

Cypress Knolls Planning and Design Process Report

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Prepared for:

City of Marina



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CityThinkers



THE COMMUNITY PLANNING ASSISTANCE TEAM (CPAT) PROGRAM OF THE AMERICAN PLANNING ASSOCIATION

The California Chapter of the American Planning Association (APA) created the Community Planning Assistance Team (CPAT) program in 2016 to provide pro bono planning assistance to financially constrained municipalities and community groups in California and Baja California. The program was initiated by the Planners Emeritus Network (PEN), an affiliate of the Chapter which recognizes experienced planners who have made significant contributions to the profession and to the communities they serve. The CPAT program pairs expert planning professionals from throughout California with residents and other stakeholders from communities with limited resources to solve specific planning problems. The California CPAT program is modeled after the nationwide Community Planning Assistance Team program sponsored by the national American Planning Association. That program was created in 1995 and has since assisted 30 communities. APA California is eager to empower communities with limited resources to solve pressing planning problems and to gain the confidence necessary to develop and achieve a positive vision for their future. Municipalities or community groups may file applications for California's CPAT program through the California Chapter website: [APA California Community Assistance Program \(CPAT\)](#).

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Introduction

The City of Marina currently owns 188 acres of land known as Cypress Knolls. The City received the land in 1995 through the Fort Ord military base closure process. Figure A illustrates Cypress Knolls' orientation within the City of Marina and the existing circulation network surrounding it. Cypress Knolls is partially elevated above the surrounding area and offers scenic views of the Pacific Ocean and the City of Marina from several vistas. The site is characterized by hilly terrain with a canopy of Monterey Cypress and pine trees and is habitat for the endangered Sand Gilia plant species. One-story vacant and dilapidated residential structures are scattered throughout the site that once served as military housing for Fort Ord. Figure B shows how the project area exists today.

In the early 2000s, the City began a planning process, in conjunction with a process established by the Fort Ord Reuse Authority (FORA), to develop the property as senior housing. The planning process resulted in the approval of 570 detached market rate dwelling units, 72 attached dwelling units, 60 assisted living beds, and 142 affordable dwelling units on 160 acres. The remaining 28 acres of the project included a community center and park, RV storage, and support services. The project was ultimately abandoned due to the recession of 2008 and the complications of funding.

In early 2022 the City of Marina staff, with the approval of the City Council, contacted the California American Planning Association Community Planning Assistance Team (CPAT) to see if there was any opportunity to plan for a "Missing Middle" development, including an affordable housing residential community, on the 188-acre property. The CPAT Team was asked by the City to assist with prioritizing developing the property with "Missing Middle" housing and to provide a planning and land use framework with recommendations for facilitating and spurring the redevelopment of the property.

This report discusses the process for researching the development issues and the results of both the extensive interview process with city leaders and the one-day charrette held at the City of Marina Library on January 7, 2023. The report also outlines a series of options for the City to pursue and achieve their goal of redeveloping the Cypress Knolls property.

FIGURE A: VICINITY MAP

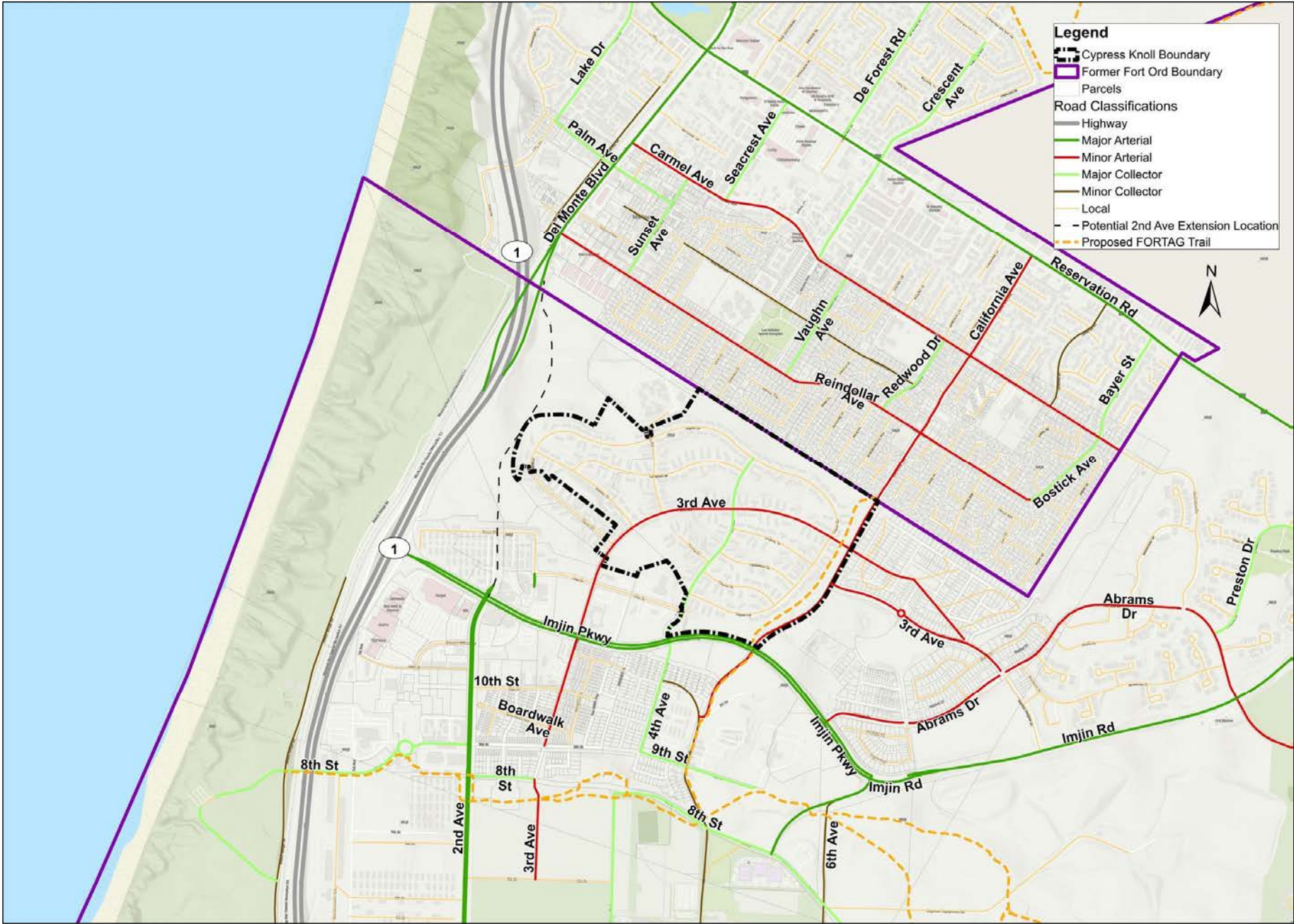
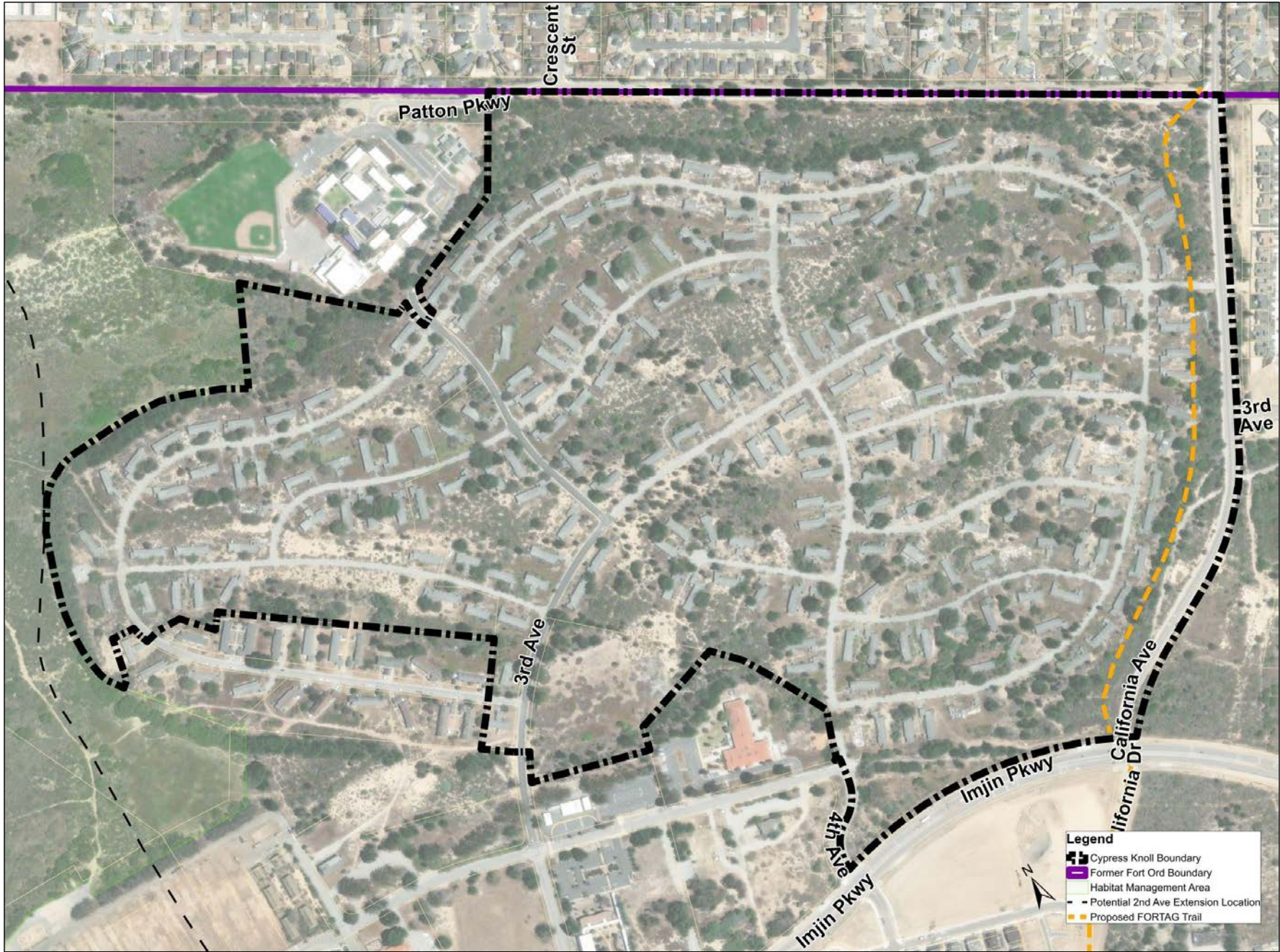


FIGURE B: CYPRESS KNOLLS PROJECT AREA



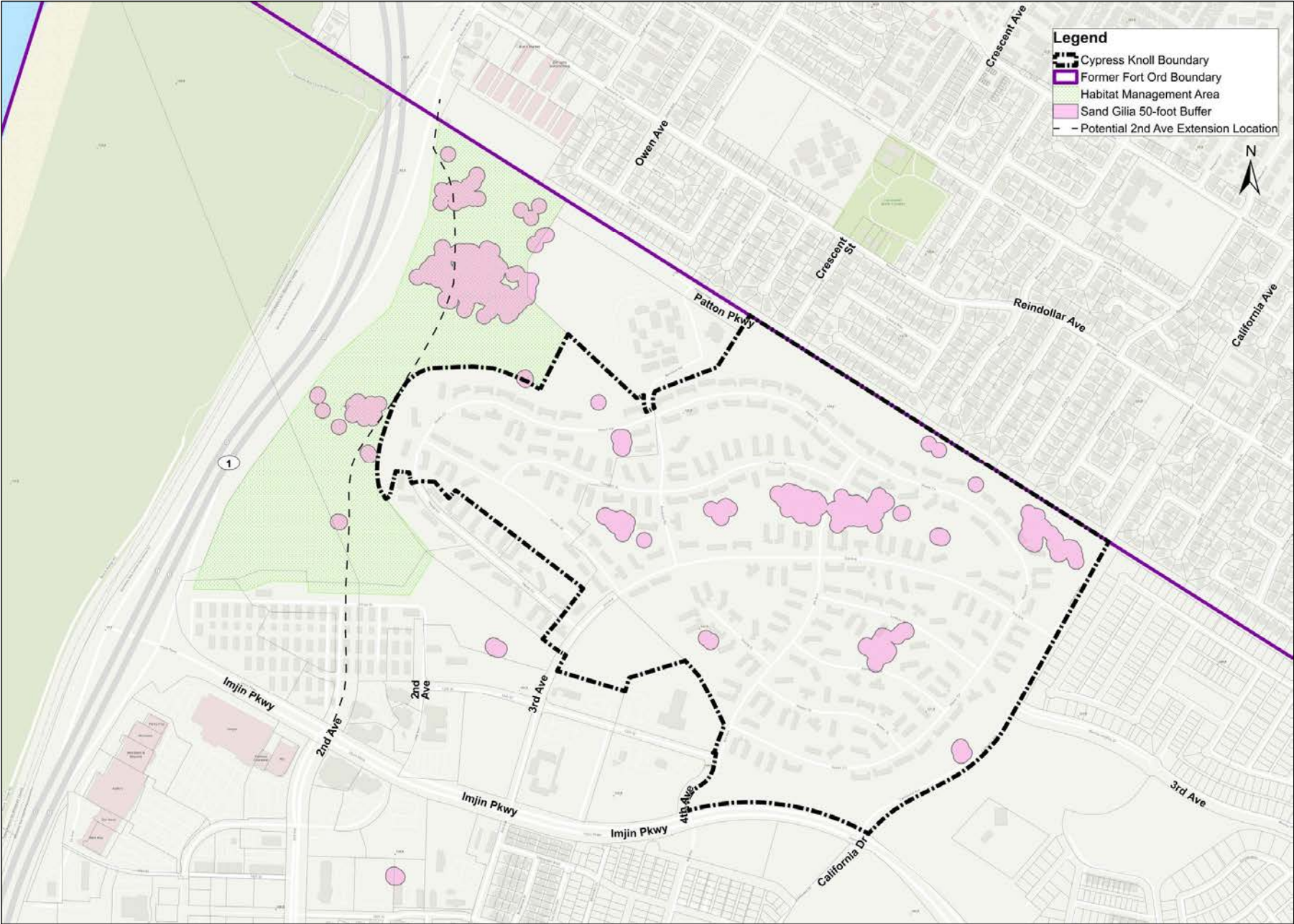
Overview of Cypress Knolls Planning Efforts

The Cypress Knolls planning process began with a meeting on July 7, 2022, with California APA CPAT representatives consisting of Brian Mooney FAICP, Hanson Hom AICP, and David Salazar FAICP, and City of Marina staff including Community Development Director Guido Persicone AICP, Project Manager Alyson Hunter AICP, and City Manager Layne Long. This meeting concluded with a field visit to the Cypress Knolls property. Shortly after the meeting, background research started with a review of key documents provided by the Fort Ord Reuse Authority and City Staff. The documents provided not only included the City's General Plan and Zoning Ordinance, but also the planning, engineering, and environmental documents from the previously approved senior housing project.

The next step was to prepare for the extensive interview process with city leaders. The preparation included the development of a questionnaire and interview process to be conducted with members of the City Council and Planning Commission. The questionnaire included six main topics focused on: Project Objective, Cypress Knolls Plan Elements, Housing, Community Benefits, Community Workshop Design, and Community Workshop Topics. Simultaneously, base maps were developed and constraints were defined for the property. The following three constraints were identified:

- a. *Remediation Cost* - Currently, 220 former United States Army barracks are located on the Cypress Knolls property. As was a common practice at the time, the US Army covered pipes with asbestos and used the toxic mineral as an ingredient in flooring, roofing, and cement. Service members were exposed to asbestos fibers in the buildings where they ate, slept, and worked. While the use of asbestos in new construction ended by the late 1970s, it remained present in Army installations decades later. The estimated cost to remediate the site is \$11 to 15.4 million dollars.
- b. *Gilia Species* - Sand gilia (*Gilia tenuiflora* spp. *arenaria*), is a federally endangered and state-threatened plant species, which has been identified within the project site (see Figure C). Currently, the City is in the process of working with the California Department of Fish and Wildlife to prepare a comprehensive incidental take permit so the Gilia species can be protected throughout the greater part of the Marina area. The City Council will have to decide if mitigation should be done on-site within the development project or if off-site mitigation is feasible to increase the development potential of this property.

FIGURE C: ENDANGERED SAND GILIA



- c. *Prevailing Wage* - Prevailing wage can be considered a constraint for large-scale development projects. Any future developer or master builder needs to be aware of this requirement and build this into their pro forma financial due diligence reports.

During October, November, and early December the CPAT conducted interviews with the City Council and Planning Commission members. The interviews supported the need to develop housing for working families that reflected the culture and history of the city. The interviews also supported a sustainable community that included a diversity of housing types along with open space and amenities that for the entire city including mobility connections and parks. The Team also developed a Land Use Charrette Workshop Logistics Plan with detail of exercises for a community workshop. The purposes of the half-day charrette were to:

- Present the initial community input obtained through research and interviews with members of the City Council and Planning Commission;
- Obtain input through participatory planning exercises on a preferred land use framework and site design concepts that will inform the planning and development process for a planned community at Cypress Knolls;
- Provide guidance on creating a Vision Statement and Guiding Principles for the new community.

The community charrette, Envision Cypress Knolls, was held at the City of Marina Library on January 7, 2023. It was considered a success in both the number and diversity of community participants, notwithstanding the notable lack of young families. City Manager Layne Long opened the charrette by welcoming participants to the event and described the opportunity for an innovative residential development that could offer housing opportunities for Marina residents and the workforce in the Monterey Bay region. He discussed the importance of integrating the future development of Cypress Knolls into the community with amenities and benefits for all residents while ensuring that the development will be fiscally sustainable. The CPAT then provided a brief presentation on the history of the Cypress Knolls site, an orientation about the property, and the results of one-on-one interviews with Councilmembers and Planning Commissioners. Instructions were then provided for breaking into five small working groups for the planned charrette exercises to be led by the CPAT.

City staff advertised the meeting and the visioning exercise using English, Spanish, and Korean-language flyers posted on City social media accounts, the City website, and hard copies in the usual places where meeting agendas and other City-sponsored events are posted.

Envision Cypress Knolls was designed around three key exercises for all attendees to participate in. The three activities were:

1. **Vision Statement/Guiding Principles:** An exercise was designed to evaluate a set of draft guiding principles for the future development of Cypress Knolls. Seventeen (17) draft

guiding principles, which were formulated based on previous conversations with City Councilmembers, Planning Commissioners, and City staff, were provided to each group to discuss. Participants were requested to mark the principles with a green dot that they felt were most important for guiding the future development of Cypress Knolls. Conversely, participants placed a red dot on principles that they felt were least important or that they did not support. Participants also suggested additional guiding principles.

2. **Concept Plan:** A mapping exercise was conducted where community members interacted with an aerial map of the Cypress Knolls Plan Area. Supplemental maps were also available that showed the site relative to the surrounding neighborhoods the habitat management area for the endangered Sand gilia plant species. Community members placed development type and open space symbols, which were in the form of stickers and/or sticky notes, onto the aerial Plan Area map. Two (2) tables were set up with the map and materials for this exercise. Project Team facilitators were available at both tables to explain the exercise and answer questions from the community. The goal of this exercise is to determine what community members envisioned for the potential development layouts of the housing types and community amenities on the site. Each small group rotated among the two tables and five concept plans were produced. These concept plans were shared with all participants at the end of the charrette. Common elements were identified in all of the concept plans and these plans served as the basis for the site framework map prepared by the CPAT and presented later in this report.
3. **Visual Preference:** An exercise was conducted using a variety of photographs that depicted various development types. The Team presented images of existing residential projects and community facilities to probe the community's preferences on different development types, design elements, styles, and amenities. The images showed a range of residential building types, architectural designs, and possible community/neighborhood amenities such as retail uses, passive and active open space, and neighborhood and project-level common areas. Similar to the Vision Statement/Guiding Principles Exercise, groups discussed the photographs and each participant placed green dots on the images they most preferred and red dots on the images they least preferred. CPAT facilitators with the assistance of City staff guided the visual preference exercise to facilitate discussion, answer questions, and document comments from community members.

Key Issues Identified

Following the community workshop, the next phase of the CPAT process was to interpret the results of the interviews and the workshop. The three exercises provided key takeaways for the Vision Statement/Guiding Principles, Visual Preference, and Concept Plans for Cypress Knolls.

Vision Statement/Guiding Principles

Based on the voting from participants, the guiding principles have been grouped into general themes. The guiding principles that received the strongest support are marked with an asterisk (*). However, all listed guiding principles received a collective positive response from participants. Several additional principles are also included that were commonly suggested by participants.

Housing

- A. **Workforce Housing:** Provide neighborhoods and housing that are attainable for first-time home buyers, families, seniors, and local workers. *
- B. **Housing Diversity:** Provide a variety of housing types to meet the diverse household and economic needs of the community.
- C. **Distinctive Neighborhoods:** Create a series of unique neighborhoods with quality architectural design.
- D. **Local Preference:** Outreach to City of Marina residents about affordable and inclusionary housing opportunities.

Community Connection

- E. **Connectivity:** Design a community at Cypress Knolls that is connected to surrounding neighborhoods and is integrated with the rest of the City. *
- F. **Pedestrian and Bicycle Network:** Design a community that prioritizes pedestrian and biking activity with trails and bike paths that are connected to the regional system. *
- G. **Marina High School:** Coordinate with the School District and connect the development to Marina High School.

Community Amenities

- H. **Public Parks and Open Space:** Create a park and open space system within Cypress Knolls that can be accessed by the entire City. *
- I. **Community Benefits:** Develop a community at Cypress Knolls that provides benefits for all residents in the City of Marina.
- J. **Community Gathering Space:** Create a mixed-use town square or community/neighborhood center within Cypress Knolls with commercial uses.

Environmental Responsibility

- K. **Sustainability:** Develop a sustainable community that utilizes architectural, site design, and technology solutions to eliminate or minimize environmental impacts. *
- L. **Clean Energy:** Design an energy-efficient community with cutting-edge technology for buildings and charging stations for electric vehicles (e.g., all-electric, no fossil fuel combustion, net zero carbon.) *

Financing

- M. **Project Feasibility:** Ensure that the development will be financially sustainable and will not fiscally burden the City.
- N. **Project Management:** Establish permanent project financing to cover long-term management, operations, and maintenance costs.

Natural Resources

- O. **Visual and Natural Assets:** Create distinctive neighborhoods that fit into the landscape and respect the visual and natural assets of Cypress Knolls.
- P. **Tree and Habitat Preservation:** Preserve the unique topography, vegetation, and ecology of the Cypress Knoll site.

History

- Q. **Community Context:** Design an attractive mix of residential, commercial, parks, and open space land uses that reflect the unique history and environment of the City of Marina.
- R. **Cultural History:** Plan, design, and develop a community that reflects the City's historic cultural diversity and connection to the former Fort Ord, including acknowledging the site as historic Esselen Tribe Territory.

Visual Preference

The next exercise allowed the CPAT to evaluate the community's visual preference for building types that could be built on the property. The building types were categorized by either residential projects or community amenities. The key takeaways from the charrette are discussed below by the two categories.

Residential Projects

The majority of the photographs for the Visual Preference Exercise were pictures of different residential types and building designs since that is the primary use being proposed at Cypress Knolls. Prior discussion with the City Councilmembers, Planning Commissioners, and City staff suggested that a variety of residential types might be acceptable on the property including the following:

- Mixed-use buildings consisting of residential units be located above ground floor commercial retail uses;
- Multi-family housing characterized by multi-story buildings that are typically three or more stories in height and can be rental apartments or for-sale condominiums;
- “Missing middle” housing consisting of smaller scale attached and detached housing which includes building forms such as duplexes, fourplexes, courtyard buildings, cottage courts, rowhomes, townhomes, and “tiny homes”; and
- Traditional detached single-family homes.

To gain a better sense of community preferences, project examples for the above residential types were circulated among charrette participants. Photographs that received the highest positive response in the dot exercise are shown in Figure D on the following page. This exercise confirms the interest to plan for a variety of residential types at Cypress Knolls ranging from three to five-story multi-family housing to different forms of “missing middle” housing. While single-family homes were acceptable, the preference was to construct more affordable attached housing. This general consensus reinforces a strong priority expressed in the Guiding Principles Exercise to emphasize the construction of workforce housing for City of Marina residents. Participants suggested creating neighborhoods or “villages” composed of different residential types and building designs.

FIGURE D: HIGHLY-RATED RESIDENTIAL TYPES



Cottage Court – smaller units facing landscaped courtyard to provide “missing middle” housing



Multi-family Housing – three-story buildings with central common area



Multi-family Housing – four-story building with architectural design to break-up building mass



Multi-family Housing – three-story building with balconies and different exterior wall finishes



Attached single-family homes or duplexes with attractive landscaped pathways







Townhomes - attached dwelling units with ground-level entries

Community Amenities

In preparing for the community charrette, comments were made that a new residential community should include common areas, amenities, and supporting land uses for future project residents that would also be available to City of Marina residents. Photographs were included with the Visual Preferences Exercise to allow participants to indicate the types of amenities and facilities that should be included in the Cypress Knolls community. The photos included in Figure E were highly rated by participants.

FIGURE E: HIGHLY RATED COMMUNITY AMENITIES

	
<p>Neighborhood and Pocket Parks – children’s play area; seating; easy bike and pedestrian access from homes; seating areas.</p>	<p>Community Park and Open Space – site park to offer scenic views; connect to bike and pedestrian trail network; set aside open space corridors that preserve Sand gilia plant habitat and significant trees.</p>
	
<p>Mixed-Use Community Center – defining project feature; “village center” concept; community-serving retail stores, eateries, and services; residential uses.</p>	<p>Recreational Facility - passive and active uses with community gathering space, picnic tables, BBQs, and swimming pool.</p>

Concept Plans

The complementing mapping exercise allowed the CPAT to see how the community would like a land use plan organized. This led the Team to certain conclusions about planning for distinct neighborhoods with connectivity to adjacent areas and extensive parks and open space as community benefits.

Neighborhoods

With approximately 188 acres of land area to reimagine, Cypress Knolls has the potential to develop into subareas as suggested in Figure F that - over time – can mature into distinct neighborhoods with a unique identity, mix of housing options, and collection of open spaces and gathering areas. Each neighborhood derives its sense of place from the site-specific attributes of the natural landscape, the adjacent uses and their development context, and the topography of the site. For example, areas to the north of the site (sub-areas B and C) may accommodate a smaller and lower scale of development in a more tranquil setting to address the single-family neighborhood to the north of Patton Pkwy. Neighborhoods on the southern edges of the property (sub-areas D and E) may offer stronger connections to new residential and commercial development south of Imjin Pkwy. On the westernmost edge of the site (sub-area A), the proximity to preserved open space and the coast may provide excellent view opportunities. Additionally, toward the center of the site, the natural dip in topography creates a meeting spot or node for new commercial activity or a “Main Street.” Including commercial activities within the development has the potential to help drive revenue to achieve project goals due to the project’s proximity to Highway 1 and 2nd Avenue. The precise boundaries and defining characteristics of each neighborhood should be determined through a wider community outreach effort. However, the opportunity for Cypress Knolls to evolve as a community of neighborhoods shaped by the undulating terrain and existing vegetation should be a strong objective.

Nodes

Third Ave. currently bisects the site and forms it into a crescent shape that connects east to west and north to south. This path follows the topography of the site and organizes the flow from the knolls on the edges to the valley in the center. At this confluence of circulation flow, we see the potential for two gathering nodes as shown in Figure G, which can serve as meeting spots for the community and gateways to a small retail center at the base of the site. This center may provide a small-scale, walkable, “Main Street” experience with mixed-use shops, storefronts, convenience retail, food and beverage uses, and neighborhood amenities and services. In this location, community uses – such as a community recreation center, a small plaza, a park, and/or daycare – may help anchor the area as the “centerpiece” of the community. Higher-density mixed-use development with residential units could also be considered along Main Street to further activate the area.

FIGURE F: DISTINCT NEIGHBORHOODS

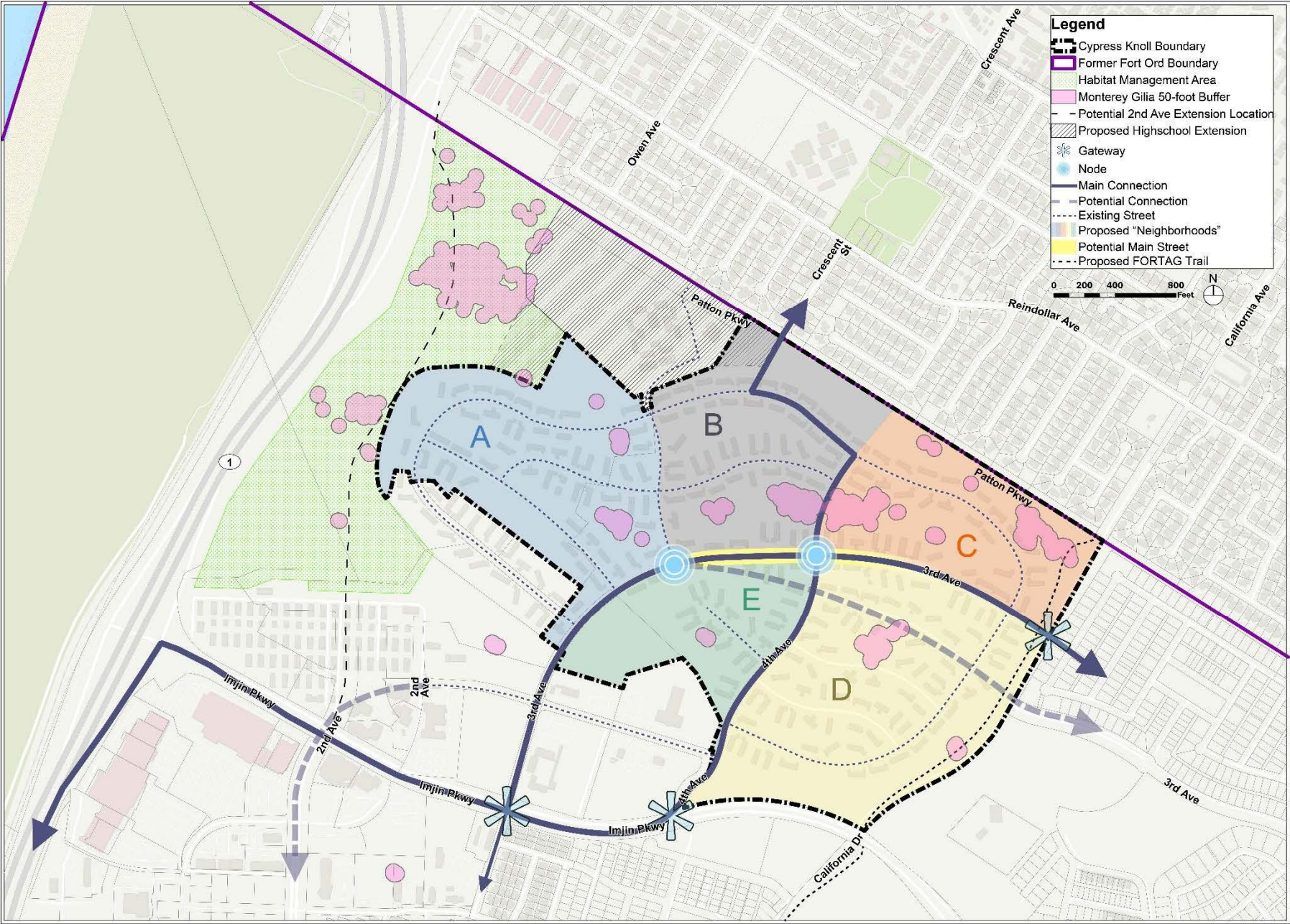
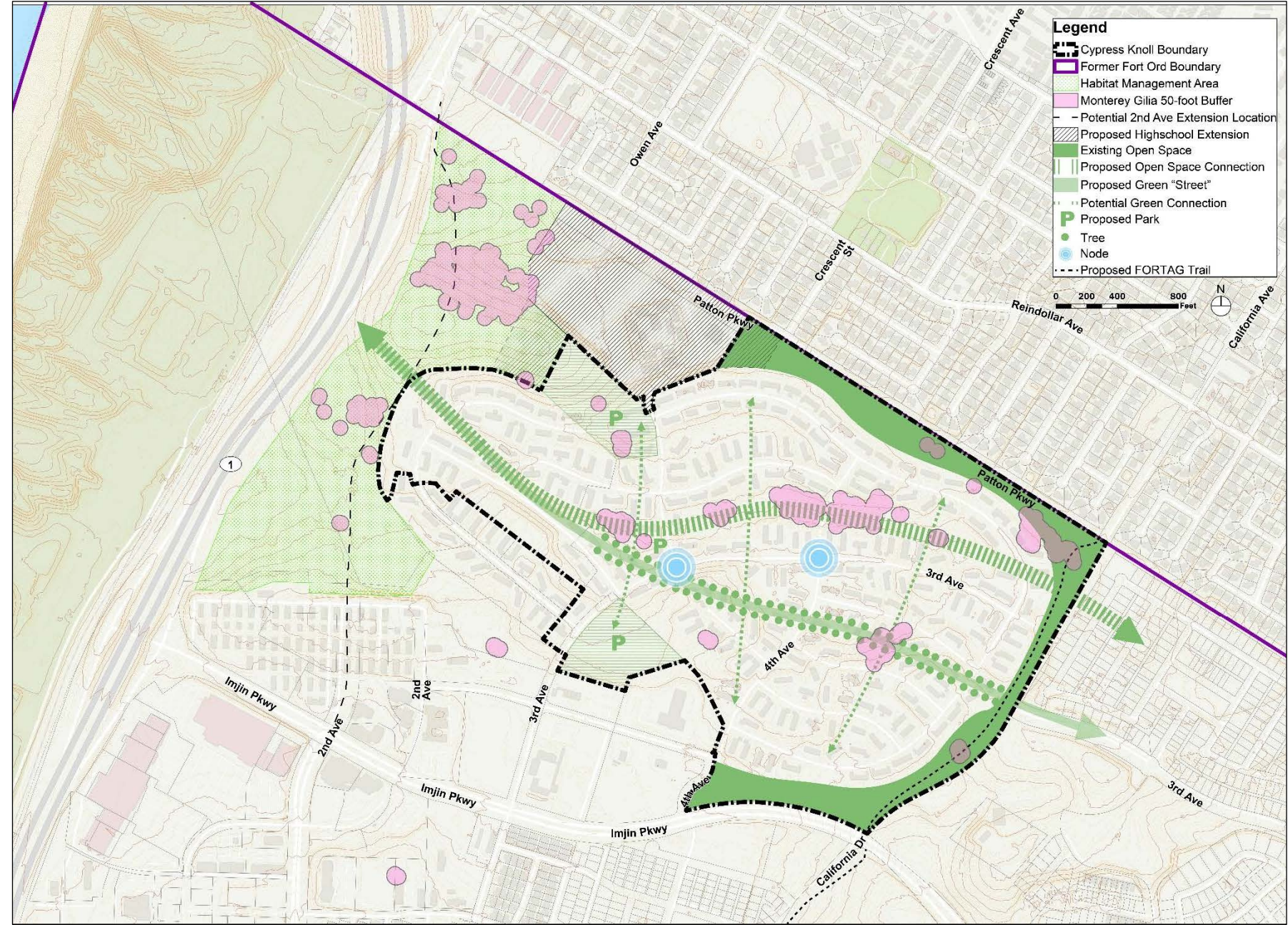


FIGURE G: GATHERING NODES CONNECTED BY A “MAIN STREET”



FIGURE H: GREENWAY



Greenways

The presence of Sand gilia across the site offers a unique opportunity to establish a natural habitat corridor or greenway traversing the site from east to west as shown in Figure H. This greenway may serve multiple valuable functions for the community. It may provide habitat conservation and an open space amenity. It could help define neighborhood boundaries in the area. And it may offer a bike and pedestrian circulation path and trail connection for residents and visitors moving through the site.

Green Streets

Stemming from the greenway, a “green street” may splinter off and create a new alignment of the site’s circulation to the new subdivisions off Marina Heights Drive. This “green street” as depicted in Figure I would prioritize pedestrian and bicycle movement and include double rows of trees and stormwater treatment facilities. For those seeking a less natural but similarly peaceful and safe way to navigate through the community, the “green street” would offer an attractive path.

Buffer

At the northern edge of the Cypress Knolls site, the terrain drops steeply down to Patton Parkway and provides a lush and wooded landscape. This buffer zone as generally outlined in Figure J creates a distinct edge and visual amenity for the surrounding communities and results in a marked sense of containment. While it may be desirable to maintain the buffer in most locations, in a few areas a stronger connection to the surrounding communities is essential for opening up access to the site and stitching together the north and south sides of the city.

Overlook Park

At the highest elevation of Cypress Knolls located at the northernmost edge of the site near Marina High School as shown in Figure K is an exceptional area for both an overlook park and possible expansion of the school facilities. With views across the dunes and to the Pacific Ocean, this park can become a significant open space amenity in the city. It may take cues from its natural setting and welcome hikers to weave around knolls and clusters of trees and shrubs. It may offer resting places and lookout points. Across the bay. It may offer expansive terrain with fields of flowers and grassy lawns. For the community to enjoy. Whatever its ultimate design, an overlook park will inspire a deeper sense of community pride and a greater connection to nature.

Marina High School

At the northern edge adjacent to the Overlook Park is the existing Marina High School. Land use and circulation planning for Cypress Knolls should include coordinating with the School District on facilities planning and enhancing circulation connectivity, including bike and pedestrian access to the school.

FIGURE I: GREEN STREET



FIGURE J: BUFFERS



FIGURE K: OVERLOOK PARK



Gateway Park

To complement the scenic beauty of the Overlook Park, the area may be well served by a second community park, labeled Gateway Park. Located at the southern entrance to the site on Third Ave. as shown in Figure L, this park will signal arrival to the community and point of entry to the “Main Street.” It may offer active recreational and community-serving sports and fitness uses as well as spaces for large community gatherings (such as a concert or festival). It could be a space for public art and a venue for cultural events. The Gateway Park is the community “civic square,” where the vibrancy and cultural identity of the community is highlighted and celebrated.

Neighborhood Gathering Spaces

A healthy community needs gathering spaces of all sizes to accommodate a variety of social interactions. An array of small, pocket spaces and meeting spots spread throughout the different neighborhoods of the Cypress Knolls will ensure that the community has a convenient, comfortable, and inviting space to meet and interact. Whether it is a patio or courtyard with tables and chairs and string lighting or a corner plaza with a fountain and beautiful sculpture, these spaces offer opportunities for neighbors to spend time together in shared spaces outside their homes. One possible location for a neighborhood gathering space is identified in Figure M; similar locations would be designated to serve each sub-area.

Paseos

Primary circulation roads and trails traverse the site and connect across neighborhoods. However, secondary circulation is needed to connect residents’ homes to shared spaces, parks, and the primary circulation network. Paseos offer “fingers” of greenspace and connecting paths that facilitate and encourage pedestrian movement across blocks. Paseos enhance the spaces between buildings and offer opportunities for small-scale gathering spaces and enhancement of the entrances to buildings and front doors of homes. Figure N conceptually illustrates two paseos which are shown as north-south routes that traverse the site and connect the sub-areas. The precise alignment would depend on the site topography and the configuration of the future neighborhoods.

FIGURE L: GATEWAY PARK



FIGURE M: NEIGHBORHOOD GATHERING SPACES



FIGURE N: PASEOS



Recommended Action Priorities

The following are recommended action priorities that the City Council should consider for Cypress Knolls.

- A. The City Council should direct City staff to include this property in the General Plan Update process and create a land use designation that requires the development of a Specific Plan that reflects the Vision, Guiding Principles and design concepts identified in this report. A Specific Plan would provide policies and development criteria at a greater level of detail than contained in a General Plan. It typically includes an implementation plan that covers development phasing and infrastructure financing and could include zoning standards to create a “zoning overlay district.” (See California Government Code Section 65450-65457 for guidance on specific plans.) The benefit of a Specific Plan is that it would provide developers with greater certainty on the community's goals, priorities, and prerequisites for the property instead of the City reacting to individual development proposals without a policy plan framework.

A Specific Plan for Cypress Knolls could potentially accommodate up to 2,000 dwelling units and supporting commercial, parks and open space. The potential units assume a variety of residential development types and that roughly half of the site would be preserved for parkland, open space, Sand gilia habitat area, and the street, bikeway, and trail system. Land area would also be set aside for commercial uses. However, the precise acreage reserved for these purposes and the designated sites and allowable densities for housing require further site analysis, land use planning, and policy discussion.

- B. Concurrent with preparing the General Plan, the Council should also direct staff to develop the Specific Plan in association with a qualified consultant team to design a program that is consistent with the Surplus Lands Act, includes a Water Availability Assessment, provides an economic analysis and fiscal impact assessment of project feasibility, incorporates habitat and tree preservation plans, and expands the community outreach program through the planning process. This process allows for an entirely City-initiated and community-driven effort to create a development that meets the vision of the community for Cypress Knolls and is not driven by developer influences.

The City would bear the upfront cost for preparing the Specific Plan, environmental impact report, and technical analyses. However, the cost can be recovered at a future date through adoption of a specific plan fee to be collected from future development. The Specific Plan should include a market and financial consultant on the team to ensure the plan is realistic and feasible from a market and financial perspective. Civil engineering and transportation consultants should also be included on the consultant team to address the streets and utilities infrastructure needs for future development.

- C. To initiate the Specific Plan process, the City Council should direct city staff to prepare and release a Request for Proposal to qualified planning and urban design firms that can prepare a Specific Plan for development of the property that reflects the Vision, Guiding Principles and design concepts identified during the Charrette. The selected consultant firm or team should be required to continue the community outreach programs exemplified in the Charrette. The scope of services should also include a complete economic analysis to assure development feasibility and an evaluation of financing options to reduce potential fiscal impacts on the City. .

Recommended Follow-up Items

In planning and developing the Cypress Knolls property, important follow-up items are recommended based on the outcomes of the CPAT project. The CPAT considered the comments received from the one-on-one interviews with City Council and Planning Commission members, consultation with City staff, and the excellent insights received through the three interactive exercises at the Charrette. Using the draft Guiding Principles derived from community input as a policy planning framework, the following recommendations and observations are offered by the CPAT.

Housing

- Refine the amount and range of residential types to be allowed at Cypress Knolls with emphasis on the community preference for workforce and “missing middle” housing. Allow for flexibility and innovative design solutions as well as changing market conditions that will affect housing affordability and project feasibility.
- Consider the goals in the City’s Housing Element which requires the City to accommodate very low, low, moderate, and above moderate-income housing units in the community. Consider the housing needs of the community’s special needs populations, such as seniors, persons with disabilities, large family households, and female heads of households.
- Based on the natural topography, existing vegetation, park and open space opportunities, and visual impacts on adjacent neighborhoods, refine the character and general boundaries of the sub-areas or neighborhoods for residential development. The CPAT concept plan and existing street network with several additional connections provide a good foundation for organizing the site and preparing a land use plan.
- If a local preference policy for the City of Marina residents and employees is developed for Cypress Knolls, be mindful of compliance with state and federal fair housing laws.

- Integrate the Cypress Knolls Specific Plan into the General Plan and consider having the plan serve as the “zoning district” or blueprint for the site with objective development and design standards. Evaluate a possible form-based code approach for Cypress Knolls.

Community Connection

- Develop a circulation plan that defines the alignment of streets, bicycle paths, and pedestrian trails with connections to the city-wide network. Develop cross-sections for each transportation route that achieve a balanced multi-modal objective.
- Coordinate with the Monterey Peninsula Unified School District to coordinate facilities planning and provide a safe and convenient path for students to get to and from Marina High School.
- Traffic generated from development projects is a typical concern of residents in surrounding neighborhoods. Proactively consider traffic-reducing measures for Cypress Knolls such as maximum parking standards, unbundled parking, a carshare program, and the establishment of an effective Transportation Demand Management (TDM) Plan.

Community Amenities

- Using the CPAT concept plan as a beginning framework, create a park and open space plan that defines the hierarchy, location, and design criteria for community parks, neighborhood gathering spaces, and an open space network to serve future residents within Cypress Knolls as well as Marina residents. Incorporate limited parking and accessibility measures for seniors and disabled residents.
- During the planning process, discuss other community benefits that should be incorporated into Cypress Knolls as development prerequisites such as a branch library or other satellite public facilities; however, the financial impact of required community benefits on project feasibility should be carefully considered.

Environmental Responsibility

- Develop a sustainability plan with development criteria and standards to promote green construction and energy conservation with consideration of components such as all-electric buildings (no gas appliances), electric charging stations, solar panels, and other measures to minimize carbon emissions and promote clean energy.
- As mentioned under Community Connections, establish a TDM Plan for Cypress Knolls to reduce vehicle trips and greenhouse gas (GHG) emissions. Consider the

feasibility of forming a mandatory Transportation Management Association (TMA) to manage and enforce the TDM Plan.

Financing

- The City's preference is to maintain site control by retaining ownership of the property and entering into long-term ground leases with private developers to develop parcels. Since a key goal is to construct moderate-income workforce housing, a possible option is entering into an agreement with a community land trust (CLT) or similar entity, which is typically a non-profit organization, to develop a residential project on a portion of the property. Under a CLT model, a homeowner may purchase a home within the project at a more affordable price but does not own the land and resale restrictions apply. The California Community Land Trust Network can assist with evaluating this ownership model.
- Site clean-up and preparation costs are recognized as a development constraint. If not already funded, explore available state and federal funds for environmental remediation, pre-development, and development costs, such as potentially available from the California Department of Toxic Substances Control (DTSC), the California Department of Housing and Community Development (HCD), or an earmarked appropriation from the State Legislature.
- To understand the potential fiscal impact, obtain an engineering firm to analyze and estimate the cost of infrastructure improvements for Cypress Knolls. Seek an economic or financial consultant to explore financing options for utility infrastructure and roadway improvements such as a development impact fee program, community benefits district (CBD), or Mello-Roos Community Facilities District (CFD). The City of Marina has the benefit of experience establishing CFDs in the City which includes bonding capacity.
- Consider a community benefits district or a Landscaping and Lighting Assessment District (LLAD) to substantially cover the cost of maintaining the community parks, open space, and habitat areas within Cypress Knolls. It may be suitable for a project homeowners association to maintain the neighborhood gathering spaces within the sub-areas.
- Consider designating commercial uses on the portion of Cypress Knolls within proximity to Highway 1 or 2nd Avenue. Identify commercial uses that can generate property and sales taxes to achieve project goals as well as enhance the revenue base of the City.

Natural Resources

- Incorporate the City's habitat mitigation plan into the Specific Plan to delineate and protect the habitat area for the endangered Sand gilia plant species. Incorporate construction protection and site drainage measures to avoid impacting the habitat area.
- Obtain a certified arborist to prepare a tree inventory that identifies the location, size, and condition of significant trees on the site in accordance with the City's tree preservation regulations. Define the trees that are to be preserved and require tree replacement for trees to be removed. Specify grading and tree protection measures during construction activity.

History

- Incorporate public art and information displays into the development program for Cypress Knolls. Ideal locations for the artwork and displays would be at the community parks and "Main Street."
- To the extent feasible, incorporate architectural elements into the objective development and design standards for Cypress Knolls that reflect the history of the Fort Ord era and the vernacular architecture in the Monterey Bay area.
- Consult with representatives or descendants of the Esselan Tribe to respectfully recognize the indigenous history of Cypress Knolls. Comply with AB 18 and SB 52 tribal consultation requirements as part of the planning and environmental review process.

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