

ARTSPACE COMMUNITY ENGAGEMENT Creative Space Needs Analysis

East Garrison, California | October 2023



Cover Photos: "Garapatta Light" 24x30 oil by Artist Brian Blood (upper left), East Garrison historic military buildings, and artist Becky Brock (lower right)
// Photo Credit: Arts Habitat, Denese Sanders, and Artspace



Prepared at the request of the Monterey County and Century Communities

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Overview

At the request of County of Monterey and the East Garrison Master Developer, Century Communities, Artspace Consulting conducted a series of focus groups in June 2023 around the redevelopment of the community's historic Fort Ord military buildings. In partnership with Arts Habitat, the focus groups engaged artists and arts organizations of Monterey County and homeowner association members (HOA) of East Garrison, many of whom identified as artists themselves. The intent of the focus groups was to better understand how these buildings can address creative space needs to serve both East Garrison and Monterey County at large, as well as to begin identifying potential future tenants and users who would be interested in renting, owning, operating, or programming these spaces. The ensuing report details the focus group findings and offers best use scenarios and recommendations to inform the business planning phase of the buildings' redevelopment.

EAST GARRISON FOCUS GROUPS (4 in Total)

June 5th - Virtual Focus Groups (2) with:

- Artists, Creatives, and Arts Organizations
- Homeowner Association Members/East Garrison Residents

June 14th - In-Person Focus Groups (2) at the East Garrison Fire Station with:

- Artists, Creatives, and Arts Organizations
- Homeowner Association Members/East Garrison Residents

Community Profile

Over the last two decades, the urban village neighborhood of East Garrison has grown into a well-populated, multi-generational community. The abundant access to nature, rich history, friendly neighbors, and appreciation for the arts fuels further potential and community investment. Curated events, such as Taco Thursdays, So Good Saturdays, and the upcoming annual Arts & Crafts Fair, highlight the community's desire to cultivate a culture of creativity and interconnectedness.

One word or short phrase to describe the East Garrison neighborhood



Figure 1. Virtual HOA/Resident Focus Group - 7 Respondents / 20 Responses



Figure 2. In-Person HOA/Resident Focus Group 12 Respondents / 30 Responses

Homeowner Association Member/Resident Focus Group attendees were asked to describe the East Garrison Neighborhood. Respondents were invited to submit multiple responses. Several trends can be noted between the focus groups, including an appreciation for nature, diversity of age and socioeconomics, strength of community ties, and the perceived potential of the community.

Through the Homeowner Association Member/Resident Focus Groups, Artspace and Arts Habitat convened 25 East Garrison residents. This sampling of community members revealed that a notable number of artists and creatives live in East Garrison. The attendees represented a wide discipline of art forms and a variety of engagement levels, from hobbyists to professionals. The Artist and Arts Organization Focus Groups gathered an additional 26 individuals from East Garrison and the broader County. These conversations showcased non-East Garrison artists' clear interest and excitement to engage with creative space in the Historic Arts District. Strong alignment between desired space types/uses was found between the two types of focus groups.

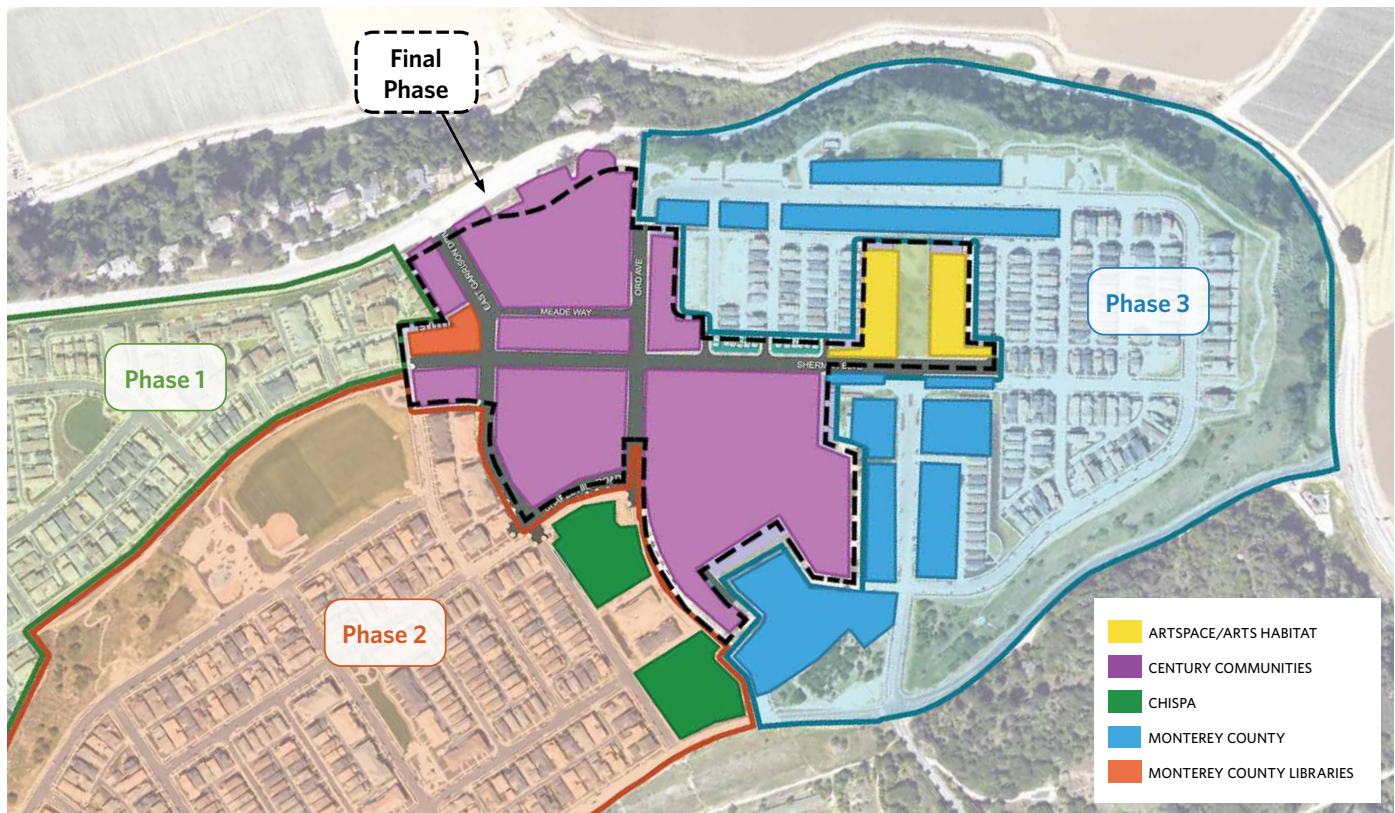
With the intent to also engage East Garrison renters in the focus groups, Arts Habitat attempted to contact the property management of Manzanita Place via email and phone to ask them to pass along a focus group invitation to their residents. Unfortunately, Manzanita Place did not reply, and subsequently, there was no renter representation at the focus groups. Moving forward, it will be critical to engage the renter community more directly. Artspace suggests future outreach efforts to engage this stakeholder group include focus groups held at Manzanita Place's community center and at future multifamily projects, such as CHISPA's Alfred Diaz-Infante Apartments. Setting up tabling at upcoming community events, like Taco Thursdays, could also provide an opportunity to converse with East Garrison renters about their space needs and program interests. This population will continue to grow as there are additional multifamily developments under construction or in planning stages. These East Garrison residents are potential users and programmers of new space and will be impacted by the building reuses; as such, they have a valuable input role in the process.

ARTISTS & CREATIVE PURSUITS OF EAST GARRISON RESIDENTS	
Craft Arts	Music
Dance	Painting
Experimental Sound Arts	Perfumery
Fiber Arts	Photography
Literary Arts	Theater
Mosaics	Wine-making

East Garrison Site Context

The multi-phase development of East Garrison was approved by the County of Monterey Board of Supervisors in 2005 and subsequently broke ground on Phase 1 in 2007. As of January 2023, the robust community consists of almost one thousand homes, ranging from market-rate single family homes to affordable apartments, as well as a fire station and several acres of neighborhood parks and trails. The 23 remaining Fort Ord military buildings of focus in this analysis are situated in the Historic Arts District and are slated to complete Phase 3 of the masterplan (see opaque blue areas in map below).

Adjacent to the Historic Arts District, Artspace has led conceptual planning work on a mixed-use project for artists and their families. The project will bring 66 units of affordable live/work housing to the community, along with 30,000 square feet of commercial space. The construction is planned to begin early 2025, with a completion date of 2026. Once completed, the project will offer opportunities for synergy between the live/work project and the Historic Arts District. In attracting more creatives to live in East Garrison, for example, the Arts District will benefit from the influx of additional artists who would likely play a myriad of roles as potential owners, operators, programmers, and users of future creative space.



EAST GARRISON RESPONSIBILITY EXHIBIT

EAST GARRISON / EAST GARRISON, CALIFORNIA / JANUARY 2023

Figure 3.

Site Opportunities

During this scope of work, we gathered insights from the County and public perspectives about the planned community of East Garrison. It was noted that the decommissioning of the Fort Ord military base intentionally offered a unique redevelopment opportunity given its location in the County. Existing sentiment that East Garrison could serve both the peninsula and the broader valley's need for affordable creative space brought forth several space-related aspirations and possible partnerships. A specific example of a potential collaboration brought forward during focus groups was for youth arts programming at East Garrison that addresses the lack of equal access to arts education amongst the County's K-12 schools. The site's adjacency to California State University – Monterey Bay (CSUMB) also presents opportunities for collaborative educational initiatives (see the Potential Partnerships section for more information).

Another topic that was brought forth numerous times throughout the series of focus groups was the East Garrison veteran population. Several of today's residents have chosen East Garrison as their home because they served at Fort Ord when it was an active base. Despite the temporal and physical connection, the community has to this history, the stories and legacies of Fort Ord veterans have not been memorialized. It will be important to consider how a veterans' memorial or history museum/exhibit can be incorporated into the Historic Arts District future space plans.

Additionally, East Garrison residents noted that the extensive hiking and biking trails throughout the surrounding open space and the Fort Ord National Monument are a regional draw. This present opportunities for business and program activations at the site. People from Salinas and Marina, for example, often drive to and park in East Garrison to head out on the trails. Focus group attendees vocalized their desire to draw visitors into their community more directly and would like to see the Historic Arts District invest in spaces that will attract visitors and residents, as well as artists and non-artists alike. Mixed-use spaces and collaborative programming, such as a restaurant or brewery outfitted to feature a live music series or other activities relevant to the community, can help to address these interests.

It is telling that cost and scarcity of space dominates the creative sector's space challenges within the County. While the relative isolation of East Garrison compared to coastal town density could make outsiders less interested in occupying or programming space in the neighborhood, participating artists and organizations enthusiastically expressed interest in the opportunity of new affordable space. This further suggests that the initial impetus for creative space reuse is as valid today as when the initiative was first considered.

What are the biggest space challenges facing Monterey County artists and arts organizations/creative businesses? (Select all that apply)

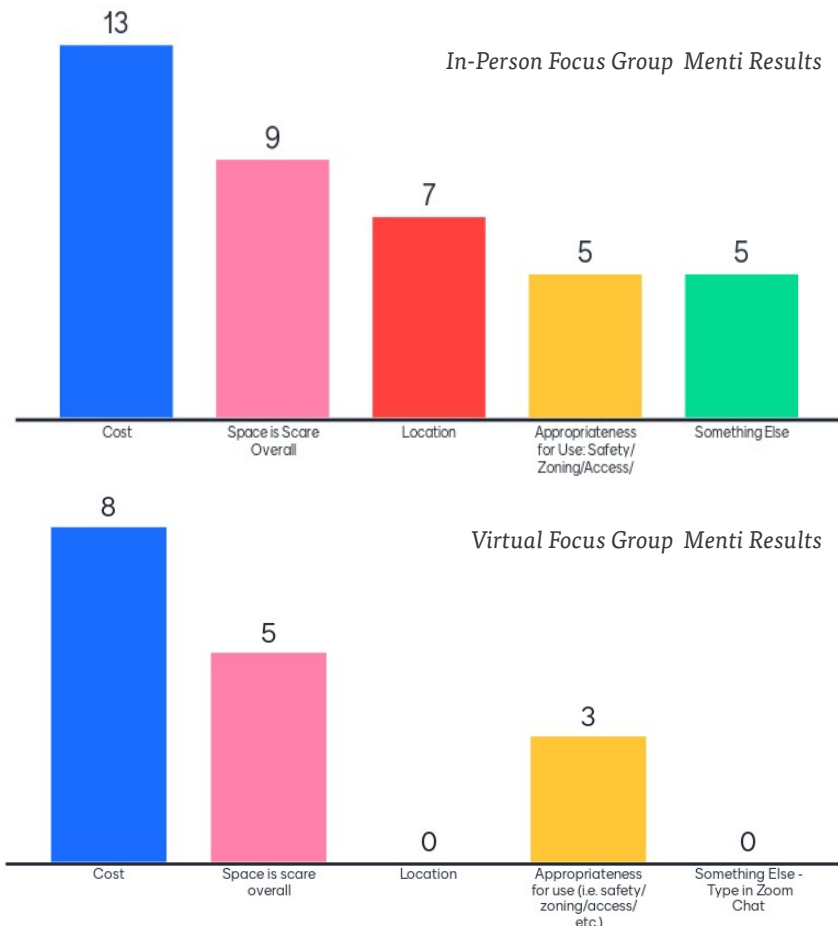


Figure 4. Artist and Arts Organization focus groups were asked to select the top two challenges they have faced surrounding being an artist/arts organization in Monterey County.

Even with the county-wide space challenges, access and location are factors for the future business plan and program partners to consider further. Among the potential site challenges, attendees expressed concern for the lack of public transportation to East Garrison and the potential barriers this presents for program participants. This was especially noted in regards to future youth programming that aims at serving the broader County. The current level of public transportation access to and from East Garrison may limit some uses and prevent some from accessing new spaces and programs.

BROADER ARTS INITIATIVES

In addition to documented space needs, reuse plans for the buildings should be developed with broader awareness of regional creative space initiatives. The following were shared by attendees with musings about potential partnerships, expanding space opportunities regionally, and the importance of opening and maintaining collaborative lines of communication with others in the creative space arena as the project moves forward.

- The [City of Marina](#) is looking to create an arts district in downtown Marina. This presents a collaborative opportunity; the importance of informational exchanges to ensure that efforts are complementary and not competitive should be taken into account.
- The [Monterey Museum of Art \(MMA\)](#) is [re-envisioning its current home base on Pacific Street and planning to build a new facility](#). MMA is also looking to shed some of the other real estate under its ownership.
- The [Arts Council for Monterey County](#) has recently renovated its previous office space in Seaside to provide affordable studio space for artists. The Council is currently doing so in Salinas, as well, and would be interested in exploring such a project in East Garrison.
- [Arts Habitat](#) receives around 20-30 requests per year from individual artists looking for private/shared studio space.

Desired Space Types

Artspace asked the fifty-one focus group attendees to share their thoughts on the types of spaces (creative and non-creative) most needed in East Garrison. Artspace framed this question in several formats to garner both new ideas, as well as find consensus. Data collected during the four focus group sessions was primarily qualitative. Because these responses were in attendee's own words, Artspace reviewed them for emerging themes and then attempted to organize the voiced needs and interests into broad space types. Ultimately, the following six space types were identified as most repeated and therefore of greatest **interest to both East Garrison residents and Monterey County artists/arts organizations (listed in order of interest)**:

- 1. Culinary Space**
- 2. Performance/Rehearsal Space**
- 3. Classroom Space**
- 4. Shared Creative Space**
- 5. Community/Event Space**
- 6. Civic Space**

Culinary Space was the most mentioned type of reuse. Culinary space refers to facilities that house food/drink production, offer food/drink experiences for people, and/or education programs around the culinary arts. Within this category, the most noted space types were (in order of popularity): Café/Coffee Shop¹, Brewery, Wine Production/Tasting Room², Bakery/Dessert Shop³, Restaurant, and Culinary Arts Education Program.

Of particular note to this space category is residents' desire to see intentional synergy between culinary spaces and other arts programming. For example, attendees shared their aspirations for a café or restaurant that offered events such as live music and film screenings. Additionally, attendees spoke of creative ways a culinary space like any of those mentioned above could showcase local visual art, offering artists increased visibility and a minimally intensive opportunity for sales of their work. A culinary business may look to partner with Arts Habitat and the East Garrison Social Committee to facilitate these types of cross disciplinary arts and cultural happenings.

Another driver of the support for culinary space is the community's interest in drawing people throughout the County to East Garrison for the day or evening. As noted above, East Garrison currently attracts people to the area for its extensive biking and hiking trails, but currently lacks the opportunity for these outdoor enthusiasts to engage more directly with community members and East Garrison artists. When sharing historic military base reuse case studies centered on creative space (see Addendum A) during the focus group, feedback included that projects had better artist support outcomes when there were a variety of offerings to draw the public regularly and encourage them to linger.

Of high interest was also **Performance/Rehearsal Space** which serves organizations and individuals seeking space for performing arts-related rehearsals, productions, and classes. Such spaces can also meet a community's space need for public gatherings and short-term events. A typical performance space will take the form of a proscenium theater, black box, concert hall, studio with marley flooring, mirrors, and barres, or flexible event space. Within the context of East Garrison, vocalized space needs that fell within this category included: Dance Studio⁴, Music Practice Rooms, Smaller Recital Hall, and Theater.

Classroom Space was also amongst the most expressed space types throughout all focus groups. The desired programming for this type of space includes a multitude of art disciplines, with interest for classes for all ages. A rehearsal space, as described above, could meet the space requirements for performing arts classes, such as dance and theater. Several attendees would like to see yoga and Pilates classes offered, as well. Youth music lessons also received notable interest and could be met with dedicated practice rooms. In addition to these performing arts disciplines, residents would like to see space for visual art classes/workshops, including ceramics, painting, and photography. Space for these types of classes could be considered within the design of a shared creative space.

Shared Creative Space⁴ offers shared resources, equipment, and workspace for individuals or smaller organizations. They are usually run by nonprofits or businesses and often accessed through a membership model. They include co-working and makerspaces and can be designed for specific purposes, such as ceramics, 3D printing, or woodworking. This type of space received notable interest from a variety of mediums. The leading disciplines were (in order of popularity): Visual Arts (including ceramics, sculpture, glass arts, photography (darkroom), and painting), Audio Production (sound-proof), and Literary Arts. Shared temperature-controlled storage for artists' work was also mentioned several times and should also be considered within the context of a shared creative space.

Within the framework of both shared creative space and **Community/Event Space**, a fine arts gallery/exhibition space was brought forward numerous times. Depending on the operator and the organizational model, gallery space could be incorporated into a larger shared creative space or featured within a standalone event space. Regardless, due to community interest, exhibition space should be among the priority concepts during the business planning phase.

¹East Garrison resident and founder of Sterling Reverie Photography, Samantha Nunes, is interested in space to open a café/art gallery. ²East Garrison resident and co-founder of Flywheel Wines, Laura Hoover, expressed interest in space to open a tasting room. ³Focus Group attendees mentioned Sweet Elena's Bakery and The Great British Bake Shop as bakeries who would be interested in having a space in East Garrison. ⁴Focus Group attendee and arts patron, Carlos Lens, shared that Ballare Carmel dance company would be interested in consistent rehearsal space.

⁴Open Ground Studios and Salinas Valley Art & Innovation Hub would be interested in makerspaces. See Potential Partnerships on page 15 for more details and contact information.

It was clear the residents would like to see the reuse of a larger building for a “community center” or “clubhouse” that features indoor/outdoor spaces for events and gatherings. Flex space uses expressed during the focus groups included: book signings; pop-up events - holiday craft fairs, sip and paint events, and business/networking events; venue rental for special occasions (weddings, birthdays, etc.). Public art and the desire for a sculpture garden was also spoken of in line with an outdoor community space.

Additionally and of high importance to the community, is the inclusion of **Civic Space**. This takes a few distinct definitions in the context of East Garrison. As noted previously, the community would like to see a memorial and/or history museum dedicated to the legacy of Fort Ord and the stories of those who served on the base. In subsequent planning stages, further input sessions and conversations should be had with the many veterans who reside within the East Garrison community today.

The need for public restrooms was another civic space type strongly voiced. The community currently lacks a public restrooms facility and given its expected density increases, as well as potential for increased daily visitors with the investment in the Historic Arts District, adequate public restroom infrastructure will be critical.

Lastly within this space category, the interest in a childcare and preschool facility was brought forth numerous times. Also currently lacking in East Garrison, the community would benefit from a formalized space for this use. As additional single-family and multi-family homes are planned and built, this need is expected to continue to grow.

Coinciding development efforts, such as the Town Center and planned library, are likely also considering the ways in which these civic and public uses can be met within their spaces. Subsequent business planning conversations should engage the development teams of these and other relevant projects to strategically and effectively meet the community's civic/public space needs.

Additional space types/uses that received interest were grouped into the following categories (listed in order of interest):

- 1. Retail**
- 2. Private Studio Space**
- 3. Artist-in-Residency Space**
- 4. Office Space**

Small scale **Retail Space** could be incorporated into several of the space types previously mentioned but did also yield enough interest to be further explored as a standalone space. Specific examples of retail needs expressed by residents included: Bike Shop, Neighborhood Grocery Store/Corner Store, Local Artisan Market, Art Supply Store. Retail space could also take the shape of a private gallery or artist-cooperative renting long-term retail space, both of which were ideas brought forth in the focus groups.

Private Studio Space and **Artist-in-Residency Space** received minimal interest. Arts Habitat and Arts Council for Monterey County were mentioned as possible nonprofit operators of private studio spaces in East Garrison.

Lastly, **Office Space** for an arts-focused nonprofit was expressed but with limited specificity. As a space concept, further discussion would need to be had to determine viable tenants.

Space Use/Building Type Alignment

The Historic Arts District site features a variety of military building types, totaling 23 buildings for adaptive reuse. The following overview breaks down the 6 building types and provides the common square footage, features and images for each type and then begins to pair priority space types/uses with complementary building types:



Figure 5. East Garrison Arts District map courtesy of Carlson, Barbee & Gibson, Inc. with notations from Artspace.

Officer Mess Hall

Total Number of Buildings: 2

Square Footage: 1,220 SF each

Distinct Features: Excellent location overlooking Salinas Valley and situated on main road (Ord Avenue). Ideal size for multiple reuse opportunities.

Space Scenarios to Consider:

- Café/Coffee Shop
- Bakery/Dessert Shop
- Yoga/Pilates Studio
- Audio Production (Shared Creative Space)
- Fine Arts Gallery
- Classroom Space for Arts Education
- History Museum



Officer Latrine

Total Number of Buildings: 2
Square Footage: 480 SF each
Distinct Features: Excellent location overlooking Salinas Valley and situated on Ord Avenue. Limited square footage creates less value from a construction and reuse standpoint.

Space Scenarios to Consider:

- Public Restrooms
- Rentable Community Space



Branch Exchange

Total Number of Buildings: 1
Square Footage: 2,445 SF
Distinct Features: Ideal size for multiple reuse opportunities, stand-alone building, large front room/smaller rear areas, nice natural landscaping, centrally located between mess halls and warehouses, adjacent to the art park, roof overhang creates shaded, patio-like area.

Space Scenarios to Consider:

- Wine Tasting Room/Retail
- Brewery Tap Room
- Literary Arts (Shared Creative Space)
- Local Artisan Market
- Art Supply Store
- Classroom Space for Arts Education
- Arts District Administration



Mess Hall

Total Number of Buildings: 6

Square Footage: 4,700 SF each

Distinct Features: Great windows for access to natural light, fireplaces, easily divisible into smaller spaces, courtyards present opportunities for outdoor gathering spaces

Space Scenarios to Consider:

- Local Restaurant
- Brewery Tap Room
- Shared Creative Space/
Makerspace for Visual Artists,
Consider with Temperature-
Controlled Storage and Fine Arts
Gallery
- Community Center/Clubhouse
- Office/Program Space for
Nonprofit(s)
- Childcare Center
- Neighborhood Grocery Store



Latrines

Total Number of Buildings: 2

Square Footage: 1,810 SF each

Distinct Features: Low ceilings, less desirable floor plan - long and narrow, existing plumbing needs to be demolished, one building is currently below roadway grade
Limited reuse opportunities.

Space Scenarios to Consider:

- Community Space



Warehouses

Total Number of Buildings: 8

Square Footage: 3,015 SF

Distinct Features: Tall ceilings, large access doorways, open floor plans, heavy concrete construction lends itself to future industrial uses

Space Scenarios to Consider:

- Performance Venue
- Rehearsal Space - Dance Studio / Music Practice Rooms
- Shared Creative Space / Makerspace for Visual Artists, Consider with Temperature-Controlled Storage and Fine Arts Gallery
- Community Center/Clubhouse
- Office Space for Nonprofit(s)
- Venue Rental
- Bike Shop
- Veterans Memorial
- History Museum



Space Operator Interest

To realize any of the spaces and programs brought forth by the participants, operators with a sustainable business model need to be identified to rent or purchase buildings. In seeking to gauge this interest and capacity to occupy space in the East Garrison Historic Arts District, Artspace posed the following multiple-choice question to the focus group attendees.

Would you/your organization/business be interested in renting/owning/programming one of the spaces in East Garrison?

- Yes - Rent long-term (1+ year) (Private)
- Yes - Program a short-term activation(s)
- Yes - Rent short-term (Less than 1 year) (Private)
- Yes - Regular access to shared workspace/makerspace
- Yes - Purchase space
- No

Majority of 26 respondents selected one of the “Yes” categories, with “Rent long-term (1+ year) (Private),” “Program a short-term activation(s),” and “Regular access to shared workspace/makerspace” receiving the highest responses across all focus groups. These rankings align with the leading space types expressed above, such as a culinary business (long-term/private), performance space (short-term activations), classroom space (short-term activations) and shared creative space (workspace/makerspace).

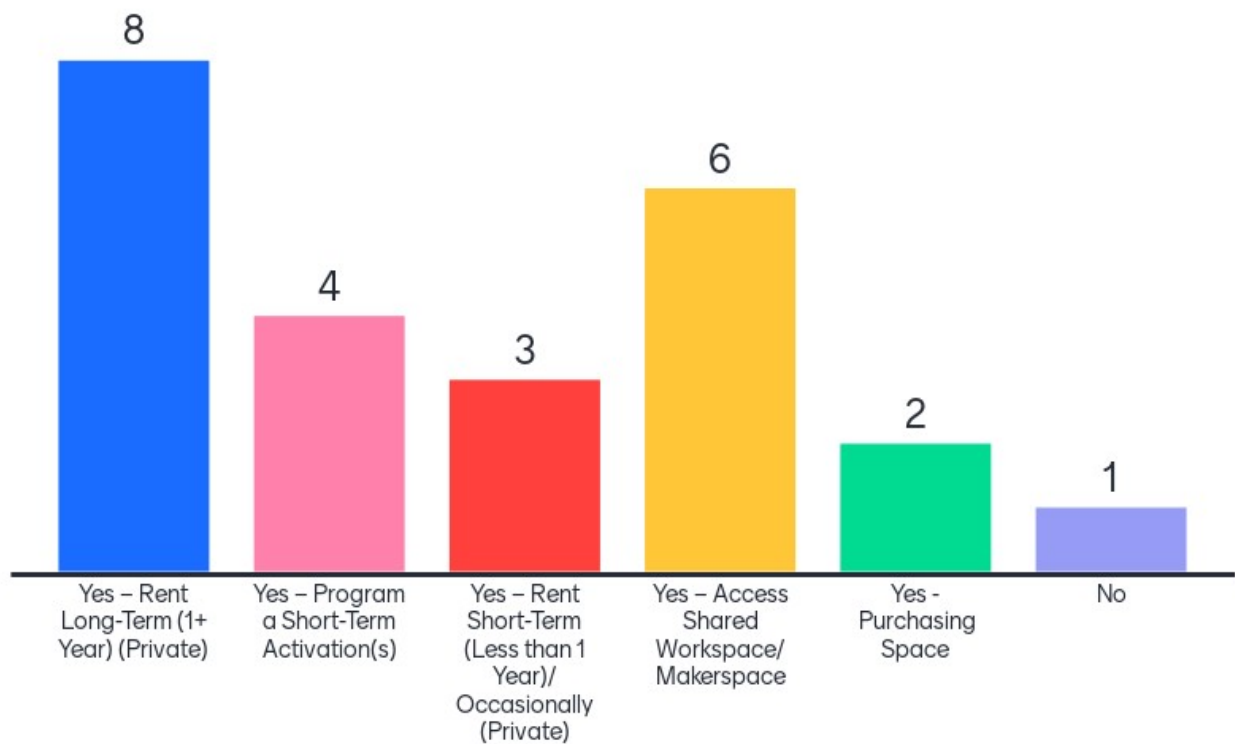


Figure 6. Snapshot of responses from in-person Artist & Arts Organization Focus Group. 11 respondents. Respondents could select all that apply.

We also asked those who responded “Yes” to state when the earliest they/their organization would consider signing a lease/purchasing, with the following options to select from:

- *Less than 2 years (7 respondents)*
- *In 2-5 years (6 respondents)*
- *In more than 5 years (0 respondents)*

This suggests a high level of readiness to take on space in some capacity.

Potential Partnerships

The following organizations were represented during the focus groups and expressed interest in future space. If a desired space type was mentioned, it is shared below. Available websites are linked below in blue. We recommended that follow-up conversations be had to learn more about their project concepts and capacity to own/lease/operate space:

- [Arts Council for Monterey County](#) (office/private artist studios)
 - Karyn Lee-Garcia, Program Director & Melanie Mena, Teaching Artist
- [Arts Habitat](#) (office/studio space)
 - Shirmaine Jones, Executive Director
- [Ballare Carmel](#) (dance rehearsal space)
 - Carlos Lens, Patron
- [Center for Photographic Art](#)
 - Robin Robinson
- [F11m](#)
 - Robin Robinson
- Family playgroup classes
 - Alondra Bustos, Founder
- [ImageMakers](#)
 - Robin Robinson, Member
- [Monterey Museum of Art](#) (short-term programming space)
 - Corey Madden, Executive Director
- [Salinas Valley Art & Innovation Hub of Hartnell College](#) (makerspace)
 - Marni Glazier & Travis Williams, Founders

- [Sterling Reverie Photography](#) (art gallery cafe, defined as an indoor/outdoor space + photography studio available for local photographers to use. Interested in leasing space)
 - Samantha Nunes, Founder (photography@sterlingreverie.com)
- Waybach, LLC
 - Alondra Bustos
- [Youth Arts Collective](#)
 - Jesse Juarez, Executive Director & Darcie Fohrman, Board Member
- [Open Ground Studios](#) (makerspace)
 - Denese Sanders, Founder
- Wine tasting room and retail space
 - Laura Hoover, East Garrison resident & has wine label called Flywheel (laura@flywheelwines.com)

Regarding potential partners and future space users, Artspace was informed of a 2022 vendor interest survey that was facilitated by the organizer of one of the local markets on the Peninsula. Eighteen East Garrison residents responded with interest in selling their goods, which suggests that many of these residents may also be interested in retail or flexible space in the community. East Garrison respondents' goods included a variety of types, including jewelry, plants, shadow boxes, wall décor, children's books, desserts, glass arts, handmade cosmetics, and coffee. HOA member and community leader Shannon Rose would be able to assist in future correspondence with these residents.

Additionally, the following organizations were mentioned during the focus groups as potential space users. They should be contacted to have direct conversations about their space needs and interest in the East Garrison Historic Arts District once a more specific timeline is forthcoming.

- | | |
|--|--|
| • Art Abilities | • Monterey Peninsula Fiber Arts Guild |
| • California State University - Monterey Bay | • Pajaro Valley Quilting Association |
| • Hijos del Sol | • Palenke Arts |
| • Marina High School | • Spector Dance |
| • Monterey Jazz Festival | • Sweet Elena's Bakery |
| • Monterey Makers | • The Great British Bake Shop |
| • Monterey Peninsula College | • The New Canon Theater Company |

Affordability

When asked to name the largest space-related challenges facing Monterey County artists and arts organizations, the overwhelming response was the cost of space. While some feel that more empty space now exists as a result of COVID-19, they noted the financial and bureaucratic challenges associated with acquiring and appropriately retrofitting the spaces for their specific needs.

To better understand how East Garrison residents and Monterey County artists define affordability, Artspace asked attendees to share the dollar amount they would consider to be affordable commercial rent on a monthly basis. Most responses fell within a \$1/square foot per month. For example, several people said around the range of \$200/month for a private studio and \$300-500/month for 300-500 square feet. On the lower end, people said \$125/month for a private studio and \$250/month for office space.

In terms of space rental rates for pop-up events, a number of models were vocalized:

- Flat fee -
 - \$500/day
 - \$100/day for workshop space
 - \$75/day

- Hourly rate -
 - \$250 for 2-3 hours, with mics, projectors, and lights
 - \$100/hour
 - \$60/hour
 - \$20-40/hour for classroom space

- Scaled Pricing -
 - Free to East Garrison Residents / \$100 to Outside Residents

Recommendations and Next Steps

Artspace came away with a strong sense of the rich potential of the Historic Arts District. With passionate, community-driven leadership and the supportive presence of both Arts Habitat and the County, the project is well-positioned to become the destination envisioned by many for the past two decades. The natural alignment of the desired space types and uses found between the two types of focus groups further suggests that the redevelopment of the Historic Arts District has the opportunity to serve both the East Garrison community and the County at large in complementary ways. We also observed a strong consensus that the spaces should be accessible to both artists and non-artists alike, providing opportunities for all to share in vibrant arts and cultural programming.

Priority Space Types

The following space types were determined to be of highest interest and should be further explored as priority concepts during the business planning phase. See pages 9-10 for more details on each space category.

Culinary Space - with multidisciplinary-conscious design to allow for complimentary arts programming, such as live music and visual art sales.

Performance/Rehearsal Space - notably a dance studio, music practice rooms, smaller recital hall, and theater. **Additionally, Classroom Space** for performing arts classes for youth, as well as yoga and Pilates classes for adults.

Shared Creative Space/Makerspace - leading disciplines interested in this space type included visual arts (including ceramics, sculpture, glass arts, photography, and painting), audio production, and literary arts. **Additionally, Classroom Space** for visual art classes/workshops, including ceramics, painting, and photography.

Gallery/Exhibition Space - while this could be incorporated into a larger shared creative space, strong interest in this space type suggests demand exists for a standalone building.

Community/Event Space - reuse of a larger building for a “community center” or “clubhouse” that features indoor/outdoor spaces for events and gatherings.

Civic Space - the importance of memorializing the history of Fort Ord cannot be understated and an intentional plan for doing so should be devised in subsequent steps. Additionally, public restrooms and a childcare center are also of highest priority in this space category.

Who is Missing From the Conversation

As planning progresses, continued outreach and input gathering, specifically with stakeholders who were not represented at the focus groups, is needed to further assess creative and non-creative space needs. The following list, populated during the focus groups, names organizations and populations that have been missing or left out of the conversations to date.

East Garrison-Based

- Veterans
- Renters, such as Manzanita Place residents ([MidPen Housing](#)) and the future Alfred Diaz-Infante Apartments ([CHISPA](#))
- Youth and young families
- HOA official input
- [Community Services District](#)
- Sheriff

County-Wide

- [Carmel Mission Foundation](#)
- [Esselen Tribe of Monterey County](#)
- [First Night Monterey](#)
- [Henry Miller Library](#)
- [Monterey County Free Libraries](#)
- Local religious groups
- Residents of nearby communities
- [Rumsen Ohlone Tribal Community](#)
- Salinas representatives
- Transportation department

Additional Creative Sector Recommendations

Through our conversations, Artspace also gathered broader contextual information about the existing creative ecosystem in and around East Garrison. We applaud the ongoing work of all those who attended the focus groups. From organizing programming such as classes, residencies, and community events to managing spaces small and large, the ingenuity and capacity of the individuals and organizations represented in the focus groups offered an impressive snapshot of the County's creative sector.

To further enhance East Garrison's creative sector beyond the Historic Arts District project, we offer a few suggestions for the Homeowners Association, Arts Habitat and other East Garrison stakeholders to consider:

- It was shared that a dedicated arts service organization or convening entity does not currently exist within the community. With the local talent, leadership, and population of artists, it was our observation that the creation of an East Garrison arts collective or organizing entity would be feasible and highly beneficial to the community. The team that organizes the annual Art & Craft Fair could be a good group of leaders to spearhead such an effort. The Arts Council of Monterey County and Arts Habitat could be helpful resources in the process, as well.
- Consider forming a diverse steering committee of East Garrison residents to take an informal look at [Call Yourself Creative DIY Process](#) when thinking about activating and organizing the Historic Arts District.

Next Steps Towards Business Planning

- **Facilitate follow-up conversations with organizations that had expressed interest in space to learn more about their project concepts, capacity, and timeline.** Names of additional organizations that might be interested in owning, leasing, or programming space were also captured in the *Potential Partners* section beginning on page 15. It is recommended that these prospects be explored once a project timeline has been established.
- **Gather additional input from those who have not yet been engaged in the conversation.** See *Who is Missing from the Conversation* on the previous page.
- **Open and maintain communication with other planned or unfolding regional space initiatives.** See *Broader Arts Initiatives* on page 8 for some examples.
- **Consider a market survey or charrette exercise to test assumptions, gather additional quantifiable data, and create an interest list.**

APPENDIX A

CASE STUDIES

What's Possible: Arts & Cultural Center

Angels Gate Cultural Center // San Pedro CA

AngelsGateArt.org



Overview

- 1940-era army barrack of Angels Gate Park
- 30+ years in operation
- 52 artists // 50 studios
- Local business, corporate, public, & foundation sponsors
- 11 buildings
- 4 classrooms
- Gallery space

Programming Highlights

- Exhibitions
- Serves local & visiting artists
- Professional artist-led classes
- Multidisciplinary (visual, music, dance, ceramics, literary, etc.)
- Online artist sales

What's Possible: Artist Residency and Programs

Headlands Center for the Arts // Sausalito, CA

Headlands.org



Overview

- Historic Fort Barry buildings
- Golden Gate National Recreation Area
- Incorporated in 1989

Programming Highlights

- Public events
- Workshops
- Exhibitions
- Community Conversations and Meals
- Multidisciplinary (visual, music, literary, film/video, etc.)
- Artist residencies (4-10 weeks)
- Venue rentals

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During the course of the focus groups, Artspace presented the above case studies to attendees to garner impressions and feedback that may inform the vision for the Historic Arts District. Attendees appreciated the beautification and creative reuse of space. Also emblematic of community members' goals for the Arts District, it was appreciated that these types of redevelopments have the ability to enhance both the immediate community, as well as those surrounding it. In their own words, attendees responded that the following resonated most with them about these examples of creative reuse of military buildings:

- A bicycle shop for community bicycle repair
- A makers studio for woodworking
- A military supporting organization
- Activities that draw people in from outside East Garrison
- Activities that mutually enhance the East Garrison community, as well as surrounding communities
- Art cafe
- Artistic pedagogy
- Beautification
- Bright colors
- Bringing others to our community as a destination
- Community
- Community involvement
- Community-focused services
- Creative use of space
- Culinary academy
- Foundation offices
- Good renovation/remodeling of the space
- Heritage
- Indoor and outdoor space use
- Integrate history (military, Native American, ranches) into our present and future
- Live music
- Local choirs if we have a building with good acoustics
- Local made gift shop
- Makerspace (mess halls include their courtyards too?)
- Makerspace in warehouses
- Makers studio, especially carpentry and woodworking
- Multiple types of art
- Murals

- Numerous types of arts
- Options for classes
- Options for performance and studio
- Performance space
- Performing arts/rehearsal space
- Place for dance and musical instrumental classes
- Plein Air competition
- Public art to beautify
- Restroom
- Rotating exhibits
- Sense of community
- Street fairs with music and food trucks
- Using spaces for community gathering
- Venue rental

Attendees also mentioned [Fort Mason](#) as an additional relevant case study to explore during the planning phases of the Historic Arts District, as well as the food markets of [San Pedro Square](#) in San Jose and the [Ferry Building](#) in San Francisco.

APPENDIX B

FOCUS GROUP ATTENDEES

Total Number of Attendees: 51

East Garrison Residents: 25

Non-East Garrison Residents: 26

Homeowner Association Members/Residents (Virtual and In-Person)

**Denotes non-East Garrison resident participant*

Carlos Lens*	Helen Shamble	Roger Holmes
Connie Troutman	Irene Long	Rose Lovell
Daphne Tan	John Mott	Shannon Rose
Darcie Fohrman*	Kimm Barnes*	Shirmaine Jones*
Debbie Busch	Larry Matteucig	Tamrynn Clegg
Denese Sanders*	Laura Hoover	Theresa Cheung
Eric Kopf	Marty Manson*	Yuri Anderson*
Georgia Hughes	Melanie Beretti*	
Harry Leahman	Peggy Tobin	

Artist/Arts Organizations (Virtual and In-Person)

**Denotes East Garrison resident*

Al Shamble* // Monterey Bay Painters Association, Executive Director & EG Arts & Crafts Fair, Organizer & Painter

Alondra Bustos* // Independent Publisher Consultant

Barbara Furbush // Atmos Press, Founder

Carlos Lens // Arts Habitat, Board Member

Chris Leib // Painter

Corey Madden // Monterey Museum of Art, Executive Director

Darcie Fohrman // Arts Habitat, Board Member & Youth Arts Collective, Board Member

Daphne Tan* // Multidisciplinary Artist

David Spiselman // Literary Artist

Dean Mills // Century Communities

Elaine Goldstone* // Painter

Hal Groke* // Ceramic Artist

Jean Vengua // Literary Artist & Painter

Jennifer Perlmutter // Painter

Jesse Juarez // Youth Arts Collective, Executive Director

Sun Shine Hohman // Arts Habitat, Board Member

Joshua Carr* // Musician & Elementary School Educator

Karyn Lee-Garcia* // Arts Council for Monterey County, Program Director

Keith McCoy // Urban Mix Development

Kirstine Reiner Hanson // Painter & Arts Educator

Mai Ryuno // Play Full Ground, Founder

Marni Glazier // Theater Artist & Salinas Valley Art & Innovation Hub, Hartnell College

Marty Manson // Arts Habitat, Board Chair

Melanie Beretti // County of Monterey, Principal Planner - Advanced Planning

Melanie Mena // Arts Habitat, Program Manager

Melissa McCluskey Carlson* // Teacher & Photographer

Robin Robinson // Photographer

Sally Welch // Painter

Sherry McGlothlin* // Mosaic Artist

Shirmaine Jones // Arts Habitat, Executive Director

Travis Williams // Composer & Salinas Valley Art & Innovation Hub, Hartnell College

Walter Ryce // Cartographer

APPENDIX C

SPACE TYPES

The following attendee responses have been compiled and categorized into ten space type categories. In attendees' own words, the space descriptions are in response to these questions:

What businesses and programs could have a home in East Garrison? What would serve the community?

What types of uses, programs, organizations, businesses do you envision in these spaces?

What types of arts/creative uses, programs, activations, organizations, etc. do you envision in these spaces?

Are there any other space needs, uses, ideas, partnerships, etc. not discussed today that you want us to know about?

Space descriptions are listed with leading responses noted first in bold green font. The xNUMBER refers to the number of times the response was stated amongst the focus groups. The additional responses in black font are listed alphabetically and all received one unique mention.

Culinary Space

- **Coffee shop x7**
- **Café x5**
- **Wine bar x5**
- **Dessert shop x4**
- **Local restaurant x4**
- **Brew pub x3**
- **Brewery x3**
- **Art café x2**
- **Beer hall or wine tasting x2**
- **Culinary Arts Program x2**
- **Kitchen with multiple work spaces for teaching creative cooking x2**
- Artist Club/Bar/Restaurant --a place where the artist community plus the public can connect
- Bakery
- Cafe w/music/art/lecture/film
- Cafe with good, reasonably-priced food. A place to meet up and hang out.
- Culinary school
- Space for "cottage industry" level food production but with certifiable sanitary production
- Synergy with food and refreshments, maybe a brewery or winery to bring in tourists to see the arts and performances
- Warehouses would make great wine-tasting or beer hall
- Wine production

Performance/Rehearsal Space

- Dance studio x7
- Theater x4
- Performance venues x4
- Space for music events x4
- Rehearsal space x3
- Live music/theater performance space x3
- Recital hall x2
- Concerts
- Small group recital hall
- Studio for musicians to teach lessons to local kids and for groups to rehearse (possibly with pianos)
- Studio for musicians to rehearse (possibly with pianos)
- Jazz club

Classroom Space

- Music rooms /practice rooms x6
- Yoga studio x5
- Arts-focused education spaces x4
- Youth art classroom x4
- Community dance classes x2
- Pilates studio x2
- Space for painting classes x2
- Computer space for workshops
- Space for art, music, dance lessons for all ages
- Space for art lessons
- Space for photography classes
- Studio for musicians to teach lessons to local kids
- Teaching workshop space
- Workshop and artist demo space for groups
- Writers workshop space

Shared Creative Space

- Makerspaces x2
- Pottery studio and kiln x2
- Shared workspace x2
- A shared program space for arts organization
- A sound-proof recording studio
- Artists co-op spaces
- Ceramics and glass art (fire arts) spaces
- Co-op gallery if not included in Town Center
- Co-working space - windows looking out on the view
- Fire arts in warehouses
- Open studios
- Photo darkroom - requires water and fans
- Sculpture making space
- Shared temperature controlled storage for artists
- Shared workspace for online work
- Some way to capture imagination of teens - turn those graffiti artists into studio artists
- Space for writers to be inspired
- Storage for artists

Community/Event Space

- Exhibition space x9
- Community center - outdoor/indoor space, fire pits, bbq x5
- Photography exhibits x3
- A place to exercise x2
- Book swap x2
- Clubhouse for the residents x2
- Large wall for projecting movies x2
- Pop-up workshops x2
- Skateboard park x2
- Venue rental - birthday, wedding x2
- A dance hall meets gallery
- Book signings
- Communal gardens in the spaces between buildings
- Garden
- Holiday crafts fair
- Outdoor movie theater on demolished theater site
- Playgroup areas: made special for children in regards to safety and child's development
- Pool
- Sculpture garden
- Sip and paint (make crafts / art as a group while eat/drink)
- Space for business to collaborate, meet & congregate (Kinda like a job fair)
- Wedding venue - married in the chapel, reception in one of the mess halls

Civic Space

- Childcare and preschool x5
- Public bathrooms x5
- Library x4
- History museum x3
- A small history museum as a starting point for self-guided history walk
- A dog park
- Cultural history programming space for youth
- Elder care center
- Fort Ord history exhibit
- History exhibit like at Tannery Art Center
- Parking
- Small history museum with artifacts and info - self guided
- Temporary historical/cultural exhibit space
- Veterans memorial

Retail Space

- Local market x6
- Shop for local crafts/artists goods x5
- Bike shop x4
- Corner store x2
- A market/food stalls/music/sales warehouse like Napa has
- Art supply store
- Bicycle repair/rental (for Fort Ord visitors)
- Bicycle shop and/or rental for people using East Garrison as launch site for Ord roads and trails
- Co-op food store
- Gift shop with local made items
- Neighborhood grocery store

Private Studio Space

- Divide a building into small artist private spaces (for writing/art) that could be signed up for by residents
- Affordable artist studios
- Work studios for artists

Artist-in-Residency

- Open studio space - artists could share when participating in Arts Habitat Open Studio
- Artist residencies (including live/work style)
- Artist residency like Headlands
- Artist studios with live/work opportunities

Office Space

- Arts-focused nonprofit office space
- Business center
- Small press publishers