuse Authority (FORA) was created to oversee the planning, financing and implementation of the reuse and recovery programs described in the 1997 Fort Ord Base Reuse Plan (BRP). A cornerstone of the BRP was to allocate a portion of the base for higher education use, and in the fall of 1994, CSUMB opened its doors on 400 of the 1,387 acres it would ultimately receive as part of the of the Fort Ord BRAC effort.

With an estimated loss of twenty thousand jobs, the closure of Fort Ord had a significant economic impact on the region, in particular on the cities of Seaside and Marina. The Fort Ord BRP identifies CSUMB and two other higher education institutions—the University of California Monterey Bay Education, Science, and Technology Center (UC MBEST) and Monterey Peninsula College—as catalysts for the economic revitalization of the region, and integral to the community-building strategy for the base.

CSUMB remains committed to supporting the local economy on Fort Ord. Staff and campus leadership play an active role in planning and community development efforts. The BRP’s Design Principle 1 seeks to “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” (BRP Vol I, p 9). This CSUMB master plan is an effort to further the goal of creating this community identity.

FORA has recently adopted Regional Urban Design Guidelines (RUDG) that govern the visual quality of Fort Ord. Fort Ord functions as a gateway to many attractions in the region, and the guidelines focus on enhancing the region making this area attractive and inviting to ensure the economic vitality of the entire Monterey Peninsula. The guidelines establish criteria for road design, setbacks, building height, landscaping, signage, and other matters of visual importance (BRP Vol 1, p. 61). Although CSUMB is not subject to the guidelines, the university played an active role in the development of the RUDG, realizing that high quality standards will help create a vibrant and livable community within and around the campus. The master plan has considered these guidelines in developing plans and strategies, and campus development will follow the guidelines as far as practicable, particularly where campus development adjoins neighboring public streets.

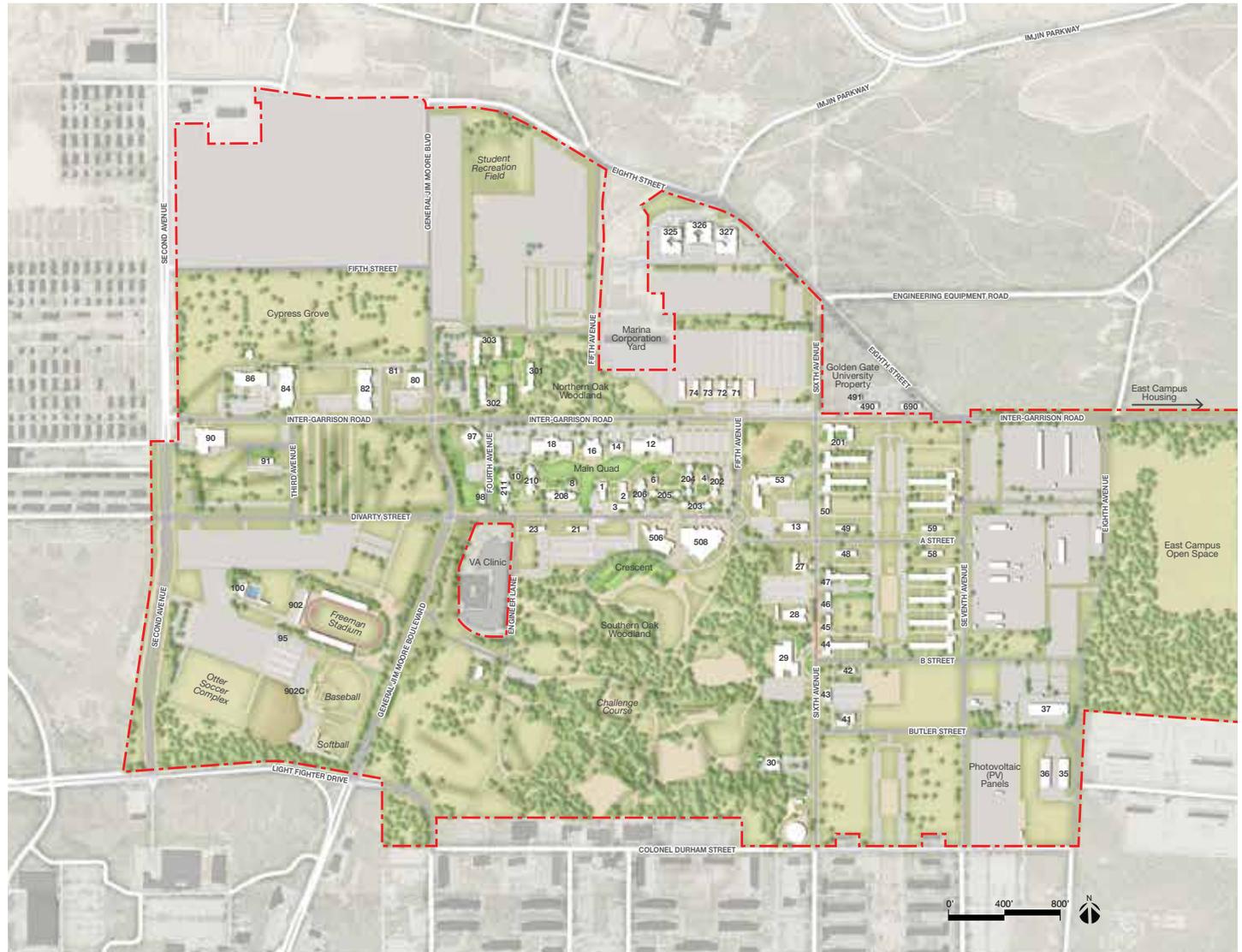
TRANSITIONING TO A UNIVERSITY CAMPUS

The transition from military use to that of a university has required significant effort. The university has been able to reuse sixty-six military buildings on the main campus. Innovative efforts have been undertaken to reuse the materials of the demolished buildings, as at the Alumni Visitor Center, where salvaged wood from a former army barracks became the Alumni Visitor Center ceiling. The university also fully renovated one of the most challenging “hammerhead” buildings, now the Student Services Building. To date, a substantial amount of time and resources have been spent removing approximately two hundred seventy-four derelict structures on campus, the last of which are currently being demolished. The university’s building remediation and demolition experience is shared with FORA and Seaside, thus helping to save time and money for these communities and expedite further blight removal on Fort Ord.

Complementing the demolition of former military buildings, the university has added seven new buildings including the Joel and Dena Gambord Business and Information Technology Building, Tanimura & Antle Family Memorial Library, Chapman Science and Academic Center, North Quad Housing, and the Alumni & Visitors Center. In addition, the campus has added several recreational facilities, including the pool and baseball, softball, soccer and recreation fields. Infrastructure has been improved to include a heated hot water loop, state of the art fiber optic telecommunications system, 1-megawatt solar installation and several onsite stormwater percolation ponds and filtration sites.

The legacy of Fort Ord has shaped the physical layout and spatial organization of the campus. The military buildings were set within a rectilinear grid of roadways, with buildings dispersed across the site and minimal developed open space. While the university has successfully reused many of the buildings and created new open space and recreational areas, there are significant distances between facilities, and usable open space remains scarce.

Figure 2.3: CSUMB Main Campus



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REGIONAL DEVELOPMENT

After many years of weak economic growth, development in the vicinity of the campus is currently expanding. Several projects have been completed, others are under construction, and more are planned. As shown in Figure 2.4, existing and planned developments border the campus on the north, west and south. As the university plans for future growth of its campus, it will consider these surrounding developments to ensure that adjacencies are compatible, and that bike, pedestrian, and transit connectivity throughout the region is maximized. The newly built developments have already started to provide the first retail and entertainment opportunities near the campus community. In addition, dining, grocery store, and off-campus student housing projects are being considered for the campus periphery properties in both Marina and Seaside.

The Dunes

The Dunes is a 429-acre development located in the city of Marina, east of Second Avenue and south of Imjin Parkway, bordering the CSUMB campus to the north and west. The Dunes is envisioned as a mixed-use community that integrates housing, entertainment, destination and regional retail, hotel, office, a Veterans Affairs clinic, and open space. The plan is organized around a system of pedestrian and bicycle-friendly streets, open space elements, and transit corridors that connect to adjacent destinations, including CSUMB and the coastline.

A portion of the Dunes development is complete, including a regional shopping center with retail and dining establishments, a movie theater, and single-family and multi-family homes, providing amenities that serve the campus community. Additional retail and dining facilities are under construction and these have been designed to incorporate design elements of the Regional Urban Design Guidelines.

Main Gate

The City of Seaside has selected a developer for the Main Gate development located on fifty-six acres at the former main gate of the Fort Ord Army Base at the intersection of Lightfighter Drive and Second Avenue. The site acts as a gateway from the southwest to the CSUMB campus and the new development underway at the Dunes. The Main Gate Specific Plan was initially approved in 2010. The project is currently being re-envisioned by the City of Seaside to better reflect the changes in the economy that have since occurred. It is anticipated that the scale of the development will shrink and a significant portion of the envisioned 500,000 SF of retail will be reduced.

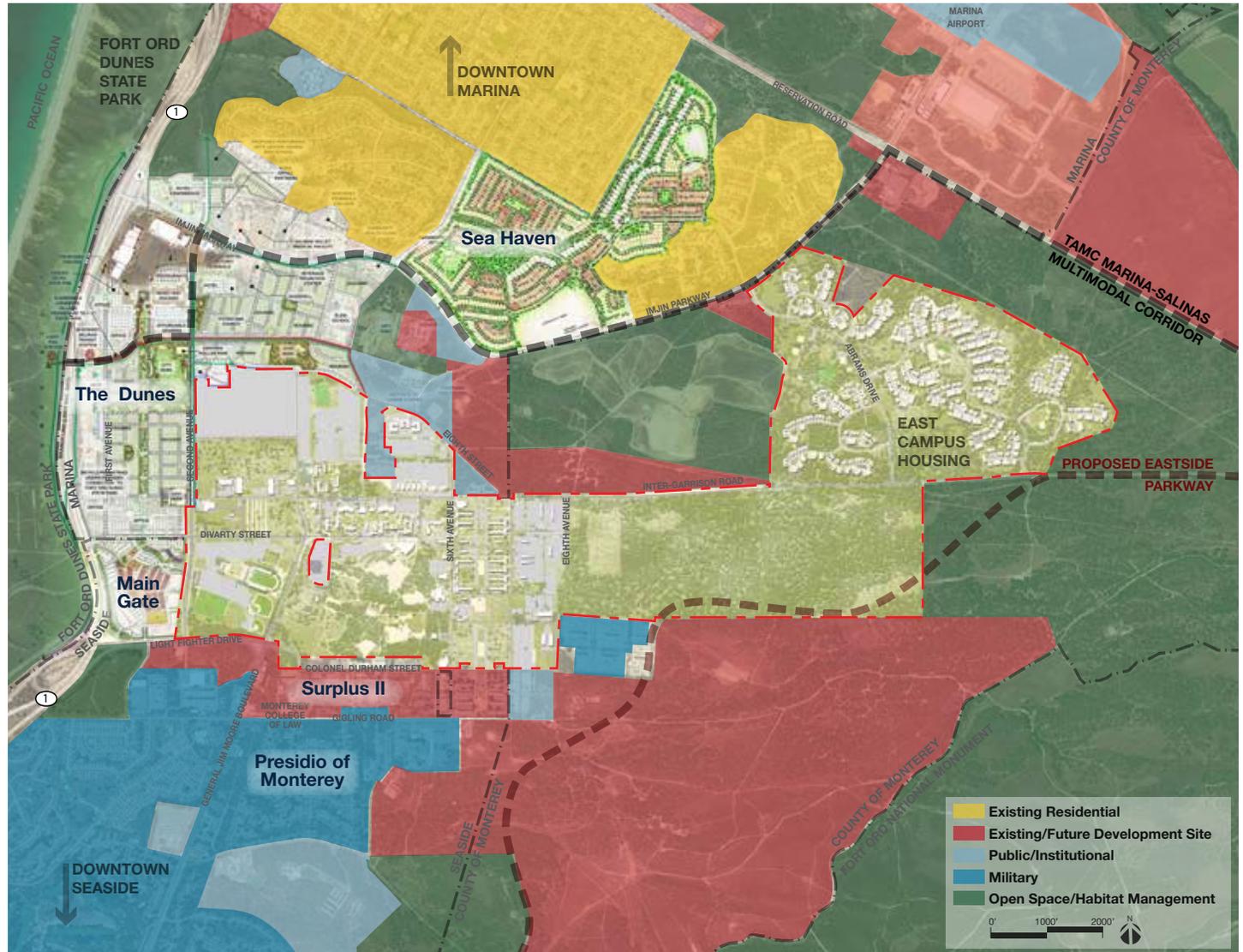
Surplus II Planning Area

The Surplus II planning area, also known as Seaside University Center, consists of seventy-six acres of vacant and underutilized parcels to the south of CSUMB on the south side of Lightfighter Drive and Colonel Durham Street. Current plans call for a mixed-use residential and commercial development project that includes a twenty-acre retail center, entertainment space, a business park, over 220 houses, and additional apartments. The City of Seaside has awarded an Exclusive Negotiating Agreement for this area to a developer.

Sea Haven

The Sea Haven (formerly Marina Heights) project is an approximately 248-acre site north of CSUMB and Imjin Parkway. This residential project will contain a combination of 1,050 townhouses, cottages, and single-family residences, all set within 35 acres of parks, green belts, and open spaces. Phase I was entitled in 2004, and site preparation is nearly complete. The first phase of housing is currently underway.

Figure 2.4: Regional Development



Sources: City of Marina General Plan, Land Use Plan; Monterey County Fort Ord Master Plan, Land Use Plan; City of Seaside General Plan, Land Use Policy Plan

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HISTORY OF CAMPUS PLANNING AND DEVELOPMENT

1998 Campus Master Plan

CSUMB's original master plan was completed in 1998 and was the guide for the initial phases of campus development. Several of the 1998 master plan principles helped to guide the subsequent 2004 Master Plan effort and are relevant to the current master planning project. These include:

- Use open space as the significant organizing element in the creation of the campus character and structure
- Strategically locate residential uses to facilitate pedestrian, bicycle, and public transit access to the core of the campus
- Maximize the use of existing resources to minimize the impact on the undisturbed campus landscape
- Set an example of sustainable design in terms of natural resources, land utilization, and energy efficiency

2004 Master Plan and 2007 Campus Master Plan Update

The 2004 Master Plan significantly reduced the student population envisioned in 1998 from 25,000 FTE to 8,500 FTE. In 2007, a minor update and new environmental document addressed legal challenges regarding the State's obligation to pay for offsite mitigation. Thus, both plans organize land uses to increase the density within the campus core, create a pedestrian-friendly campus, reduce dependence on automobiles, and facilitate an implementation strategy.

The 2004 and 2007 master plans included four overarching considerations:

- Take advantage of previous investments in campus planning and development by incorporating them in current planning efforts
- Take advantage of the campus location, which links the Salinas Valley and the Monterey Peninsula

- Integrate and celebrate the unique natural environment that thrives on campus
- Create a strong campus core around which all campus systems interrelate

In addition, the following ten principles guided the 2004 master plan development framework:

1. Create a campus core that integrates the academic, social, and natural areas on campus
2. Create a distinct sense of place
3. Respect and strengthen ecological resources
4. Integrate natural and green spaces into the framework for development
5. Organize bicycle and transit networks
6. Organize campus uses and design building elements to support social interaction
7. Develop adaptable, flexible, and universally accessible learning environments
8. Strengthen campus and community connectivity
9. Support sustainable systems
10. Strengthen transportation and circulation connections

These plans were organized around several central ideas, as illustrated in Figure 2.5:

- The land use plan is organized around the road framework, as well as three open spaces: Freshman Quad (Main Quad), Divarty Mall, and the Meadow.

Figure 2.5: 2004 Campus Master Plan Illustrative Plan



- The plan for the central campus core is a semi-formal arrangement of buildings around a crescent-shaped walkway and an open meadow that showcases the natural landscape of the southern oak woodland within the fabric of the campus. The plan’s organization of buildings around the crescent was an effort to create a unique identity and focus for the campus, and to move away from the street-oriented pattern established when the site was part of Fort Ord.
- The academic buildings that face the Meadow also face Divarty Mall, which is intended to be a primary campus gathering place and movement corridor. Divarty Street is shown as closed to vehicular traffic between the two new academic buildings just west of the library, with automobile drop-off and access continuing from Fifth Avenue to the east and Divarty Street and General Jim Moore Boulevard to the west.

Both the Crescent walkway and the meadow have been partially completed. Several buildings have been constructed according to the plan, including the Gambord Building, the Library, and the Science and Academic Center. This 2017 master plan builds upon the overarching goals and key principles of the 2004 and 2007 plans, which remain relevant.

Figure 2.6: 2010/11 Campus Planning Study - Divarty Mall Concept



2011 Campus Planning Study

A campus planning study was undertaken between 2010 and 2011. The study explored land use concepts for the growth of academic and residential space, as well as circulation options to minimize pedestrian and vehicular conflicts and improve accessibility.

The study also proposed detailed ideas for the transformation of Divarty Street into a pedestrian mall that would link campus facilities such as the Library, Science and Academic Center, a future student union, administration building, and additional academic buildings. The mall envisioned major gathering areas as well as smaller spaces for studying, and recreation. See Figure 2.6.

The 2017 campus master plan refines these ideas to incorporate current priorities and new development on campus.

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Five-Year Capital Improvement Plan

The 2016-2017 Five-Year Capital Improvement Plan (CIP) outlines the short-term priority state-funded capital projects for the CSUMB campus. CIP projects address current needs and projects outlined in the 2007 Master Plan for 8,500 FTE.

For a complete list of CIP proposed projects, see Table 4.4.



Both the Joel and Dena Gambord Business and Information Technology Building (upper), and Promontory Student Housing facilities (lower) opened in the Fall of 2015. The Joel and Dena Gambord Business and Information Technology Building is LEED Platinum certified.

Recent Campus Development (2013-2017)

In the fall of 2015, the university completed the Gambord Building. This academic building is located adjacent to the Library on Divarty Street, and further concentrates academic functions within the campus core.

Also in the fall of 2015, the Promontory apartments opened to students, adding 569 of the 789 approved new student beds. For the first time, housing was built by a third-party developer and later purchased by the CSUMB Corporation and transferred to the campus. To connect the project—located along Eighth Street on the campus border—to the campus core, CSUMB constructed its first fully separated bike and pedestrian path.

Demolition of the remaining abandoned military structures on campus began in 2015, and is expected to be complete by 2018. This will significantly improve the visual character of the campus, given the structures' current state of disrepair.

Infrastructure projects on campus have improved bike and pedestrian safety, increased on-site stormwater percolation, and upgraded heating hot water connections.

Examples of recent infrastructure improvements include:

- Divarty Street Pedestrian Mall phase 1 implementation closed a portion of the road to through traffic
- Inter-Garrison Road pedestrian improvements include traffic calming measures, wayfinding improvements, and high visibility crosswalks
- Bicycle parking has been increased by 10%, and bicycle parking lots and facilities have been added
- Percolation basins have been installed south of Inter-Garrison Road between Fifth and Sixth Avenues, and west of Sixth Avenue and the University Center

- Both the Gambord Building and Library building improve stormwater management by percolating stormwater through underground cages within their project sites

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SUSTAINABILITY AT CSUMB

CSU System-wide Sustainability Policies

The CSU system has identified sustainability as a system-wide priority, as is detailed in the CSU Sustainability Report (2014). The CSU system sustainability policies are listed in Table 2.1 by area of focus.

CSUMB Sustainability Initiatives

CSUMB has long held a commitment to sustainability and has responded to CSU system policies in planning the campus and through its operational procedures. The university has also been a leader in sustainability in the Monterey Bay region, demonstrated by several important sustainability initiatives and formal commitments.

In 2015, the university hired a Sustainability Director to coordinate the university's sustainability strategies and initiatives and to develop a Sustainability Office. The Sustainability Director's role requires collaboration with operations, academics and student life to support and build a culture of sustainability. The Sustainability Office supports student co-curricular learning opportunities and works closely with stakeholders throughout campus to meet sustainability policies and goals.

President's Sustainability Committee (PSC)

The President's Sustainability Committee (PSC) includes students, faculty and staff from a variety of disciplines and departments. The committee meets monthly to support and advocate for sustainability on campus. Targeted action groups are formed as needed to discuss and address specific sustainability issues.

President's Climate Commitment and Climate Action Plan

In 2007, the CSUMB president signed the American College and University Presidents' Climate Commitment, now known as the Second Nature Climate Commitment. This Commitment requires signatories to develop a climate action plan to achieve carbon neutrality by an established date. CSUMB's Climate Action Plan, completed in 2013, provides a road map to achieve this goal by 2030 for 8,500 FTE students. In addition to strategies related to achieving carbon neutrality, the Climate Action Plan also details the social and economic dimensions of sustainability.

Table 2.1: CSU System-wide Sustainability Policies

Academic Programs and Institutes
<ul style="list-style-type: none"> Integrate sustainability into the curriculum
Climate Action Plan
<ul style="list-style-type: none"> Reduce GHG emissions to 1990 levels by 2020, and 80% below 1990 levels by 2040 Promote alternative transportation on campus
Renewable Generation and Energy Dependence
<ul style="list-style-type: none"> Increase on-site self-generation capacity to 80MW Procure more than 1/3 of electricity purchased from renewable sources
Energy Conservation and Utility Management
<ul style="list-style-type: none"> Identify and implement energy efficiency measures to reach GHG reduction goals
Water Conservation
<ul style="list-style-type: none"> 10% reduction by 2016 20% reduction by 2020
Waste Management
<ul style="list-style-type: none"> Reduce solid waste disposal by 50% by 2016 Reduce solid waste disposal by 80% by 2020 Move to zero waste
Sustainable Building Practices
<ul style="list-style-type: none"> Design to LEED Silver equivalent, strive for Gold Consider energy use and life cycle cost in construction or renovation of any building
Transportation Demand Management
<ul style="list-style-type: none"> Promote alternative transportation or fuels
Sustainable Procurement
<ul style="list-style-type: none"> Promote use of environmentally-friendly business Work with vendors to reduce waste from packaging
Sustainable Food Service
<ul style="list-style-type: none"> Purchase 20% sustainable food by 2020

CSUMB anticipates updating the Climate Action Plan in the next few years to reflect the changes to campus population and advances in campus sustainability.

STARS

In 2011, CSUMB completed the Sustainability Tracking, Assessment and Rating System (STARS) report v1.1 for the Association for the Advancement of Sustainability in Higher Education (AASHE). STARS is a self-reporting sustainability performance framework that allows colleges and universities to measure, track and share sustainability practices and performance. In 2011, CSUMB earned a STARS v1 Gold rating. In 2016, CSUMB received STARS v2 a Silver rating.

Sustainability Frameworks

In support of CSUMB’s sustainability goals and the Second Nature Climate Commitment, the Master Plan sustainability subcommittee facilitated a discussion concerning the feasibility and utility of adopting a sustainability framework or third-party structure for measuring sustainability efforts. Several systems—LEED for Neighborhood Design (LEED ND), Living Community Challenge (LCC), Sustainable Sites Initiative, and One Planet Living—were evaluated to determine relative benefits, fit for CSUMB, and effort and complexity to implement. While the Committee recognized that achieving framework certification would be ambitious, it also recognized that certification could distinguish CSUMB nationally as a leader in sustainability.

After a deep review of the LCC and LEED ND frameworks, the campus determined that the LCC best supports the campus vision and mission and incorporate elements of social justice, beauty, and equity in a way that allows the campus to be more creative, flexible and visionary in its application of these elements. LEED ND remains an important design tool and includes principles foundational to this plan; for example, emphasizing a compact campus, with walkable, vibrant and mixed used neighborhoods connected to nearby communities. Although the university does not intend to apply for LEED ND certification, LEED ND principles and standards will continue to be employed as a basis for implementing good design principles.

The Living Community Challenge is an ambitious challenge that strives to create “socially just, culturally rich and ecologically restorative” communities. The LCC is designed around seven “petals”:

- Place
- Water
- Energy
- Health and Happiness
- Materials
- Equity
- Beauty

Each of these petals is addressed throughout the plan. Some petals align directly with chapters (e.g., energy and water); other petals, such as Health and Happiness, and Place, are integrated into multiple chapters.

The campus will maintain status as an “emerging living community” following the review of this document. As new projects come to fruition, there will be periodic reviews to maintain this designation. The LCC allows full certification or petal-level certification (which requires achievement of three petals, one of which must be energy, water, or materials). The campus can determine, as buildout occurs and petal imperatives are met, whether to choose full certification or petal certification.

Resiliency

CSUMB also recognizes the necessity to be resilient to natural disasters, weather disruption caused by climate change, and other community safety concerns. The campus maintains an emergency operations plan that address “all hazards” (including natural disasters and other health and safety disruptions). CSUMB is prepared to maintain community operations following an incident and to work with neighboring communities to provide mutual aid as necessary. In addition, CSUMB provides certified emergency responder training opportunities for community members. Campus staff and faculty also engage with the Central Coast Climate Collaborative and other regional stakeholders to better plan for resiliency and adaptation needs.