HAGÅTÑA
RESTORATION AND
REDEVELOPMENT
AUTHORITY

Chairman Maria Eugenia Leon Guerrero
Vice-Chair Patricia Ann P. Ada
Commissioner Mayor John E. Cruz
Commissioner Gregory D. Perez
Commissioner Rita T. Franquez
Commissioner Nick Keswani
Commissioner Eduardo J. Calvo
Commissioner Carlos Madrid Alvarez-Piñer, PhD
Executive Director Lasia Casil

75th Guam Liberation

The Honorable Lourdes A. Leon Guerrero
Governor of Guam

The Honorable Joshua F. Tenorio
Lieutenant Governor of Guam

35GL-20-1498
Speaker Tina Rose Muña Barnes

January 31, 2020

JAN 3 1 2020
Time 4:51 ( )AM (✓)PM
Received By: [illegible]

MEMORANDUM

TO: Speaker Tina Muña Barnes

FROM: Executive Director, Hagåtña Restoration and Redevelopment Authority (HRRA)

SUBJECT: Matrix Design, Inc. Deliverables

Håfa Adai,

Per your request, I am submitting for your review a hard copy of the Matrix Design, Inc. deliverables received to date as outlined in the scope of work in the contract between GEDA and Matrix Design, Inc..

Should you have any questions or concerns, please feel free to contact me at 647-4332 extension 122 or via email at lasia.casil@hrra.guam.gov.

Senseremente,

Lasia Casil

Cc: I Maga'Hågan Guåhan
Senator Kelly Marsh (Taitano) PhD
HRRA Board of Commissioners

2020 FEB 3 AM 8:26

Suite 511, ITC Building, 590 South Marine Corps Drive, Tamuning, Guam 96913
Mailing Address: P.O. Box 2950 Hagåtña Guam 96932
Office: +1-671.647-4332

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75th Guam Liberation 2019 A Legacy of Peace and Friendship

The Honorable Lourdes A. Leon Guerrero
Governor of Guam

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Lieutenant Governor of Guam

GUAM

3010

PHASE 1:

UPDATE THE PHASE 1 RESEARCH REPORT (JULY 15, 2005)

Task 1.1: Kick-off Meeting

Task 1.2: Public Participation Program

Task 1.3: Data Collection

Task 1.4: Base Mapping

Task 1.5: Development Constraints and Opportunities

Task 1.6: Summary Report- Key Issues, Opportunities and Constraint

Hagåtña Master Plan Update

- **Date / Time:** October 23, 2014 / 2pm

- **Location:** Matrix Design Group office

- **Attendees by Organization:**

NAME	ORGANIZION
John Calvo	HRRA Board Members
Shelly Calvo	HRRA Board Members
Joe Santos	HRRA Board Members
Joe Cameron	HRRA Board Members
Zenon Belanger	HRRA Board Members
Celeste Werner, AICP	Matrix Design Group
Rick Rust, AICP	Matrix Design Group
Mike Hrapla	Matrix Design Group
Jeff Donohoe	Matrix Design Group
Bren Cox	Matrix Design Group
Dan Barusch	Matrix Design Group

- **Meeting Purpose:** To discuss priorities of the Hagatna Master Plan update, and to discuss some relevant topics associated with environmental impacts and development. Also to set up future interview listings

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Significant Facts, Statements, or Findings:

- Storm surge issues- need coastal protection
  - Hagatna River channeling and flooding issues
  - Vegetation helps storm surge levels
  - Submerged lands are rising along the coastline / reef area
- Marina
  - is going to be an issue for private property owners along the coastline
  - Identify potential sites in the master plan
  - EIS for land reclamation, but it is old
  - Destroy some of the viewshed
  - ACOE wants the project to help mitigate environmental impact concerns
  - Hagatna will thrive with additional tourism from ships but need to fix village first
  - Will require further study-possible options for shared facilities
  - Is a regional issue-NOAA needs to get involved in the permitting process
  - The closer to the WWTP and the marina, the more problematic
    - Port authority already has a master plan for the marina- get this
    - IDC did separate private marina plan- get this too
  - Gerry Perez, former GVB board chairman, is currently the POC for cruise ships association interest on Guam opportunities (648-1216) or (689-2326)

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Hagåtña Master Plan Update

- How much development do we really want to do? How many jobs, how much new construction? What is to be included, and what is to be left out?
    - Most properties available for development, but some are private property owners, some government lands. Lots are small and limits what can be built, which limits return.
    - Consolidating properties makes sense, but that is something that may be difficult
    - Focus on government / commerce sector.
    - Possible return of adelup facilities to Hagatna area. Relocating governmental offices back to plasa de espana, as well as putting some housing there which would mix uses and have less public outcry.
    - Housing may be a bit less of an economic boost, so goals for end game should be a good mix, but heavily commercial / commerce
    - Critical to bring people back to live there, to get some activity back in there after 5pm
    - Fractional lots are not an issue. But Chamorra Land Trust and Ancestral Lands Commission have limited available for land exchange due to 15 senators
    - Pedestrian friendly development and comfort is crucial!!
    - Try to attract people from the surrounding areas, not just from within Hagatna or from people who work there during the day. Need to be reasons for people to come from nearby villages
    - Adelup has huge potential for hotel development, but it is owned by three different agencies and there are considerable human remains located in those lands
    - Propose something on the open property behind the WWTP and behind roundabout-parking garage
    - Old red light district was originally located in western Hagatna in commercial area
    - Paseo needs to be retained for recreational purposes, and possible cultural
    - Exclude undesirable uses such as strip clubs and shooting ranges
    - Noise reduction restrictions – need a noise ordinance and sound attenuation measures
    - Cultural district!! Latte park, plasa de esapana, palacio, Chamorro village, paseo, heritage trail, museum, some of the historic houses-Guam Preservation Trust (dungca, luhan, Rosario, torres, arroyou)--NH museum / children's museum hopeful for future somewhere near latte park – want to have wayfinding type of stuff for whole area / heritage trail
    - Crosswalk for Chamorro village to be at the corner near proa-just enhancing
    - Many people who voted in Hagatna but don't live there. Only about 250 voters there
    - HRRA has much authority, almost don't even need a mayor, maybe City manager
    - 5,000 jobs in Hagatna as recent as June of this year
    - Possible canoing and paddling along river
    - Botanical garden in the governmental house area
    - Multi-purpose sports field and entertainment at paseo de Susana
    - Parking garage multi-level could be a great idea, but on street parking would help to take care of some traffic problems
    - Have some commercial establishments nearby new parking garages and nearby governmental areas.

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- Try to identify a main street-Santa Papa and Obrien- sidewalks, tight ROWs, mixed use, on street parking, pedestrian amenities, signage, HOUSING!
- Pedestrian mall?? Close a street?
- Potential for moving the holding cell would increase redevelopment potential- although it is Federal lands not GovGuam.
- Redevelop the old school buildings on plasa de espana
- Post office is lease that was just resigned recently (how long 25 years??). Legislature concern since it's federal. Possible redevelopment of building would put USPS on first floor and government facilities on top of that
- Viewshed needs to be protected from heights-SHPO has certain authority
- Greenbelt like in the Philippines??
- 500 people living in Hagatna right now
- Many HRRA ponds and other public spaces
- ACOE has jurisdiction of the wetlands behind the pool area.
- Need to talk to the owner of the Hagatna mall area and skydrenaline. They are willing to pay to have a walking path or something developed there to encourage some sort of exercise. They already had signage shot down.
- Going to need revenue enhancements and possible CCR's
- Walking trail along the cliff line- another healthy aspect of Guam
- Watershed issues created by Fonti River create mud and ruining coral to the east of Adelup
- Chapter 67 Title 21 GCA- If building inspector finds there are safety or eye sore issues, they can actually tear it down. Could try to have fines imposed if people don't clean their own property, or put a lien on it. Request Chamorro lands commission for condemnation, although have to find land for them elsewhere.

Follow-Up Areas of Interest:

- Rules and regulations/ city ordinances are important to approach first, or early on. Following setbacks and other things may also limit develop ability
- Want to build a city. Need to make the zoning code and attempt some type of growth management policy, but still accommodate mixing uses and overlays
  - 2-3 stories per zoning code for parking garage
  - For buildings in hagatan – 75 feet or 6 stories
- Incentives for some of the property owners to develop properties for residents-such as housing development. Housing needed, but HUD will not fund any housing in environmental impacted areas, such as flood zones
- Limitations due to government owned lands
  - Paseo, fishermans coop, capital district, adelup, gov buildings, cultural museums, Chamorro village, governors house, latte park, others (total 33)
- Public private partnership for owner of private lands, give them a home within the complex or something. Try to partner with them
- BID or TIF districts are a possible good idea
- HTC and other tax credits grants for refurbish governmental building facades
  - Provide a list of funding opportunities within implementation plan

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- Potential Interview listing:
    - "Joseph Cameron, HRRA Exec Director, highly recommended that we include you as a property owner of Hagatna, to engage and be aware of the proposed Hagatna Master Plan"
    - (get the HRRA property owners listing from Joe Santos)
    - Phil Flores-Bank Pacific (671-477-2671)
    - Lou Leon Guerrero- Bank of Guam (472-5300 ask for Jolia Rogers- 688-5727)
    - Sonny Ada – Chamber (687-7175)
    - Juan Carlos Benitez (Jones and Guerrero (j&g)- phone book
    - Kurt Moyland- NetCar (phone book) – son (Kaleo)
    - Illagan, Art – 486-8058 (Insurance tax commissioner of Guam)
    - Leonard Calvo- 671-687-2072
    - Sister Marie Jerome Cruz (academy of our lady of Guam high school)- church properties- phone book
    - Monsignor David Quitugua-689-6624 (right hand of the archbishop)-canon lawyer
        - 472-6277
    - Milton at Admin office (Ken Corp-Kentabi Owner of Hilton, Pacific Island Club, Sheraton, Nikko Hotel, Hyatt) phone book
    - Ben Lujan-Towing Business-phone book
    - Mark Pangelinan Sr. (Ace or Mark's Hardware) phone book
    - Fishing Co-op (Manny Duenas- 671-727-5440)
    - Rob Limtiaco (671-998-1491) HRRA commissioner and property owner
    - Takano??
    - Tony Sgro (Paradise Fitness Center) phone book
    - Martinez Family w/ private cemetery? Phone book
    - Dan Merrill (already have meeting with)
    - Paul Shimizu (Ambrose) 472-9311; 777-2501 (Joe's nephew)
    - Attorney David Lujan – 671-479-7383

Action Items:

ACTION	RESPONSIBILITY
1. Contact all potential interviewees from listing above	Matrix
2. Get the HRRA property owners listing from Joe Santos	Matrix / HRRA

HAGÅTÑA
MASTER PLAN

Preserving Our Past. Shaping Our Future.



Hagåtña Master Plan Fact Sheet #1: Project Overview

What is a Master Plan?

A master plan can be described as the "proposal" for the future of a specific area, village or city. It expresses the community's vision through goals and policies, directing decisions relating to land use, roads, housing, utilities and other related concerns for Hagåtña. The Hagåtña Restoration and Redevelopment Authority (HRRA) is updating the 2005 master plan for Hagåtña. The update will be an all-inclusive plan that assesses existing conditions, provides unique alternatives for consideration, identifies a preferred concept, and provides actions and programs which will need to be enacted in order to realize Hagåtña's preferred future vision.

Master Plan Objectives:

Master Plans are intended to provide direction when making decisions for the future. The update of the Hagåtña Master Plan is based on accomplishing the following:

- Providing a description of current conditions and trends shaping Hagåtña;
- Identifying planning issues, opportunities, and challenges that should be addressed in the Master Plan;
- Providing the public with opportunities for meaningful participation in the planning and decision-making process;
- Ensuring that the master plan is current, internally consistent, and easy to use;
- Providing guidance in the planning and evaluation of future land and resource decisions;
- Exploring land use and policy alternatives; and
- Providing a vision and framework for the future of Hagåtña.

The Hagåtña Master Plan has three defining features:

All-inclusive. The master plan covers a wide range of social, economic, infrastructure, and natural resource topics. These include land use, housing, transportation, utilities, public services, recreation, cultural resources, and environmental hazards.

Design-oriented. In addition to new goals, policies and actions for Hagåtña, the master plan also includes design guidelines supported by land use and development strategies.

Long-range. Master plan goals typically have a ten year horizon. This master plan update will look at a planning horizon of 15 years to the year 2030. To accomplish this future, the update will include policies and actions that address both immediate and long-term objectives.

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Who Will Guide the Master Plan Development?

Government of Guam

To help adopt and incorporate the Master Plan Update, the Government of Guam (GovGuam) will be involved in the update process through HRRA and GEDA. Several presentations will be offered to these groups at HRRA Board presentations and public hearings.

Master Plan Sub-Committee

As part of the update process, GEDA and HRRA have formed a Master Plan Sub-Committee comprised of HRRA Board Members, elected officials and government employees to provide input to help guide the discussion and the Master Plan Update. Additional stakeholders included in the Master Plan process will include business and community leaders and have been identified by the Sub-Committee. The Sub-Committee is an advisory body that will provide feedback and recommendations for this focused update at key points in the process. They will participate in workshops and public hearings, assist in the development of the plan and provide guidance to Matrix, HRRA staff and to the other GovGuam agencies on all aspects of the process.

Public Participation

More than any other planning document, the Master Plan needs to be a reflection of the collective aspirations of those who live, work, and own property in Hagåtña. There are a number of ways to get involved and stay up-to-date on the Master Plan Update.

Website. From Hagåtña's website, a link will be provided for up-to-date information on the Master Plan process. To complement this, a new project website has been created that will contain schedules and agendas for future meetings and will provide a source to download documents prepared during the project. Other resources and links to relevant information will be accessible from the website.

Fact Sheets. This is the first of several fact sheets that will be prepared to provide updates on the progress of the Master Plan. The next fact sheet will describe issues and opportunities identified for Hagåtña, as well as development constraints that will affect the Master Plan area. A third fact sheet will discuss alternative plans, the preferred alternative, key changes regarding existing conditions, and an overview of public involvement to date. A fourth fact sheet will be an executive summary of the updated Master Plan and its components.

Public Workshops/ Design Charrettes. There will be a series of Alternative Plans Charrettes and Public Workshops in early spring 2015, which will give the public and residents of Hagåtña a chance to work with HRRA planners and our consultant team on the development of the Master Plan Update.

Public Hearings. Formal public hearings will be held with the HRRA Board and GovGuam officials to consider the Master Plan and its supporting documents.

What Will the Master Plan Update Address?

The Hagåtña Master Plan will include more than just a Land Use Plan. The following are all of the major deliverables of the Master Plan Update. While there is no legislative mandate that requires the following phases of the Master Plan, these deliverables will form a comprehensive and effective foundation for improving the use of land in Hagåtña.



Updated Research Report (Map Atlas)

The Map Atlas provides a detailed description of background information and existing conditions, as of 2014, within Hagåtña during the development of the Master Plan Update.

Alternative Plans Update

This element of the Master Plan will contain new alternative land use plans and design concepts developed as part of the update of the 2005 Hagåtña Master Plan alternative plans. The preferred alternative will be decided upon by HRRA and the public, and will be integrated into the Land Use Plan update. The alternative plan update phase will also contain an economic market study to determine key existing markets and future market demands within Hagåtña and surrounding areas.

Land Use Plan Update

This report is the essence of the Master Plan. It will contain the future land use plan as well as goals and policies that will guide future development within Hagåtña. It will be comprised of historical/cultural, land use, circulation, and infrastructure elements.

Zoning Code

The zoning code will provide Hagåtña with new regulatory framework tailored to the needs of Hagåtña.

Design Guidelines and Regulations

These guidelines and regulations will establish design standards to reflect the pedestrian-oriented nature of Hagåtña. The design guidelines will encourage pedestrian comfort and aesthetically pleasing design while maintaining functionality.

Implementation Schedule

This phase of the Master Plan will identify suggested strategies and actions that HRRA, GEDA and GovGuam can take to implement the Hagåtña Master Plan and its associated documents. The Implementation Plan also includes a detailed implementation schedule.

Hagåtña River Flood Damage Reduction Feasibility Study

This study will focus on flooding issues associated with the Hagåtña River within the planning area. The study will evaluate causes and effects of flooding in Hagåtña and possible alternatives in mitigating damage with future growth.

Hagåtña Restoration Organizational / Financial Construct

This phase will help establish an approach for a successful implementation, including developing the organizational structure options and funding mechanisms needed to make the plan a reality.

What is the Process?

The entire update process will take about 18 months to allow ample time for public involvement as part the Master Plan Update. The final Master Plan and its components are expected to be finished by December 2015. As the Master Plan is prepared, a number of project documents such as the alternative plans update will be available for public review and comment.

Keeping Up to Date

During the planning process, the Master Plan Sub-Committee will maintain a mailing list of individuals who want to be kept informed on the latest program events. If you would like to be added to this list, please follow the mailing list instructions on the Hagåtña Master Plan Update website:

www.HagatnaMasterPlan.com

For More Information Contact:

Joseph Artero-Cameron
President, Chamorro Affairs
Email: Joseph.cameron@dca.guam.gov
Phone: 671-475-4278

What are the Steps Involved?

The Master Plan Update is usually a long process in which several steps are taken to complete the report in a cohesive, systematic manner. This process is described below.

1. **Project Startup** - Establish Master Plan Sub-Committee, present project approach to HRRA Board and GovGuam. Start interviewing stakeholders.

2. **Existing Conditions** - Collect information and data on current conditions and trends. Develop Research Report (Map Atlas) with associated base mapping.

3. **Issues & Opportunities** - Work with Sub-Committee and the public to identify major issues/ constraints and opportunities. Develop alternative plans through this identification and choose a preferred alternative.

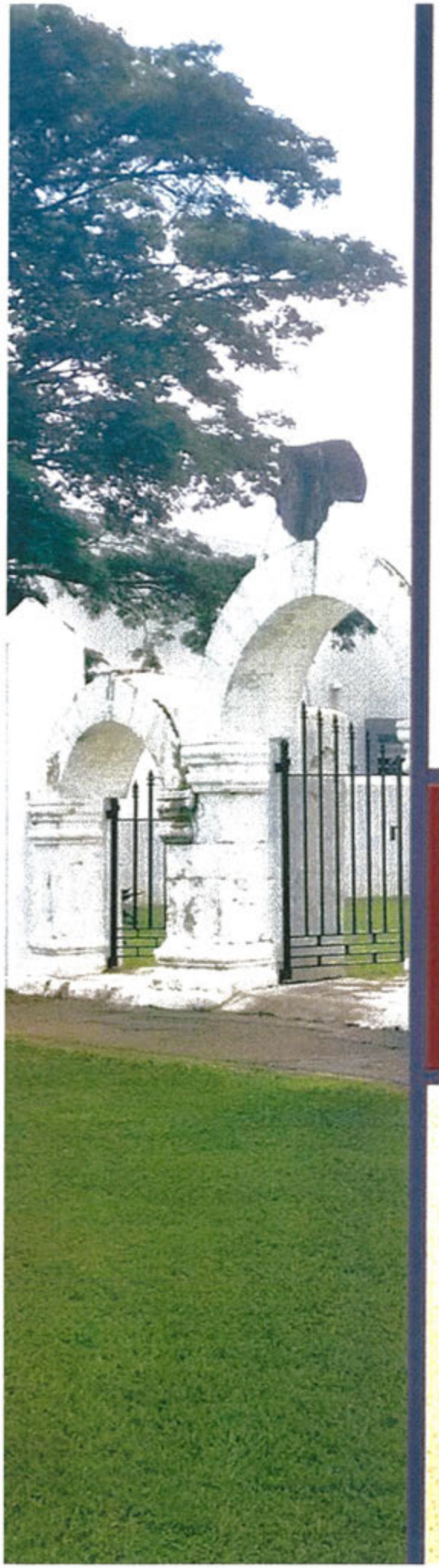
4. **Goals & Policies**- Design a set of goals, policies, and actions that HRRA and Hagåtña stakeholders and residents needs to follow in order to reach the desired future. Integrate these goals and policies into the Master Plan Update.

5. **Regulatory Framework** - Develop a zoning code and design guidelines tailored to Hagåtña's needs. These documents will encourage pedestrian comfort, historic preservation, compatible land uses, and orderly development.

6. **Public Hearings** - Review the proposed Master Plan, the implementation plan and the organizational/financial construct and present to HRRA Board and GovGuam.

7. **Finalize Documents** - Prepare all final Master Plan documents following public hearings.

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HAGÅTÑA
MASTER PLAN

Preserving Our Past. Shaping Our Future.

Public Participation Plan

Hagåtña Restoration and Redevelopment Authority and
Matrix Design Group

January 2015

Matrix DESIGN GROUP

Doc. No. 35GL-20-1498.

Please see the next page.

Public Involvement Strategy

One of the most critical elements of the Master Plan is to create a plan that builds consensus and obtains buy-in and support for implementation efforts from those who live, work, own property in or otherwise enjoy Hagåtña (stakeholders). The purpose of this Public Participation Plan is to enable continuous communication among the Hagåtña Restoration and Redevelopment Authority (HRRA) Board, Guam Economic Development Agency (GEDA) staff, the Master Plan Subcommittee, the consultant, and interested stakeholders throughout this Master Plan process.

Public outreach will be conducted through the use of a variety of tools and methods in order to maximize opportunities for stakeholders to be involved; from data collection to alternatives development and assessment, through the completion of the final planning document.

Key components of the Public Participation Plan to be completed by Matrix Design Group (Matrix), the consultant hired to develop the Master Plan, will include the following items:

- **Subcommittee**. Working with the Hagåtña Master Plan Subcommittee as an advisory body that will provide feedback and recommendations on the development of the Master Plan.
- **Project Branding**. Develop a branding program for the Master Plan that will be used to identify the planning effort on all printed and electronic materials.
- **Stakeholder Interviews**. Stakeholder interviews of key stakeholders / stakeholder groups to gain a better insight into opportunities and challenges to be addressed in the Master Plan.
- **Community Charrettes**. A charrette process will be used to gain stakeholder input in the development of alternatives for consideration.
- **Public Workshops**. Public workshops will be held during the development of the Master Plan to allow for public input into the plan at key stages in its development.
- **Project Website**. Matrix will develop and maintain a web component for the Master Plan process that will provide current information and access to project materials.
- **Social Media**. Social media, such as Facebook and Twitter, are useful in getting the word out on the status of the Master Plan and better engaging stakeholders.
- **eBlasts**. During the project, an e-mail listing will be prepared and maintained. This list of interested parties will be used to provide routine updates on the project and to announce upcoming events.
- **Informational Brochures**. Several brochures / fact sheets will be prepared during the Master Plan process to update the public and other stakeholders on the planning process.
- **Media Outreach**. Key to public engagement is to maintain a proactive relationship with local media to ensure an accurate and timely representation of the planning process.
- **Legislative Update Meetings and Hearings**. Legislative status update meetings will be a forum for the Legislature of Guam to hear updates on the Master Plan as they are available, and hearings will be used for approval and adoption of appropriate components of the Master Plan.

Each of these public engagement processes is described in more detail on the following pages.

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Hagåtña Master Plan Subcommittee

The Subcommittee is an advisory body that will provide feedback and recommendations for the Master Plan at key points in the plan development process. In addition to their own meetings, Subcommittee members will also participate in charrettes, workshops and public hearings. The Subcommittee is comprised of the following individuals (this list may change over time as additional inputs and expertise are needed):

Table 1. Hagåtña Master Plan Subcommittee

Member	Affiliation	Title
John T. Calvo	Hagåtña Restoration and Redevelopment Authority Board of Commissioners	Chairman of HRRA Board
Zenon J. Belanger, P.E.	Privately Employed	Vice Chair of HRRA Board
Vanessa Williams, Esq.	Hagåtña Restoration and Redevelopment Authority Board of Commissioners	Secretary of HRRA Board
Gregory D. Perez	Privately Employed	Member
John A. Cruz	Mayor of Hagåtña	Member
Rory J. Respicio	Senator, 33rd Legislature	Member
Robert S. Limtiaco	Privately Employed	Member
Joseph Artero-Cameron	Hagåtña Restoration and Redevelopment Authority, Executive Director	Member
Joseph C. Santos	Hagåtña Restoration and Redevelopment Authority, Senior Planner	Member
Ex-Officio Member	**Affiliation**	
Michael J.B. Borja	Department of Land Management	
Raymond Blas	Department of Parks And Recreation	
Joe Quinata	Guam Preservation Trust	
Omaira Brunal-Perry	University of Guam	
Benito S. Servino	Department of Integrated Services For Individuals With Disabilities	
Nathan Denight	Guam Visitors Bureau	
Eric Palacios	Guam Environmental Protection Agency	
Glenn Leon Guerrero	Department of Public Works	

The frequency of the Subcommittee meetings will be determined by the need to Committee. For planning purposes, the meetings are expected to occur every other month.

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Public Engagement Tools

The general approach for public participation will include the following methods that will reach all geographical and demographic areas of Hagåtña. To do this, the Hagåtña Master Plan will be developed using a mix of traditional forms of public outreach (charrettes and public workshops) and non-traditional forms (eBlasts, online surveys, social media outreach, and an interactive project website).

Project Branding

Matrix will develop a logo and project look tailored to reflect the Hagåtña area and the Master Planning process. This logo, which will be reviewed and approved by HRRA staff and the HRRA Board, will be used on all public outreach materials, websites, documents and plans. This will include sign-in sheets, meeting directional signs, comment cards, agendas, PowerPoint presentations, informational brochures, media outreach, and so forth. The purpose of establishing a brand (i.e., a project look and feel) is to allow easy recognition of the planning materials and to enhance interest in the process.

Matrix has developed branding for several previous projects conducted for the Office of the Governor. Below are a few branding examples created by Matrix.





Stakeholder Interviews

Working with the HRRA Board and staff from HRRA and GEDA, Matrix will identify and conduct interviews with up to 20 key stakeholders / stakeholder groups to solicit their initial input on the Hagåtña Master Plan. This could include Government of Guam elected and appointed officials, major property owners, business and industry representatives, and community organizations. Our team will rely on input from HRRA staff to ensure that the individuals/groups interviewed represent a broad spectrum of community interests in the Master Plan Area.

At an initial kick-off meeting with HRRA Board members in 2014, the Board provided a list of approved stakeholder contacts to include for potential stakeholder interviews. Table 2 provides an updated list of the stakeholders that were interviewed during the initial months of the planning process. Notes from each stakeholder interview will be consolidated into a white paper.

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Table 2. List of Stakeholders Interviewed (as of 5/8/2015)

Stakeholder	Affiliation	Category
Jim Moylan, Bobby A. Shringi & Anthony R. Tenorio	Moylan's Insurance Underwriters, Inc.	Business / Land Owner
Eddie Cruz	Eddie J. Cruz, LLC	Business / Land Owner
Ralph Limtiaco	Limtiaco Auto Lube	Business / Land Owner
Marciano & John Pangilinan	MVP Enterprises, Inc.	Business Owner
Bob Jones, Ramona Jones, Jeff Jones, Juan Carlos Benitez & Dan Murrell	Triple J Enterprises	Business Owner
Geoffrey Perez & Chris Bejado	Proa Restaurants	Business Owner
Shana Guzman	International Distributors, Inc.	Business Owner
Luis Ajamil	Barmello Ajamil & Partners	Business Owner
Anthony Sgro	Paradise Fitness	Business Owner
Jeff San Nicolas & Juanita Quintanilla	Department of Chamorro Affairs, Chamorro Village	Developments & Projects
Marvin Aguilar & Celene Cruz	Department of Land Management	Developments & Projects
Edwin Reyes & Monica Guerrero	Bureau of Statistics And Plans	Developments & Projects
Leonard Calvo	Calvo Enterprises, Inc.	Developments & Projects
Harry Chang	China Pacific Investment Group	Developments & Projects
John Calvo, Shelly Calvo, Joe Santos, Joseph Artero-Cameron & Zenon Belanger	HRRA Board of Commissioners	Developments & Projects
Enrique Agustin & Rally M. Pilipina	Guam Regional Transit Authority	Developments & Projects
Felix Pangelinan, Donna Lizama-Acosta, Maria Taitano, Dora Perez & Dot Harris	Port Authority of Guam	Developments & Projects
John Camacho & Lorraine Guerrero	Department of Revenue And Taxation	Developments & Projects
Jack Jones, FAIA	JB Jones Architect	Developments & Projects
Charles T. McJohn II	Agaña Shopping Center	Econ Dev. & Tourism
Karl Pangelinan & Mark Baldyga	Guam Visitors Bureau	Econ. Dev. & Tourism
Raymond F.Y. Blas & Joe Quinata	Department of Parks And Recreation	Historic / Cultural
Dr. Omaira Brunal-Perry	University of Guam, MARC	Historic / Cultural
Rita Franquez	Franquez Apartments	Historic / Land Owner
Lou A. Leon Guerrero	Bank of Guam	Institutions
Rev. Father Adrian L.F. Cristobal & Monsignor David Quitugua	Archdiocese of Agaña	Institutions

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Stakeholder	Affiliation	Category
Joshua Tenorio	Judiciary of Guam	Institutions
Mary A.T. Meeks	Academy of Our Lady of Guam	Institutions
Daniel Bruschki	BHI Realty	Real Estate Market Data
Sonny Ada	Ada's Trust & Investment, Inc.	Real Estate Market Data
Christopher Felix & Judy Booth	Century 21	Real Estate Market Data
Gary Hiles	Department of Labor	Real Estate Market Data
Larry Toves, Diego Mendiola & Sheena Black	Guam Economic Development Authority	Real Estate Market Data / Eco. Dev. & Projects
Glenn Leon Guerrero	Department of Public Works	Public Works Projects
Rob Limtiaco	HRRA Board of Commissioners	Seafaring Culture Of Guam

Alternative Plans Charrettes

A charrette is a collaborative planning process that includes all interested parties. Charrettes are open ended events that are used in the creation or further development of feasible alternatives. Some benefits of using a charrette process include:

- **Trust** – Charrettes promote trust between citizens and officials through meaningful involvement and education.
- **Vision** – Charrettes foster a shared vision.
- **Feasibility** – Charrettes increase the possibility of completing a process by obtaining support from citizens, professionals, and staff.
- **Good Planning** – Charrettes create a better plan through diverse input and public involvement.



The Hagåtña Master Plan alternative plans charrette will be conducted over two consecutive days and will be held in a strategic location provided by HRRA or GEDA to best garner the broadest participation of individuals.

Alternative Plans Charrette Day 1. The first day of the charrette will include introductions for the project team, the project sponsor, and any government staff present, as well as an introduction to the project and an overview of the concept of charrettes. Following introductions, the group in attendance will go on a walking tour of specific locations in Hagåtña, particularly throughout the Hagåtña Planned Development District area. The walking tour will give attendees a first-hand look into some of the issues and conditions that will be discussed throughout the charrette. Following the walking tour will be a brief presentation by Matrix of draft existing conditions assessments for Hagåtña, which will be in the form of a PowerPoint presentation and a map atlas document.

After lunch on the first day of the charrette, attendees will be invited to participate in interactive working sessions, where the larger group will be broken up into smaller groups to discuss several topics. The topics covered by the interactive working sessions will include, but not be limited to, a Strengths, Weaknesses,

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Opportunities, and Threats (SWOT) analysis, as well as discussions on the vision for Hagåtña and potential goals to include in the Hagåtña Master Plan update. Towards the end of the first day of the charrette, there will be a "public workshop" session which members of the public are encouraged to attend. During the public workshop session of the charrette, the project team and all other attendees will work together to develop several preliminary design alternatives for the Hagåtña Master Plan.

Alternative Plans Charrette Day 2. The second day of the charrette will include a presentation to the group on the design alternatives that were conceived at the first day of the charrette. Following the presentation will be short discussions on the alternatives and their varying design concepts.

After returning from a lunch break, the group will work together to decide on a preferred alternative from the design alternatives discussed. The preferred alternative may be expanded upon as the project progresses as needed or as requested by HRRA, but it is important to note that the preferred alternative will be the design alternative chosen by the people of Hagåtña and by the attendees of the charrette.

Public Workshops

Projects like the Master Plan update require public workshops at key points in the process to inform, educate, and solicit public feedback. Matrix will prepare for, conduct, and present at each of the public workshops as outlined below. There will be two workshops with the public. Each workshop will use a mix of passive and interactive techniques to engage those attending. These exercises are true hands-on tools to collect public input.

One public workshop, held in two locations provided by HRRA or GEDA, or at two different times (one during the day and one in the evening) will be held during the same week as the charrette described above.

Informational Brochures

Two informational brochures / fact sheets will be developed and distributed to the public during the planning process. These informational brochures will also be made available via email, the project website, and at workshops.

Master Plan Overview. The first brochure will describe the purpose, goals, and objectives of the Master Plan process and methods to provide input into the process. This brochure can be used to brief interview participants and the general public.

Master Plan Alternatives. This brochure provides an overview of the Master Plan alternatives as well as potential goals or strategies that could be incorporated into the Master Plan and the Implementation Plan. This brochure is helpful in defining possible policies and approaches to issues raised by the Subcommittee and the public.

Project Website



Matrix will review and assess HRRA's existing website and provide recommendations on improvements to increase public awareness and input. During the project, Matrix will provide materials to HRRA staff for their use in updating the HRRA website with materials related to this project. If desired, Matrix can create and host a branded project website (or use the existing OneGuam website) to provide access to project information, informational materials, and documents.

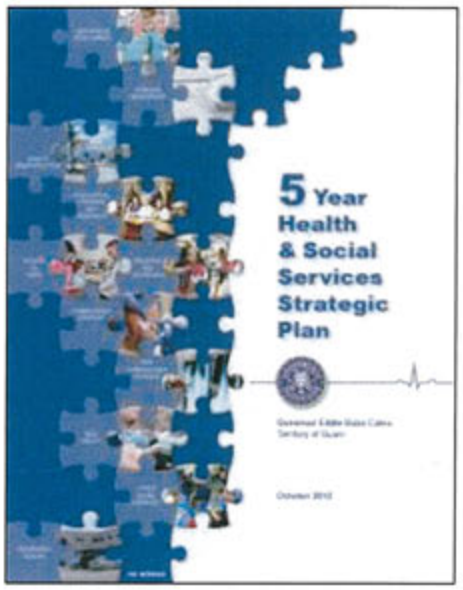
In addition, Matrix will provide a link to the project website to all governing entities / agencies engaged in the planning process for use on their respective websites, if desired.

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The project website address will be made readily available on all public information and media outreach materials produced by Matrix.

Social Media

Matrix and HRRA will discuss the possibility of creating a Facebook page and / or a Twitter account for social media interaction and to try to gauge new sectors of the public, specifically younger individuals.



eBlasts

During planning projects, Matrix will collect the names and e-mail addresses of interested individuals and groups. These contacts will be maintained in a database and used to develop a contact email list. This list will be used to send regular updates to maintain interest and generate participation in the Master Plan process.

Media Outreach

Press releases and public service announcements (as requested) will be provided to enable timely and accurate dissemination of Master Plan-related information by HRRA and GEDA staff to the general public. Matrix will prepare media releases as appropriate to publicize key events related to the Master Plan. This will increase general public awareness of the project as well as help with attendance and participation in the collaborative process.

Matrix will work with the HRRA Board and the Subcommittee to determine the appropriate methods for incorporating the media early in the process to promote a forthcoming and positive planning process that includes all stakeholders and interested parties. Matrix will work with HRRA Board and the GEDA staff to determine the appropriate media contacts.

Legislative Hearings

Legislative hearings will be geared towards the adoption of project documents as required by Guam law. While Matrix strives to get public input early and throughout the process, the formal hearings are a critical part of the process. During the Master Plan process, there will be a set of legislative hearings for document review and approval. Matrix will support this process with the Legislature by attending up to two hearings, which would be scheduled on sequential weeks. These hearings would be centered on the proposed District Plans that require Legislative review. At these hearings, Matrix staff will be available to support presentation of the District Plans, answer questions posed by the Legislature, and document all comments and direction provided.

Public Participation Schedule

The Public Participation Plan will include a general timeline for the execution of the public involvement processes and any other tasks identified in the scope of work which includes public participation. The public participation schedule is provided as part of the overall Master Plan schedule that is maintained in a separate document with HRRA.

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HAGÅTÑA
MASTER PLAN
Preserving Our Past. Shaping Our Future.

Stakeholder Interview White Paper

Hagåtña Restoration and Redevelopment Authority and
Matrix Design Group

May 2015

Matrix
DESIGN GROUP

Please see the next page.

Hagåtña Master Plan: Stakeholder Interviews

Matrix has conducted interviews with 35 key stakeholders in an effort to gather their initial input on development and projects, real estate market data and tourism in regards to the Hagåtña area and the development of the Hagåtña Master Plan. While only 16 stakeholder interviews were proposed as part of the project's Scope of Work, Matrix felt additional interviews would provide further benefit for the report. At an initial kick-off meeting with HRRA Board members in 2014, the Board provided a list of approved stakeholder contacts to include for potential stakeholder interviews. The stakeholders interviewed included Government of Guam (GovGuam) elected officials, major property owners, business and industry representatives, and community organizations.

These stakeholders were all selected to best represent the broadest spectrum of community interests. . Matrix staff was on-site and in attendance during this phase of data collection and at all meetings, and some final stakeholder interviews are still pending. These meetings and their findings are crucial for identifying major issues, constraints and opportunities.

Aside from stakeholders, GovGuam agency meetings were necessary for coordination with parties associated with project concerns and plan implementation. The table below is a listing of the stakeholders (including GovGuam agencies) in Hagåtña that were interviewed during the initial months of the planning process.

Table 1: List of Stakeholders Interviewed (as of 5/8/2015)

Stakeholder	Affiliation	Category
Jim Moylan, Bobby A. Shringi & Anthony R. Tenorio	Moylan's Insurance Underwriters, Inc.	Business / Land Owner
Eddie Cruz	Eddie J. Cruz, LLC	Business / Land Owner
Ralph Limtiaco	Limtiaco Auto Lube	Business / Land Owner
Marciano & John Pangilinan	MVP Enterprises, Inc.	Business Owner
Bob Jones, Ramona Jones, Jeff Jones, Juan Carlos Benitez & Dan Murrell	Triple J Enterprises	Business Owner
Geoffrey Perez & Chris Bejado	Proa Restaurants	Business Owner
Shana Guzman	International Distributors, Inc.	Business Owner
Luis Ajamil	Barmello Ajamil & Partners	Business Owner
Anthony Sgro	Paradise Fitness	Business Owner
Jeff San Nicolas & Juanita Quintanilla	Department of Chamorro Affairs, Chamorro Village	Developments & Projects
Marvin Aguilar & Celene Cruz	Department of Land Management	Developments & Projects
Edwin Reyes & Monica Guerrero	Bureau of Statistics And Plans	Developments & Projects
Leonard Calvo	Calvo Enterprises, Inc.	Developments & Projects
Harry Chang	China Pacific Investment Group	Developments & Projects
John Calvo, Shelly Calvo, Joe Santos, Joseph Artero-Cameron & Zenon Belanger	HRRA Board of Commissioners	Developments & Projects
Enrique Agustin & Rally M. Pilipina	Guam Regional Transit Authority	Developments & Projects

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Stakeholder	Affiliation	Category
Felix Pangelinan, Donna Lizama-Acosta, Maria Taitano, Dora Perez & Dot Harris	Port Authority of Guam	Developments & Projects
John Camacho & Lorraine Guerrero	Department of Revenue And Taxation	Developments & Projects
Jack Jones, FAIA	JB Jones Architect	Developments & Projects
Charles T. McJohn II	Agaña Shopping Center	Econ Dev. & Tourism
Karl Pangelinan & Mark Baldyga	Guam Visitors Bureau	Econ. Dev. & Tourism
Raymond F.Y. Blas & Joe Quinata	Department of Parks And Recreation	Historic / Cultural
Dr. Omaira Brunal-Perry	University of Guam, MARC	Historic / Cultural
Rita Franquez	Franquez Apartments	Historic / Land Owner
Lou A. Leon Guerrero	Bank of Guam	Institutions
Rev. Father Adrian L.F. Cristobal & Monsignor David Quitugua	Archdiocese of Agaña	Institutions
Joshua Tenorio	Judiciary of Guam	Institutions
Mary A.T. Meeks	Academy of Our Lady of Guam	Institutions
Daniel Bruschki	BHI Realty	Real Estate Market Data
Sonny Ada	Ada's Trust & Investment, Inc.	Real Estate Market Data
Christopher Felix & Judy Booth	Century 21	Real Estate Market Data
Gary Hiles	Department of Labor	Real Estate Market Data
Larry Toves, Diego Mendiola & Sheena Black	Guam Economic Development Authority	Real Estate Market Data / Eco. Dev. & Projects
Glenn Leon Guerrero	Department of Public Works	Public Works Projects
Rob Limtiaco	HRRA Board of Commissioners	Seafaring Culture Of Guam

Summary and Key Findings

Each of the 35 stakeholder interviews generated several key findings and concerns in regards to the Hagåtña Master Plan. Before the whitepaper began, the key stakeholders were selected and classified into different categories based on their affiliations. Those categories are

- Business and land owners
- Development and projects
- Economic development and tourism
- Historic and cultural
- Institutions
- Real estate market data
- Public Works projects
- Seafaring Culture of Guam

As with the stakeholders themselves, these eight categories were predetermined for best representing both the interests of the community and the focus of the master plan. Although each stakeholder expressed concerns specific to their affiliation, locations and category, there were several consistent key findings and concerns identified by multiple participants during the interview process, which are summarized below.

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Tourism: Significantly, stakeholder's greatest concern was the lack of tourism in Hagatna. Tourism is one of Guam's greatest economic drivers, but primarily for Tumon. The issue identified by the majority of participants was that Hagåtña did not provide enough tourism opportunities. Attempts are being made to address this deficiency, such as the Guam Museum.

Flooding: More than half of the participants stated that the existing flood control systems in Hagåtña were insufficient. Flooding caused by storm surges, flash floods, and flooding of the Hagåtña River often impacts necessary daily operations and critical infrastructure within the downtown area. Furthermore, flooding has impacted development projects and construction within Hagåtña to the extent that millions of dollars of additional funding may be required to correct and/or mitigate these impacts.

Parking: A large number of stakeholder's felt that Hagåtña lacked the necessary parking for all leisure / recreation / cultural opportunities. The consensus was that there were not enough individual parking spaces, a lack of on-street parking, lots were too small and deteriorating, parking structures were almost non-existent, and standards were not in place to properly accommodate both Hagåtña residents and tourists. Stakeholders mentioned ideas such as additional parking structures located near Plaza de Espana, more on-street parking along Marine Corps Drive and other collector and local roads (which would also help with traffic calming), and creating additional parking lots. One of the main concerns with public parking is that stakeholders and residents want it to remain free.

Mixed-use / Compatibility: Conceptually, the idea of incorporating more mixed-use buildings and compatible land use development was widely supported by stakeholders. This idea was based off their perception that the existing mixed-use development in Hagåtña was inappropriately incorporated into the urban fabric and is lacking residential appeal. Stakeholders identified the need for buildings with popular commercial and retail institutions on the first floor, with potential offices and residences above. Stakeholders also identified the need for land use compatibility, stating that many uses within Hagåtña are incompatible with the zoning or with adjacent residential uses.

Paseo de Susana / Gregorio D. Perez Marina: The major recreational hub of Hagåtña lies on Paseo de Susana and includes, the Fisherman's Coop area, Chamorro Village, and the Gregorio D. Perez Marina. There are many planned improvements underway or upcoming for facilities within the paseo and the marina, and some are well received while others are not. A new 4,000 sf facility, new roofing, and roughly 1,600 new seats are planned for Paseo Stadium, which will be operated by DPR and used for spring training by Japanese and Korean baseball teams. Additionally, there are planned improvements and expansions for Chamorro Village, which will help bring new life to the paseo for the future Festival of the Pacific Arts, set to be held at the paseo in 2016. Unfortunately, there are still concerns revolving around available parking at the paseo, as well as the homeless "communities" that frequent the area.

Cruise Terminal Potential: One major concern of many stakeholders in this area is the concept of adding Port terminals to the shoreline area of Hagåtña. In the 1980s, Governor Ricardo Bordallo had plans to build a cruise port terminal in Hagåtña. At the time, it was determined to be unfeasible because Guam was too far away from cruise markets. Several cruise entities want to bring more cruises into Guam (currently less than 10 come in per year), however, there are not enough support facilities. Other concerns regarding possible cruise terminals in Hagåtña include winds and waves impacting ship stability, Customs and Border Protection (ships from a non-US port can slow down the process of passengers disembarking), and insufficient areas for traffic / transportation for disembarking passengers, due to the limited operational capacity and berthing space at the outer Apra Harbor.

Stakeholder Interview Meeting Notes

Each stakeholder and GovGuam agency was interviewed separately. After these interviews were conducted, a set of key findings and concerns were documented from each stakeholder. Meeting notes, which include a breakdown of these stakeholder responses and key findings, are provided in the following pages. The meeting notes are arranged chronologically by date and time of the meeting, most of which happened over a two week period from October 21 to October 29, 2014 and over another weeklong period from February 16 to February 20, 2015.

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Guam Economic Development Authority (GEDA)
October 21, 2014

- Date / Time: October 21, 2014 / 10:30am

- Location: GEDA office

- Attendees by Organization:

NAME	ORGANIZION
Larry Toves	GEDA
Diego Mendiola	GEDA
Sheena Black	GEDA
Jeff Donohoe	Matrix Design Group
Dan Barusch	Matrix Design Group

- Meeting Purpose: Input on HRRA Hagåtña Master Plan Update and Hagåtña Real Estate Market

Significant Facts, Statements, or Findings:

- Economic Intent of master plan is to do an EIS to understand Hagåtña.
  - Will entail a lot of information and data research
  - CEDS is current plan for Hagåtña (last version is 2011). Working with BSP to update this. They will forward a copy of that to us. – For all of Guam, but Hagåtña is a piece of it.
  - Jeff's job is to understand the market from ED perspective. Wants to understand what type of marketing activities GEDA does, anything planned for future such as new businesses, resorts, etc.
- One meeting with HRRA board focused on hotel resort development as well as residential developments. New condo building near the capital building (legislative). Newest in last 20 years.
- Slew of businesses and restaurants in Hagåtña shopping district / center. Intent of the Master Plan is to rebuild the Governors Palacio, bringing some of the financial agencies within Guam to the Palacio area- Other supporting businesses and agencies.
- Once we get to funding source- Adelup can be used as potential resort area when government offices are moved to central Hagåtña. School use is not practical there, building will need to be demolished and rebuilt.
- Larry and Diego do Real Property. Have MOU's with other agencies as a PM for real property.
- Have a sea port industry down at Polaris Point, some large and small properties down there.
- Most real property tenants are light industrial types, couple of restaurants, medical / clinical facilities, tire repair shops, storage areas, dry cleaning in Harmon, small furniture outlets. Initially the small furniture outlets were manufactures.
- Industrial parts developed in the 70's, and early on were manufacturers, but over the years are more retail focused.
- One of the challenges was not enough capacity for tourist.
- GEDA working at trying to find more qualifying hoteliers to accommodate more capacity.

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- Hutura plan shows more master plan type development instead of more hodge podge development.
- Southern villages are being considered for development now, since there is property and land. Initial stages of working with Chamorro land trust commission and ALC who hold lots of land (they provide land to chamorros with no available land; commercial licensing opportunities) and the ancestral lands commission (GEDA has MOU with them) to help generate trust monies for people who will not get their lands back, which lands are primarily used by the government.
- Adelup is still government owned land, but GEDA staff are not sure the agency owner.
- Talks about Paseo development, revitalizing the Chamorro village and the recreational parks. Fishermans Co-op ($2 million) and viewing pier (Hotbond funds), as well as plans to update the boat racing facilities.
    - Looking at this specific area for relocating the sewage treatment plant to northern part of the island (GWA would know this). Substation located on land, near Paseo stadium. Still a need to remove it, but it is more or less enclosed now.
- Concern for parking at restaurants at areas in Hagåtña. Difficulties with standards for parking at restaurants more so than businesses. Commercial standard for parking is lower. Restaurants need more spots, but there is not enough space to accommodate.
- Parking structures are going to be vital, but they are extremely expensive.
- 263 Piles for the museum construction. Other construction related issues.
    - GVB is important. Tourism agencies important too.
    - DCA. Different Chambers (COC, Chinese COC, Womens COC)
- Council of economic advisors (created by Governors EO) providing guidance to Governor (Peter Sgro) on things to do and not to do for economy.
- In addition to the type of land, need to be cognizant of the floodplains in Hagåtña, looking at storm surge increase. Floodplain impacts businesses that are already in place. Huge environmental concern, lots of remains (archeological, etc.) near the water, which has a high cost. This would have to be built in to whatever budget is tailored towards flood mitigation.
- Hagåtña currently has a police station and prison in Capital District area. Plans available are to augment correctional facility and possible relocate. Courts may not currently have space to hold everyone that they need to in the facility.
- Hagåtña has been known over the years as the capital of Guam, and has a large cultural aspect, look at museum, palace redevelopment, and historic sites. Kuttura Plan compares Guam to a lot of US cities, which is not a good comparison due to population numbers.

International Distributors, Inc.
October 22, 2014

Doc. No. 35GL-20-1498.

- **Date / Time:** October 22, 2014 / 10:30 am

- **Location:** International Distributors Warehouse

- **Attendees by Organization:**

NAME	ORGANIZION
Shana Guzman	International Distributors, Inc.
Jeff Donohoe	Matrix Design Group
Dan Barusch	Matrix Design Group

- **Meeting Purpose:** To gain perspective on Hagåtña from an industry wholesaler on island, who supplies goods to many of the hotels and restaurants in Hagåtña

Significant Facts, Statements, or Findings:

- Supply most hotels, and anyone who cannot bring in their own containers. Supermarkets can bring in their own loads, but ID helps supplement them.
- They also supply to mini grocery stores, other convenience stores, restaurants (which Guam is doing well with) and even the mom and pop stores.
- Culinary industry on Guam has picked up, more foodies, more food events, restaurants getting more creative, catering to new palettes, competition is evolving.
- ID big business is always Tumon, and Hagåtña has picked up, but not to level of Tumon. This is driven by restaurant business.
- Population can only support so much, can't offer 17 types of toothpaste, need to focus on 3 top ones.
    - With military building and wider ethnic variety, it could support wider expansion.
- As far as Hagåtña, the flooding is a huge problem for ID. Shana didn't remember so many flash floods, but she thinks possibly the museum construction covering drains is causing some of the issues. Lots of flooding along Route 8.
- Parking is an issue down there.
- Paseo needs to be cleaned up. Big into sports and exercise. Big on fishing. Paseo de Susana is awesome and Chamarro Village is excellent, but the whole peninsula needs to be revamped.
- Parking garages probably inevitable, but don't want to block views or the Guam Seal Park.
- Plaza de Espana is beautiful place, but again no parking. So much historical relevance, but don't know about the significance or successfulness of the Heritage Trail.
- Suggested that the Chamorro Village had an anchor store or convenience store for Guam goodies, to keep people coming in there each day for some reason.
- Smokers are a concern too, sometimes a nuisance for people, uncomfortable for people sitting outside eating, etc.
- Do have large seating areas at some of the restaurants, but they are not utilized as much as possible due to being uncomfortable.
- Hagåtña pool has good parking facilities but possibly put in structure? Also beaches in Hagåtña have parking issues. Beach access requires off-road vehicles, no paths to them really.

BHI Realty
October 22, 2014

Doc. No. 35GL-20-1498.

- **Date / Time:** October 22, 2014 / 3pm

- **Location:** BHI Realty office

- **Attendees by Organization:**

NAME	ORGANIZION
Daniel Bruschki	BHI Realty
Jeff Donohoe	Matrix Design Group
Dan Barusch	Matrix Design Group

- **Meeting Purpose:** To obtain input on Real Estate Market in Hagåtña

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Significant Facts, Statements, or Findings:

- Real estate market slow now and possibly until 2016, when they buildup will take place.
- Lots of new construction until the scale back of the military buildup. Once this happened, many investors got upset and some even pulled out.
- The concept of mixed use if good and ok for Guam, although some think of it as an Asian concept where families live atop of the businesses they own-although this is typically different than in America where office space or multi-family residential is located above first floor commercial.
- Parking and pedestrian comfort is a huge issue here for all types of businesses and attractions.
- There needs to be significant public improvements made in order to support new and vibrant real estate.

Barmell, Ajamil & Partners
October 23, 2014

Doc. No. 35GL-20-1498.

- **Date / Time:** October 23, 2014 / 9:30am

- **Location:** Hyatt Regency, Tumon

- **Attendees by Organization:**

NAME	ORGANIZION
Luis Ajamil	Barmell, Ajamil & Partners
Rick Rust, AICP	Matrix Design Group
Jeff Donohoe	Matrix Design Group

- **Meeting Purpose:** To obtain input from a Cruise line consultant on the potential for a cruise industry or port located in Hagåtña, Guam

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Significant Facts, Statements, or Findings:

- Lots of capacity planned to come online in 2015 – mostly China
- The industry is growing in the Pacific – the next big opportunity
- Guam is too far from the mainland for regular calls – would need a 10 to 12 day cruise (less common)
- Don't want passengers to have to get on a bus to get out of an industrial port – there is an effort to get ships back into the center of town
- Historically, lines would shift older ships from existing markets to new markets
    - However, brand new ships are being put in place in China (over 5,000 passengers)
- Success could be defined as multiple days/week
- Islands, beaches, culture, food and beverage matter most, shopping is secondary
- No one does tendering anymore, as the size of ships would make it a multi-hour process
- Customs and Border Protection (CBP) could be an issue if ships are coming from a non-US port – can slow down the process of passengers disembarking
- Need area for traffic/transportation for disembarking passengers
    - Facility should be part of an overall tourism/visitation area for everyone's use, which the cruise line can also utilize
- Three keys to attracting cruise business
    - Reliable forecasting
    - Facilities (need deep water berth, $30 to $40 million)
    - A lack of dedicated cruise facilities typically means passengers disembark in an industrial port and are bused to town

- Twenty years ago, none of the islands had any significant cruise facilities. Now, the Caribbean sees huge benefits from their investments
    - Cayman Islands is a good example of "doing it wrong"
    - Need to deal with politics, treaties, ownership and use agreements

- Communities need to think strategically. Cruise lines generally don't give sufficient notice to plan, develop, install needed facilities – they react to short term shifts in demand. Need to develop a strategic plan that can be implemented in two years or less, since that's about all the notice that cruise lines provide.

- On average, cruise ships pay an average of $10 per passenger to ports.

- Most popular cruise is 7 days (60% to 70%). Shorter cruises (3 to 4 days) account for 25% to 30%. Rest are longer cruises, many around-the-world.

- The cruise itinerary has to be sellable. The only place for a seven day cruise to originate would be Guam. Users/passengers would have to fly in, create room night demand before and/or after the cruise. Air service is a critical component for cruise lines.

- Ships can move about 200 miles overnight, but prefer shorter movements to save fuel costs.
    - Example - Nassau was in excess of 3 million passengers a year. Fell to less than 2 million due to poor service. However, when fuel costs increased, they went to more than 4 million passengers, as lines looked to closer destinations to reduce fuel costs.

Century 21 Realty Management
October 23, 2014

- Date / Time: October 23, 2014 / 12:30pm

- Location: Century 21 Realty Management office

- Attendees by Organization:

NAME	ORGANIZION
Chris Felix	Century 21 Realty Management
Judy Booth	Century 21 Realty Management
Jeff Donohoe	Matrix Design Group

- Meeting Purpose: To obtain insight on the real estate market in Hagåtña

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Significant Facts, Statements, or Findings:

- Fractional parcels are an issue in Hagåtña
  - Lots of green/undeveloped property, but most can't be built on
  - Government should consider condemnation and taking
  - Land more affordable now - $10 +/- per SF, as compared to $40 at the peak
- Prior relocation of the river also affects developability, and/or the cost to develop
- Residential rental market is good, driven primarily by the military. Chinese and Koreans also helping support residential.
- Parking is a big issue in most areas, including Hagåtña
- Commercial rents in the range of $18 to $24 net, $25 to $35 gross
- Hagåtña empties out at 6:00 – large focus on office uses – banking, insurance, legal, government – no one stays after work
  - New restaurants helping
- New Marina Hotel may be renovated – estimated renovation cost of $100+/SF
- Multi-family properties are being charged commercial utility rates by GPA

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Hagåtña Restoration and Redevelopment Authority (HRRA) Board
October 23, 2014

- **Date / Time:** October 23, 2014 / 2pm

- **Location:** Matrix office

- **Attendees by Organization:**

NAME	ORGANIZION
John Calvo	HRRA Board Members
Shelly Calvo	HRRA Board Members
Joe Santos	HRRA Board Members
Joe Cameron	HRRA Board Members
Zenon Belanger	HRRA Board Members
Celeste Werner, AICP	Matrix Design Group
Rick Rust, AICP	Matrix Design Group
Mike Hrapla	Matrix Design Group
Jeff Donohoe	Matrix Design Group
Bren Cox	Matrix Design Group
Dan Barusch	Matrix Design Group

- **Meeting Purpose:** To discuss priorities of the Hagåtña Master Plan update, and to discuss some relevant topics associated with environmental impacts and development. Also to set up future interview listings

Significant Facts, Statements, or Findings:

- Storm surge issues- need coastal protection
  - Hagåtña River channeling and flooding issues
  - Vegetation helps storm surge levels
  - Submerged lands are rising along the coastline / reef area
- Marina
  - Going to be an issue for private property owners along the coastline
  - Identify potential sites in the master plan
  - EIS for land reclamation, but it is old
  - Destroy some of the viewshed
  - ACOE wants the project to help mitigate environmental impact concerns
  - Hagåtña will thrive with additional tourism from ships, but need to fix Hagåtña first
  - Will require further study-possible options for shared facilities
  - Is a regional issue-NOAA needs to get involved in the permitting process
  - The closer to the WWTP and the marina, the more problematic
    - Port authority already has a master plan for the marina- IDC did separate private marina plan-
  - Gerry Perez, former GVB board chairman, is currently the POC for cruise ships association interest on Guam opportunities (648-1216) or (689-2326)

- How much development do we really want? How many jobs, how much new construction? What is to be included, and what is to be left out?
    - Most properties available for development, but some are private property owners, some government lands. Lots are small and limits what can be built, which limits return.
    - Consolidating properties makes sense, but that is something that may be difficult.
    - Focus on government / commerce sector.
    - Possible return of Adelup facilities to Hagåtña area. Relocating governmental offices back to Plaza de Espana, as well as putting some housing there which would mix uses and create less public outcry.
    - Housing may be a bit less of an economic boost, so goals for end game should be a good mix, but heavily commercial / commerce.
    - Critical to bring people back to live there, to get some activity back in there after 5pm.
    - Fractional lots are not an issue. But Chamorra Land Trust and Ancestral Lands Commission have limited available for land exchange due to 15 senators.
    - Pedestrian friendly development and comfort is crucial!!
    - Try to attract people from the surrounding areas, not just from within Hagåtña or from people who work there during the day. Need to be reasons for people to come from nearby villages.
    - Adelup has huge potential for hotel development, but it is owned by three different agencies and there are considerable human remains located in those lands.
    - Propose something on the open property behind the WWTP and behind roundabout-parking garage.
    - Old red light district was originally located in western Hagåtña in commercial area.
    - Paseo needs to be retained for recreational purposes, and possible cultural.
    - Exclude undesirable uses such as strip clubs and shooting ranges.
    - Noise reduction restrictions – need a noise ordinance and sound attenuation measures.
    - Cultural district!! Latte park, plaza de seaplane, palacio, Chamorro village, paseo, heritage trail, museum, some of the historic houses-Guam Preservation Trust (dungca, luhan, Rosario, torres, arroyou)--NH museum / children's museum hopeful for future somewhere near latte park – want to have wayfinding type of stuff for whole area / heritage trail.
    - Crosswalk for Chamorro village to be at the corner near proa-just enhancing.
    - Many people who voted in Hagåtña don't live there. Only about 250 voters there.
    - HRRA has much authority, almost don't even need a Mayor, maybe City Manager.
    - 5,000 jobs in Hagåtña as recent as June of this year.
    - Possible canoeing and paddling along river.
    - Botanical garden in the governmental house area.
    - Multi-purpose sports field and entertainment at Paseo de Susana.
    - Parking garage multi-level could be a great idea, but on street parking would help to take care of some traffic problems.
    - Have some commercial establishments nearby new parking garages and nearby governmental areas.

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- Try to identify a main street-Santa Papa and Obrien- sidewalks, tight ROWs, mixed use, on street parking, pedestrian amenities, signage, HOUSING!
- Pedestrian mall?? Close a street?
- Potential for moving the holding cell would increase redevelopment potential- although it is Federal lands not GovGuam.
- Redevelop the old school buildings on Plaza de Espana.
- Post office is lease that was just renewed recently (how long 25 years??). Legislature concern since it's federal. Possible redevelopment of building would put USPS on first floor and government facilities on top.
- Viewshed needs to be protected from heights-SHPO has certain authority.
- Greenbelt like in the Philippines??
- 500 or so people living in Hagåtña right now.
- Many HRRA ponds and other public spaces.
- ACOE has jurisdiction of the wetlands behind the pool area.
- Need to talk to the owner of the Hagåtña mall area and skydrenaline. They are willing to pay to have a walking path or something developed there to encourage some sort of exercise. They already had signage shot down.
- Going to need revenue enhancements and possible CCR's.
- Walking trail along the cliff line- another healthy aspect of Guam.
- Watershed issues created by Fonti River create mud and ruining coral to the east of Adelup.
- Chapter 67 Title 21 GCA- If building inspector finds there are safety or eye sore issues, they can actually tear it down. Could try to have fines imposed if people don't clean their own property, or put a lien on it. Request Chamorro lands commission for condemnation, although have to find land for them elsewhere.

Doc. No. 35GL-20-1498.

Bureau of Statistics and Plans (BSP)
October 24, 2014

Doc. No. 35GL-20-1498.

- **Date / Time:** October 24, 2014 / 10 am

- **Location:** Matrix office

- **Attendees by Organization:**

NAME	ORGANIZION
Edwin Reyes	BSP
Monica Guerrero	BSP
Rick Rust, AICP	Matrix Design Group
Jeff Donohoe	Matrix Design Group
Dan Barusch	Matrix Design Group

- **Meeting Purpose:** To discuss the Hatagna Master Plan update project and to gain insights or contacts which may help with project development

Significant Facts, Statements, or Findings:

- Guam Coastal Zone Management Program is new and important focus (entire island covered)
- Discussion about oneguam.gov and resources on that site
- Hagåtña shoreline as a vital piece
- Community resiliency:
  - For businesses
  - Adaptation for Climate Change, Disaster Recovery, and Environmental impacts, etc.
- Hagåtña shoreline-important interface between Sea and Land
  - 3.5 miles of shoreline-RIVER AND FLOODPLAIN ISSUES AS WELL
  - Wastewater treatment plant
  - Expansion of Marina
  - Fishermans Co Op AND Paseo
- Needs to be a balance of environmental awareness and commercial growth. Social impacts, shoreline protection and the impact on adjacent villages all raised concerns.
- Social impacts such as homelessness, vagrancy, crime, pollution are important.
- Public services impacts such as police/ fire safety-need more personnel. A "police presence" can be comforting to residents and tourists alike, as long as it isn't overbearing. Something like the Visitor Safety Officers in Tumon should be considered.
- Parking and lighting big issue for Hagåtña (and by extension Chamorro Village) and have to consider operations and maintenance. Consider the Guam Energy Strategic Plan and the Transportation Strategic Plan in developing the Master Plan.
- Cultural aspects important
  - Paseo de Susana crucial
  - Fishermans Coop / Marina
  - Ocean usage / boating / other water uses like outriggers
- 2016 Festival of the Pacific Arts (May) – 22 countries coming
  - Managed by Council for Arts and Humanities agency (CAHA) – Monica Guzman

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  - Many delegates from other countries as well as potential investors
- Strengthen Farmer's Co op: Could Chamorro Village or another location in Hagåtña host a Farmer's market to capitalize on the trends of buying local, eating healthy, etc.
- Consider bike paths, recreational uses (including water) and cultural tie-ins:
  - How to connect museum to Latte Stone Park and other attractions in the area. Many existing amenities/attractions are underutilized. Heritage trail – similar to the Freedom Trail in Boston?
- Hagåtña needs a signage/way-finding program.

Doc. No. 35GL-20-1498.

Calvo Enterprises, Inc.
October 27, 2014

Doc. No. 35GL-20-1498.

- **Date / Time:** October 27, 2014 / 9:00 am

- **Location:** Calvo Enterprises, Inc. office

- **Attendees by Organization:**

NAME	ORGANIZION
Leonard Calvo, Vice President	Calvo Enterprises, Inc.
Rick Rust, AICP	Matrix Design Group
Jeff Donohoe	Matrix Design Group
Bren Cox	Matrix Design Group

- **Meeting Purpose:** This meeting was meant to gain insight from a developer and landowner's perspective on the options and constraints of developing in Hagåtña, and where growth areas could be.

Significant Facts, Statements, or Findings:

- Calvo Enterprises is a local real estate and development company. Their focus is principally on small and mid-sized projects.
- The company is conservative in its development strategy. They own or have long term leases for their land, which reduces costs and risk. The company prefers to build-and-hold assets, rather than building and selling off.
- CE has done some smaller consolidation/expansion projects (had two parcels, bought two between, and combined them – Island Tinting, Dial Rent-to-Own)
- Converted a 7,000 SF building by adding SF, all concrete, 10,000 SF
- Doing a build-to-suit in Hagåtña for Burger King, another restaurant, with offices above on a one acre lot with 70 parking spaces
- They tend to over-build parking because it makes their buildings more marketable
- Hagåtña marketplace is tough, due to limited activity during evening hours and weekends. Not enough residents. People downtown would help the market to some extent.
- It is difficult to develop large properties in Hagåtña because the land is divided into many small lots that have different owners.
- From an economic perspective, it does not currently make much sense for many developers to develop new property in Hagåtña because of issues such as:
    - land acquisition of small parcels from different owners,
    - costs of acquiring land and developing and maintaining buildings,
    - the need for archaeological surveys and finding of artifacts / remains adds additional costs,
    - lack of parking – this is a big hindrance to development as it is expensive to build (estimated at $75 per square foot) and does not generate income,

  - the area is not very active at night or on weekends,
  - there is not currently a large tourist draw.
- Not a fan of the part of Hagåtña between Adelup and WWTP – tough sites to be successful on
  - Need to fix pollution issues before investing too much money in infrastructure
  - Storm drain outfalls carry a variety of problematic things to the beaches
  - Agaña River flooding also causes problems – during typhoon, water was 4 feet deep in some spots
- Social media has helped to move tourists out of Tumon to other parts of the island – tourists don't have to rely exclusively on tour operators.
- Developing one to three story buildings not too problematic. Larger buildings require pilings, which are sometimes "lost." Archeological issues also occur frequently, increasing project development costs.
- Not a fan of the location of the museum – should have kept the green space there – it was our "Washington Mall."
  - Not sure how many tourists will use the museum
  - Need to work with tour operators to push museum
  - Many tour operators are poor quality, only concerned about what's in it for them
- Calvo Enterprises built the Two Lovers Point project cooperatively with GovGuam.
- Retail in Hagåtña will be tough, too much competing retail. The retail shopping market is tough for local sellers because people tend to shop at the name brand stores.
- FBI/DHS building cost $270/SF to build core and shell. Fit-outs were estimated to be an additional $65 per SF, came in around $150/SF – specialty finishes.
- The Tony Roma's, Subway, and Capricciosa restaurants at Agaña Shopping Center are the highest earning locations on the island.
- There is a possibility to move the GovGuam offices from Adelup to downtown, near Plaza de España.
- Not sure what best use would be for redeveloping Adelup. Possibly Navy housing. Do not think a hotel would be good.
- As a local developer, would not want to deal with developing on GovGuam land.

Doc. No. 35GL-20-1498.

Department of Labor (DOL)
October 27, 2014

- **Date / Time:** October 27, 2014 / 11:00 am

- **Location:** Matrix office

- **Attendees by Organization:**

NAME	ORGANIZION
Gary Hiles	GovGuam Dept of Labor Economist
Rick Rust, AICP	Matrix Design Group
Jeff Donohoe	Matrix Design Group

- **Meeting Purpose:** This meeting was meant to gain insight on Guam's economy from the leading economist on the island

Significant Facts, Statements, or Findings:

- Land reclamation should be minimized. Prior plan to fill land in Piti caused significant environmental concerns
  - Might be able to justify filling based on changes to WWTP
  - Dredging also a potential issue
- Very supportive of redeveloping Hagåtña
- There was a prior plan by Clifford Guzman to upgrade boat basin with retail
- Japan economy has significant impact on Guam economy
  - Japanese tourists have dropped from 80% of visitors to 70%
    - Not a decline in Japanese tourists, rather a diversification of the tourist base
- Economic Census (2012) is a good source of data
  - Info available by Village
- Unemployment down from 13.3% to 7.4%
  - Employment up, labor force up
  - Has cross-checked several factors, as it's difficult to explain such a large decline
  - Long term unemployed frequently leave the labor force
- There is collateral evidence that the economy is improving
  - BBMR revenue estimate – GRT up 5%
  - Payrolls up 9%
  - Profits up 17%
- Educational attainment on Guam only slightly lower than US as a whole
  - In-migrants from Micronesia tend to have lower education levels
  - Majority of migrants are from Micronesia and Philippines
  - Can be difficult to fill skilled positions (nurses, doctors)
- Estimated one-third of labor force is non-local

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- Presently there are 5,000 +/- unemployed, but those not in the labor force that could be brought back into the labor force could be an additional 10,000
    - Example – during the hotel boom of the 1990s, unemployment was as low as 1.9%, and there was concern that hotels wouldn't be able to find workers, but they were fully staffed when they opened
- Hourly wages in Guam have been on a slow increase. Will be affected in January when minimum wage increases from $7.25 to $8.25 an hour
- There is wage competition for employees with GovGuam, which generally has higher wage levels. However, there are a limited number of jobs, and many require specific skills or experience.
    - There is a deep labor pool for unskilled jobs – 20 applicants for every job
- Dependence on imports and oil drives inflation – has been flat recently
    - Power and water costs have increased significantly
- Sewer plant has a big influence on Hagåtña – can't use beach, odors, etc.
    - Also, boat basin affects water quality
- A small hotel catering to business travelers (not on the water, but possibly with views) should be considered
- Expanded/improved boat basin should be considered
    - Maui – boardwalk along marina area
- Consider entertainment in proximity to boat basin and Chamorro Village
- Census data from Guam is excellent quality, because it is 100% long form, no short forms

Guam Visitors Bureau (GVB)
October 27, 2014

Doc. No. 35GL-20-1498.

- **Date / Time:** October 27, 2014 / 2:30 PM

- **Location:** Guam Visitor's Bureau

- **Attendees by Organization:**

NAME	ORGANIZION
Karl Pangelinan	GVB
Mark Baldyga	GVB
Rick Rust	Matrix
Bren Cox	Matrix
Jeff Donohoe	Matrix

- **Meeting Purpose:** Obtain Input for HRRA Master Plan

Significant Facts, Statements, or Findings:

- East Hagåtña area could benefit from some "consistency" in look and feel – common colors, common signage, and themes.
- Maintenance, upkeep and quality all affect viability of location for tourism. GovGuam sometimes has difficulty making these things a priority.
- Could Hagåtña become the "Spanish Era" tourism destination (or three eras – Spanish, modern, and Chamorro?
- Lack of zoning and family ownership issues can negatively affect development.
- Activity in the boat basin area is increasing – need more slips. Port owns slips.
- Despite an active fisherman's co-op, there is surprisingly little fresh fish on Guam.
- Could create a promenade or entertainment zone near boat basin – restaurants, night clubs, Chamorro Village
- Chamorro Village would become less significant if it happened "too frequently."
- Adelup could be redeveloped as a mixed-use residential and entertainment area.
- Large scale hotels unlikely, smaller scale (boutique or business hotels) probably more realistic.
- Consider redeveloping baseball park area/Paseo Point as more of a tourism/ entertainment zone. Issue an RFP or RFQ from developers to see what the market thinks could happen there.
- Cultural tourism is not as marketable as many folks believe – limited time on a visit, cultural attractions typically fall behind shopping and the beach. Not sure museum will dramatically change this, but may help. Museum needs a business plan/marketing strategy to get on the radar screen for major tour operators, particularly the large Japanese tour companies.
- Consider closing some streets around the museum to create a pedestrian-only zone.
- There is a big development being planned in Pago.

M.V.P. Enterprises, Inc.
October 28, 2014

Doc. No. 35GL-20-1498.

- Date / Time: October 28, 2014 / 9:00 am

- Location: Matrix office

- Attendees by Organization:

NAME	ORGANIZION
John Pangilinan, Vice President	M.V. Pangilinan Enterprises, Inc.
Marciano Pangilinan	M.V. Pangilinan Enterprises, Inc.
Jeff Donohoe	Matrix Design Group
Bren Cox	Matrix Design Group

- Meeting Purpose: The purpose of this meeting was to discuss the potential for future development in Hagåtña with a land owner and developer, M.V. Pangilinan Enterprises, Inc. (MVP).

Significant Facts, Statements, or Findings:

- MVP owns the US District Court House lot and building.
- They also own several other properties in Hagåtña, including a few along the coastline and one at the bottom of the cliffline.
- John would like to see a walkable environment developed in downtown Hagåtña that includes destination locations such as entertainment venues, restaurants, boutiques, etc., and that is accommodating to pedestrian use.
    - A major setback to this is funding and capital.
- There is a need for more and better entertainment options in Hagåtña.
- Developers and property owners need incentives to develop or redevelop their land, such as agreements from long-term tenants.
- MVP would redevelop their land in a heartbeat if they felt it was feasible and economically viable.
- Need to provide quality locations / restaurants / entertainment for tourists to interact with locals.
- Concerned about homeless populations.

China Pacific Investment Group
October 28, 2014

Doc. No. 35GL-20-1498.

- **Date / Time:** October 28, 2014 / 11:30 am

- **Location:** Tu Re Cafe

- **Attendees by Organization:**

NAME	ORGANIZION
Harry Chang	China Pacific Investment Group
Rick Rust, AICP	Matrix Design Group
Jeff Donohoe	Matrix Design Group
Bren Cox	Matrix Design Group

- **Meeting Purpose:** This meeting was meant to gain insight from a developer/ investor's perspective on the options and constraints of developing in Hagåtña, and where growth areas could be.

Significant Facts, Statements, or Findings:

- Focus is on lobbying for projects to help Guam
- Invests off-shore funding from China and Taiwan
- Have purchased substantial properties ($250 million), primarily in the Tumon beachfront areas
- Have the Applebee's franchise for Guam, also IHOP. Guam IHOP will be a "test case" for IHOP's more aggressive expansion into Asia
- Building a $33 million retail center across from the new hospital
    - 13 acre site, have several letters of intent from large retailers
- Hagåtña restaurants do not do well at night – need more residents
    - Any new residential is likely to use Low Income Housing Tax Credits, which make the projects more cost effective
- Ross does $55 million annually from their store at GPO, Applebee's set the franchise record for the best opening month
- Commercial projects in Hagåtña could face significant challenges
    - Lack of nighttime activity
    - Security
    - Any new commercial projects will compete with Ada properties
- There seems to be very limited pride of ownership in Hagåtña
- Condo sales in Tumon are very slow, outlook not good for condos in Hagåtña
    - Apartments might do OK
- Could consider Navy-focused housing if Adelup were being redeveloped

Proa Restaurants
October 28, 2014

Doc. No. 35GL-20-1498.

- **Date / Time:** October 28, 2014 / 1:30 pm

- **Location:** Matrix office

- **Attendees by Organization:**

NAME	ORGANIZION
Chris Bejado, Proprietor	Proa
Geoffrey Perez, Executive Chef	Proa
Rick Rust	Matrix Design Group
Jeff Donohoe	Matrix Design Group
Bren Cox	Matrix Design Group

- **Meeting Purpose:** The purpose of this meeting was to get insight from a restaurant's point of view for possibilities in Hagåtña.

Significant Facts, Statements, or Findings:

- The owners of Proa were looking for a second location for two years before they found the location they chose.
- They took over the space that was formerly TGI Friday's as a sublease, so TGI Friday's is their landlord, but the building is owned by the owners of Micronesian Mall.
- This location worked out perfectly because Friday's had already spent around $1 million renovating, so Proa did not have to invest too much other than branding.
- The biggest problem with the location is drainage. During a recent storm, water flooded up over the curb and the entry steps, and almost into the front entrance.
- There are about 60 employees at the Hagåtña restaurant, and about 40 at the Tumon location.
- It is hard to find skilled chefs on Guam.
- Average customer loads are roughly 120-130 during lunch and 150 during dinner.
- The patrons are roughly 70% local residents and 30% tourists.
- Get a noticeable amount of more business on Wednesdays from Chamorro Village traffic.
- Thought is that Chamorro Village could operate one more night a week, possibly Saturday.
- Nighttime lighting in Hagåtña is a safety concern.
- Could add police call boxes around Hagåtña for safety.

Department of Chamorro Affairs (DCA)
October 28, 2014

Doc. No. 35GL-20-1498.

- Date / Time: October 28, 2014 / 3:00 pm

- Location: DCA Office

- Attendees by Organization:

NAME	ORGANIZION
Jeff San Nicholas	DCA
Joe Santos	DCA
Juanita Quintanille	DCA
Rick Rust, AICP	Matrix Design Group
Jeff Donohoe	Matrix Design Group
Bren Cox	Matrix Design Group

- Meeting Purpose: This meeting was meant to gain a better understanding of the Chamorro Village property, and how it operates from a management and financial perspective

Significant Facts, Statements, or Findings:

- Chamorro Village (CV) had a plan for a crosswalk, which was relocated to the existing signal to the south. Also had planned a pedestrian overpass (which was funded), but funding was reallocated to another community
- HRRA has asked to have CV transferred to them. Has been transferred several times previously – DLM to Department of Agriculture to Department of Commerce to GEDA to DCA
- Success of the CV, and the Wednesday night market, is driven to some extent by working with tour companies
- According to GVB, there are weekday tourists and weekend tourists
    - Have tried a Friday night market with little success
    - Other villages also have night markets on varying days of the week
    - Compete for vendors
- There is limited produce, despite the origins of CV as a "farmer's market"
- Most buildings have separate metered power, but water is a single meter
    - Water costs are $8,000 to $10,000 per month
    - Jamaica Grill estimated to use 25% of water, don't pay separate fee
    - Jamaica Grill pays $3,700 per month in rent – largest rent
- Rental rates are very low
    - $241 per month for a 200 SF retail space, plus 5% CAM
    - Food vendors (with kitchens) pay $625 per month plus 5% CAM
    - $35 per site per week for retailers at the night market on Wednesdays
    - Food vendors pay $100 for night market space

- Produce vendors at night market pay only $5
- Overall, CV brings in around $28,000 per month
  - Has six full time staff, estimated to cost approximately $25,000 per month (3 admin and 3 maintenance)
  - Water - $9,000/month
  - Janitorial - $6,500
  - Police - $7,000
  - Trash - $6,000
  - Power - $4,000
  - Losing/subsidizing about $30,000 per month
  - Rates have not been increased since 1996, despite significant cost increases
- CV did a market rental rate analysis in 2013, to begin the process of raising their fees
  - Has not moved forward as yet
- CV has an expansion plan they'd like to move forward with
  - Parking deck, auditorium, restaurant above parking
- Market needs ATMs, can't meet banks needs for security, visibility, location

Doc. No. 35GL-20-1498.

Triple J Enterprises
October 29, 2014

- Date / Time: October 29, 2014 / 10:00 am

- Location: Triple J Building

- Attendees by Organization:

NAME	ORGANIZION
Bob Jones	Triple J Enterprises
Ramona Jones	Triple J Enterprises
Juan Carlos Benitez	Triple J Enterprises
Dan Murrell	Triple J Enterprises
Jeff Jones	Triple J Enterprises
Rick Rust, AICP	Matrix Design Group
Jeff Donohoe	Matrix Design Group
Bren Cox	Matrix Design Group

- Meeting Purpose: This meeting was meant to gain insight from a land owner and successful business enterprise perspective on the options and constraints of developing in Hagåtña, and where growth areas could be.

Significant Facts, Statements, or Findings:

- Triple J employs more than 300 people on Guam. Holdings include car dealerships, restaurants, auro-related businesses and distributorships for several food lines.
- Flooding is a significant issue in some area (ITC and Ben Franklin in Tamuning) but less so in Hagåtña
    - Is the COE's new flood map wrong? Can it be re-visited?
    - Former COE head Frank Dayton retired to the States, and suddenly the map was changed. Frank was here for 30 years, knew the island well
- Any mitigation of flooding concerns for the Agaña River shouldn't look like a gutter – should look attractive
- There is significant development potential between the bridge and the ocean
    - Flood insurance and floodplain impede development
- Saipan has a great ocean walk – Guam has nothing like that
- Businesses in Hagåtña survive, but few thrive
- Two "wishes" from Ramona
    - Re-evaluate 100 year floodplain
    - Ocean walk rather than a river walk
- Shopping center may be losing money, but it's not a huge burden for the owner
    - Multi-billionaire (Mr. See). Triple J used to own the shopping center
    - Mall benefits from having sufficient parking, allows people to drive from anywhere in Hagåtña

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  - Could use a general merchandise (Kmart-type) store – have to leave Hagåtña to buy sox or underwear
  - Route 8 can be a barrier – many locals don't want to go up to Kmart (traffic)
- Outlook for Hagåtña is positive
  - Relocating GovGuam is a good idea, but parking is critical
- DOA and prison should be removed ASAP – that alone would make Hagåtña better
  - Right next to tourist attractions
  - Would you put a prison in the middle of all the tourist attractions in Tumon?
- Museum
  - Disagree with location choice
  - Should have been next to Governor's house
  - Do we have enough stuff to fill it?
  - Main "cultural history" is the war, and no one wants to talk about it
- Mixed use buildings are an excellent concept for Hagåtña
- East end could be better. Sewer outflows inhibit use of beach, therefore hotels can't be built there
- Closing any street is a bad idea – loss of parking a problem
- Own a large parcel (Big Hook/Meskla)
- Lighting an issue. Concern is that lights are simply being shut off due to power costs
- Former gym facility behind ballpark was popular, heavily used, should be rebuilt (destroyed by typhoon)
  - Plaza "porch" now used for many exercise activities
- Fisherman's co-op needs a better facility, possibly a restaurant
- Adelup to Paseo, possibly as far as Onward Resort – beautiful beach, could be a great boardwalk/walking/running trail
- Since property taxes are VERY low, it makes it easy for someone to hold onto a piece of property, rather than selling it for a higher and better use
- Airport needs to be upgraded as well – first impression at airport is the worst impression. Need better immigration and customs areas
- Bull cart trails inhibit development, unless you own both sides of the path
  - Outback Steakhouse built over the path
- Challenge will be to create any ROI in Hagåtña as compared to Tumon
  - Many properties in Hagåtña are family-owned, with family businesses that pay little rent
- How can you incentivize new development?
  - Limited property taxes affect ability to incentivize
  - Possible reduction in GRT?
  - Need to use incentives to ensure that certain quality standards are met

Department of Land Management (DLM)
October 29, 2014

Doc. No. 35GL-20-1498.

- **Date / Time:** October 29, 2014 / 11:30 am

- **Location:** DLM Office

- **Attendees by Organization:**

NAME	ORGANIZION
Marvin Aguiar	DLM
Celene Cruz	DLM
Rick Rust, AICP	Matrix Design Group
Jeff Donohoe	Matrix Design Group
Bren Cox	Matrix Design Group

- **Meeting Purpose:** This meeting was meant to gain a better understanding of how DLM views the potential redevelopment of Hagåtña, and to understand what opportunities and constraints they see.

Significant Facts, Statements, or Findings:

- Jail should be closed/relocated
- Existing master plan, on the books for a while, focused on marina expansion
  - Hagåtña Consortium Group (Cliff Guzman) led the effort
- River realignment caused many of the flooding issues
  - First floor of Bank of Guam was supposed to be parking, since it's in the flood zone, but now it's the retail bank location
  - Took a year to get the pilings in for the bank
- Relocate WWTP
  - Create a dock/deck with shops and restaurants
- Asian investors are buying parts of Hagåtña, looking for things like skywalks between buildings, that Guam has never dealt with before
  - Overseas investors bring unique issues
- Marvin's opinion is "if you build it they will come"
- HRRA needs to decide what kind of density they want
- Historic concerns may be an issue in demolishing DoA building, could severely limit development potential
- Though GovGuam indicates the lot and block system has resolved property issues, there is still in-fighting among some property owners
- Can the "loop" to Route 4 be used better?
- Review Paseo law – does it say "recreation" or "civil use"
- More "self-guided" tours today
- There are some interpretive trails, but they're hard to find
  - Better marketing, signage
- Everyone goes to Hagåtña, all roads lead to Hagåtña – how do you make them stop and visit?

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- Families left Hagåtña due to density – wanted larger homesteads. Tough to get them back
- RevTax has the Affidavit of True Consideration for sales – need to see if we can get sales data
- Tumon – some asking prices at $500/SF for land, according to Marvin
- Marvin will get GIS of Lot and Block system
- Consider windmills and solar
- Should get inventory of government lands, square footage by agency, info on which agencies are leasing space, how much they pay

Doc. No. 35GL-20-1498.

Bank of Guam
October 29, 2014

- Date / Time: October 29, 2014 / 2:30 pm

- Location: Bank of Guam Headquarters, Hagåtña

- Attendees by Organization:

NAME	ORGANIZION
Lourdes (Lou) A. Leon Guerrero, President and Chair of the Board	Bank of Guam
Rick Rust	Matrix Design Group
Jeff Donohoe	Matrix Design Group
Bren Cox	Matrix Design Group

- Meeting Purpose: The purpose of this meeting was to get a lender's perspective of the opportunities and setbacks in Hagåtña.

Significant Facts, Statements, or Findings:

- The redevelopment of Hagåtña hinges upon getting rooted businesses in the downtown area that will stay there to drive development.
- An initial driver for redevelopment was to structure it similar to San Jose, CA.
- Should use arts, music, sidewalk cafes, retail boutiques, etc. to attract businesses and people.
- Should use similar architectural style and design to tie new development around the cathedral to it.
- Would like to see beachfront restaurants, but the outflow impacts quality of the beaches and sometimes brings odor.
- Flood zones designations are not consistent among properties, and flood zoning and flood insurance are two major hindrances to new development.
- Another major setback is the permitting and licensing process. Need a more efficient process through GovGuam.
- The zoning structure is disorganized and does not properly delineate uses.
- Delinquency rates among borrowers from Bank are the lowest it's been in 10-15 years, due to good underwriting and good vetting of borrowers.
- Many residents left after World War II, and there is not likely to be a resurgence of single-family residential.
- Could be some development of condos and apartments. A couple of new developments have already happened recently.
- There is no daycare service available in Hagåtña. This is a great need for employees of Bank of Guam, and other industries.
- Agaña Shopping Center is undersized and does not have enough options to support Hagåtña. There is a need for more retail.
- There is no office supply store in Hagåtña.

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- Bank of Guam has 518 employees in Micronesia.
    - Approximately 390 in Guam.
- There are 10 off-island branches, including one in San Francisco, CA.
- It is sometimes hard to fill highly skilled positions, but otherwise not hard to find employees.
    - Have a good internship program with University of Guam.
- There could be hotels that cater to business travel, but not likely to be feasible for tourism.
- Would like to see future development that has the "island feel."
    - Not built out too much. There is already too much concrete.
    - Lots of green space
    - Small scale
- Bank loans do not include a requirement for maintenance of properties, but this could be a possibility to include in the future.

Ada's Trust & Investment, Inc.
October 29, 2014

Doc. No. 35GL-20-1498.

- **Date / Time:** October 29, 2014 / 4:00 pm

- **Location:** Matrix office

- **Attendees by Organization:**

NAME	ORGANIZION
Sonny Ada, President	Ada's Trust & Investment, Inc.
Rick Rust	Matrix Design Group
Jeff Donohoe	Matrix design Group
Bren Cox	Matrix Design Group

- **Meeting Purpose:** This meeting was meant to gain insight from a developer and landowner's (Ada's Trust & Investment, Inc.) perspective on the options and constraints of developing in Hagåtña, and where growth areas could be.

Significant Facts, Statements, or Findings:

- Building in the area designated as a flood zone is problematic, but it also eliminates federal funding options and the ability to have federal tenants.
- Ada Trust owns 10 properties in Hagåtña
  - Nambo building
  - Ada Plaza
  - Mermaid's Tavern
  - Capitol Plaza
  - Ada Arcade
  - Cliff Point
  - 4 buildings along the bottom of the cliff line
- Ada Trust prefers single-story development on their properties.
- The market in Hagåtña is flat right now. Not a lot of new rental space being used.
- Ada Trust properties are about 80% full with tenants.
- General rental clientele for their properties are looking for around 800-900 square feet of office space in Hagåtña.
- Rental rates of their space in Hagåtña usually ranges from $1.35 to $1.55 per square foot, but depends on different factors. This does not include utilities, they pay for that on their own.
- Workers in Hagåtña used to go out of downtown for lunch, but there seems to be a trend of them staying more for lunch now.
- Homeless people are starting to become a problem.
- DOA / DOE building and the prison need to be taken down.
- Redevelopment along the coastline is a potential gold mine if it were to occur.
  - There is currently a stigma of this area due to the current uses.

- Hagåtña's flat land should be utilized for more activities and events such as road races, bike races, and running races.
- Need better lighting at night.
- The museum will bring more tourists and also more shopping and restaurants to accommodate.
- There may be the need for additional security guards to patrol once the museum opens. This should be included up front and not in response if problems occur in the future.
- Free on street parking alleviates most parking issues, and feel that there is adequate parking in most areas.
    - Should not add metered parking as this will discourage people from coming.
- Paseo is underutilized.
- Hagåtña does not make any money from tour operators. They bring tourists and leave. There should be established a mechanism to retain some of the money from tour operators.
- Could add another night at Chamorro Village.
- Need to keep tourists at marina longer.

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Moylan's Insurance Underwriters, Inc.
February 17, 2015

- Date / Time: February 17, 2015 / 9:00 am

- Location: Moylan's Insurance office, Julale Shopping Center

- Attendees by Organization:

NAME	ORGANIZION
Anthony R. Tenorio, Advertising Manager	Moylan's Insurance Underwriters, Inc.
Bobby A. Shringi, Sales and Marketing Manager	Moylan's Insurance Underwriters, Inc.
Jim Moylan, Government Accounts Manager	NetCare (Moylan's Insurance)
Rick Rust	Matrix Design Group
Ian Anderson	Matrix Design Group
Bren Cox	Matrix Design Group
Tria Paulino	Matrix Design Group

- Meeting Purpose: The purpose of this meeting was to get insight from a landowner's point of view for possibilities in Hagåtña.

Significant Facts, Statements, or Findings:

- Hagåtña is very dead at night, need to figure out how to revitalize.
- Working to revitalize the One Stop Center for getting building and business permits. Would be nice to get GovGuam offices all in Hagåtña to centralize them to make it easier for applicants to get permits.
- On Guam it is difficult to go through the permit and inspection process to get a project done. Lots of hoops to jump through.
- If there are more GovGuam workers in Hagåtña, then there will likely be more restaurants opening up to server them. There will be more investment into Hagåtña.
- Nightlife in Hagåtña needs improvement. The lighting is very bad and feels unsafe.
- Tourists walking down to Hagåtña from Tamuning / Tumon have nothing to see when they get the Hagåtña.
- Need to improve pedestrian walking and crosswalks. Unsafe for crossing roads.
- Pan handling is a big problem in Hagåtña. It is illegal, but nobody is enforcing. Laws are specific and not followed – no pan handling at median; signs must be 100 feet back; must notify GPD that you will be pan handling.
- Need better enforcement of parking. People park wherever they want, but there is no enforcement – dangerous and makes driving difficult in some places.
- Could make money through parking enforcement.
- Parking at Chamorro Village is a mess.
- Feel that Chamorro Village should be open more than one night a week. There are always tourists on Guam that will go to it. Start with a second night a week and then move to a third.
- New condos just went up near the Legislature, but the rent is around $3,000 per month.

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- Paseo needs a lot of work. Governor stated he wants to have an increase in sports tourism, but sports team go to Leo Palace. Need to revitalize Paseo to bring sports teams back into Hagåtña.
- The gym / facility at the ballfield is in disrepair and needs to be demolished and rebuilt.
- The whole Paseo facility needs improvement – better parking, more seating, repairs.
- The area is unsafe. Drinking, fighting, homeless, trash / debris.
- Paseo needs better enforcement. Could do something like Tumon where they have a street patrol group.
- In terms of business, need more government agencies, more restaurants.
- In Hawaii, they do a First Friday (first Friday of each month) where they close down streets and have pedestrian access to restaurants and walkable activities.
- Overstreet pedestrian crossings would be useful in Hagåtña. Also need improved crosswalks.
- Need to have more residential in order to support better night activity. Needs to have medium to high pricing housing, not just affordable housing.
- Would like to see waterfront redeveloped – residential, restaurants, commercial, and boardwalk.
- Adelup could be redone with hotel and use the field as an outdoor concert venue / events center.
- Guam needs an additional 1,600 hotel rooms.
- Make money for GovGuam by leasing land to a hotel.
- Going to renovate the old Legislature building and house 4 Senatorial offices and the Chamber. It should be able to house all of the Senators.
- Like the location of the new museum.
- Like the idea of a cruise terminal in Hagåtña. Would like the view of the large ships as well, don't think it would detract from the appeal.
- This building has a lot of potential to expand and develop. It has a solid foundation and was designed to support up to 13 stories.
- The area around it is not conducive to walking – no / poor sidewalks, bad lighting.
- Would need better parking.
- Is there potential to put in a 9-hole golf course in the area impacted by flooding?
- Could the Agaña Pool be expanded to an Olympic-sized pool?
- Golf course and expanded pool would add increased tourism.

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Department of Parks and Recreation (DPR)
February 17, 2015

Doc. No. 35GL-20-1498.

- **Date / Time:** February 17, 2015 / 11:00 am

- **Location:** Matrix Design Group office

- **Attendees by Organization:**

NAME	ORGANIZION
Raymond F.Y. Blas, Director	Department of Parks and Recreation
Joe Quinata, Planner	Department of Parks and Recreation
Rick Rust	Matrix Design Group
Ian Anderson	Matrix Design Group
Bren Cox	Matrix Design Group

- **Meeting Purpose:** The purpose of this meeting was to get insight from the Department of Parks and Recreation's point of view for possibilities in Hagåtña.

Significant Facts, Statements, or Findings:

- Going to demolish the old gym building at Paseo and build a new 4,000 square foot facility.
- Working on a design plan and will send it to DPW to contract out construction.
- Removing seats and putting in new seating at Paseo stadium – 1,500-1,800 seats.
- May do some roof hardening.
- Doing renovation to the facilities at Paseo. – Press box, field repair.
- Hope to break ground in summer.
- In 2016, Hagåtña will host Festival of the Pacific Arts.
- Paseo is used for spring training for Japanese and Korean teams.
- DPR operates the stadium.
- Revenue goes into the general fund.
- Baseball season goes from February to July. Used every day.
- Liberation Day carnival used to be at Paseo. Not there anymore because of parking and permitting issues. Now hosted in Tiyan.
- Proposed a boardwalk from Adelup to Paseo, and one from Paseo to Alupang.
- BSP may have copies of this.
- May look into closing some parks at night so there is less trash.
- There is a jet ski / boat ramp launch across from the Citibank building, but no parking is allowed.
- Parking is a problem along the waterfront.
- Parking tickets are $27.
- Local law says that one lane of the road along Marine Corps Drive near waterfront can be closed on Sundays for parking.

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- Shoreline erosion has been an issue and has reduced availability to park along waterfront.
- Beach parking has contributed to erosion.
- BSP has maps showing historical beach erosion.
- Territorial Park Patrol (TPP) officers are responsible for patrolling parks for security.
- There are only 3 TPP officers on Guam.
- They work hours that facilities are open. No coverage after 8 pm.
- Have at least 78 DPR parks and facilities on Guam.
- Provide lifeguards at Agaña Pool and other pool.
- Going to renovate tennis courts and pool at Agaña Pool facility - $300,000 leftover from Hot Bond was put towards this. No new facilities, just renovating existing.
- Pool is 45 years old and just short of Olympic qualifier.
- Has a lift for ADA, but would no ramp. – would take away space for competitions
- The pool is used regularly for competitions, school children, and elderly.
- The pool needs more capacity – during competitions, there is no use for the general public.
- Want to build a new pool between current pool and the tennis court.
- 60% of the water in the pool is lost through the cracks that exist in it.
- Did an assessment to redo the Agaña Pool - $1.5 million
- May not be trustworthy because they might not have visited current pool facilities.
- Have a large pool facility in Dededo – family pool, lazy river, waterpark.
- Funding is a constraint for facilities in Hagåtña because of the way it is allocated based on population, and Hagåtña does not have the appropriate population levels to support funding.
- Limited Gaming Fund Tax - $500,000: 1/3 for DPR, 1/3 for DOE, 1/3 for Mayors Council. Restricted to improvements and maintenance of recreation areas only – no salaries
- Homeless population is a concern in Hagåtña.
- There are homeless communities behind Hagåtña Pool, near Paseo, near old DOA building, and other areas.
- Limited areas on Guam for mechanized watercraft – East Hagåtña, Merizo, Umatac.
- The Heritage Trail is a horrible design. –too long, lighting at Serena and bridge is bad, concession stands are not designed right.
- Every third sidewalk square painted red.
- Have had a lot of success with public / private partnerships to pay for renovations.
- DPR outsources a lot of their maintenance programs.
- Impacts from military are usually from little league programs – Cal Ripken program.
- Facilities used more by the military are the beaches.

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University of Guam, Micronesian Area Research Center (UOG MARC)
February 17, 2015

- **Date / Time:** February 17, 2015 / 1:00 pm

- **Location:** University of Guam Micronesian Area Research Center

- **Attendees by Organization:**

NAME	ORGANIZION
Omaira Brunal-Perry, Associate Professor	University of Guam
Rick Rust	Matrix Design Group
Ian Anderson	Matrix Design Group
Bren Cox	Matrix Design Group
Tria Paulino	Matrix Design Group

- **Meeting Purpose:** The purpose of this meeting was to get insight into the historical growth, change, and context of Hagåtña.

Significant Facts, Statements, or Findings:

- Maps showing Hagåtña from the 1500s to 1800s.
- Trends in growth always showed an open space going from the former Governor's Palace to the ocean.
- After World War II, the Department of the Interior funded rebuilding for Guam.
- Richard Neutra was hired as the architect to rebuild Guam facilities. He designed Adelup, the DOA building, and the Government House (Governor's residence).
- The layout of the former Governor's Palace had the palace in the north and the Azotea to the south, with the garden house and arsenal to the east.

Doc. No. 35GL-20-1498.

Archdiocese of Agaña
February 17, 2015

- **Date / Time:** February 17, 2015 / 3:15 pm

- **Location:** Archdiocese of Agaña Chancery Office

- **Attendees by Organization:**

NAME	ORGANIZION
Rev. Father Adrian L.F. Cristobal, Chancellor	Archdiocese of Agaña
Monsignor David C. Quitugua	Archdiocese of Agaña
Rick Rust	Matrix Design Group
Ian Anderson	Matrix Design Group
Bren Cox	Matrix Design Group
Tria Paulino	Matrix Design Group

- **Meeting Purpose:** The purpose of this meeting was to get insight from the Archdiocese of Agaña's point of view for possibilities in Hagåtña.

Significant Facts, Statements, or Findings:

- The church is used throughout the week – weddings, funerals, weekend mass, Parish activities.
- Most events take place on the weekends.
- The cathedral has a capacity for 1,000 people.
- Use the parking lots for the old DOA building, which is also shared with Academy and the Judiciary.
- Estimate one car for every two people.
- Parking is a major issue.
- Would be interested in a joint parking structure shared between other facilities.
- Lighting at night is not good – need much more lighting for safety.
- Need to design public lighting that is typhoon resistant.
- There is a need for public restrooms in the area that are open all day, both for tourists and the homeless.
- Need wider access roads around the church to accommodate large busses. Could we create a bus parking area?
- The side road next to the church is important for Fiesta procession in September.
- There is a desire for increased handicapped parking closer to the church.
- The open space lawn on the east side of the church is used for various activities and events.
- If the Legislature building is operated again, parking will be an even bigger problem.
- Need signage in the area that is useful and attractive to tourists.
- Want to see greenery and trees incorporated into Master Plan.
- Would support one way streets if they would help traffic flows.

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- Would support closing the street in front of the cathedral, from the cathedral to the Post Office, and have it be a pedestrian area.
- They did this at St. Theresa cathedral in Honolulu and it worked well.
- Would like to see an aesthetic uniformity in building designs using culturally relevant styles.
- In Saipan, there is an open air amphitheater at the Memorial Park. Could something like this be done in Hagåtña?
- Want to see more residential in Hagåtña.
- The Archdiocese also operates Pigo Cemetery.
- Would like to get rid of massage parlors along Marine Corps Drive.
- Is there a way to preserve the shoreline view from buildings?
- This was done in Saipan.
- Need to make sure sidewalks have enough room for pedestrians and are not taken up by utility poles.
- Look into bike lanes and bike accessibility.

Guam Regional Transit Authority (GRTA)
February 18, 2015

Doc. No. 35GL-20-1498.

- **Date / Time:** February 18, 2015 / 9:30 am

- **Location:** Guam Regional Transit Authority

- **Attendees by Organization:**

NAME	ORGANIZION
Enrique JS Agustin- Executive Manager	Guam Regional Transit Authority
Rally M. Pilipina- Program Coordinator IV/Grant Administrator	Guam Regional Transit Authority
Trina Spangle	Matrix Design Group
Tria Paulino	Matrix Design Group

- **Meeting Purpose:** Obtain information on existing transportation ridership, service, and route conditions and plans for future transportation improvements and projects in Hagatna.

Significant Facts, Statements, or Findings:

- Current fixed routes are typically on-time +/- 5 minutes
- Peak periods in the AM and PM, but overall ridership is estimated at 20% capacity overall
- There are a few bus pull-outs in Tumon, but none in Hagatna
- GRTA does not have their own buses, bus service is provided month-to-month by KEI
- Implemented a Bus Pilot Program which changed service from Mon-Sat 15 hr days, to Mon-Sun 18 hr days; Governor initially stated program would provide 24/7 service. Program lasted only 54 days because of a lack of funding
- Received American Recovery and Reinvestment Act (ARRA) funding of $271K which will expire if not used by Sept. 30, 2015
- Cannot currently track performance or ridership data; working on procuring technology for a 1 call 1 click program which will allow GRTA to track routes, speeds, stops, etc.
- Currently working on an ADA 508 compliant website
- Bus fees have not been increased since 1988, senior citizen fares are currently $0.35
- GRTA is supposed to be an autonomous agency, but they report to DOA, fares go to the general fund
- Have current issues with access in the Paseo during special events; buses cannot access stops due to parking situation
- Bus terminals are needed with appropriate amenities, e.g. trash receptacles, bathrooms, etc.
- $237K obtained for the construction of a main transit facility, but they have not been able to locate property
- There are currently accessibility issues with service onto the military installations

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- Total ridership for 2014 for all routes was 269,364; 50,000 paratransit and 219,001 fixed route.
- There are currently 433 riders that qualify for paratransit service, which are serviced by 6 buses

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Port Authority of Guam (PAG)
February 18, 2015

- Date / Time: February 18, 2015 / 10:00 am

- Location: Port of Guam Administrative Building

- Attendees by Organization:

NAME	ORGANIZION
Felix Pangelinan, Deputy GM – Operations	Port Authority of Guam
Donna Lizama-Acosta, Planner	Port Authority of Guam
Maria Taitano, Deputy GM – Admin/Finance	Port Authority of Guam
Dora Perez, Planner	Port Authority of Guam
Dot Harris, Chief Planner	Port Authority of Guam
Rick Rust, AICP	Matrix Design Group
Bren Cox	Matrix Design Group

- Meeting Purpose: The purpose of this meeting was to get find out if there are any plans to upgrade the marina in Hagåtña.

Significant Facts, Statements, or Findings:

- The marinas were transferred to PAG in 1978 with the intention to be sent back to DPR after they were repaired. They were never transferred back and are still with PAG.
- There are no plans to add more capacity to Hagåtña marina.
- The Hagåtña Marina was recently upgraded in three phases. The third phase is about to start.
- The remaining phase is for $3.2 million to do repairs on the north side of the marina.
- In the 1980s, Governor Ricardo Bordallo had plans to build a cruise port terminal in Hagåtña.
- Had architectural drawings and plans and determined costs to be $500 million.
- It was determined to not be feasible because Guam was too far away from cruise markets. Only around 10 cruises were estimated to come in per year
- Currently, 6-7 cruise ships come in per year and go to Port. Around the world cruises only stop by when Guam is along the way.
- Not enough income to support return on the investment.
- The best option for a cruise would be to home port it on Guam and travel to other islands.
- Micronesian Cruise Association wants to bring cruises into Guam, but there are not enough facilities to support this.
- A cruise terminal in Hagåtña would be a concern because of winds and waves impacting ship stability.

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Agaña Shopping Center
February 18, 2015

- **Date / Time:** February 18, 2015 / 2:00 pm

- **Location:** Agaña Shopping Center Manager's Office

- **Attendees by Organization:**

NAME	ORGANIZION
Charles T. McJohn II, Marketing Manager	Agaña Shopping Center
Rick Rust	Matrix Design Group
Bren Cox	Matrix Design Group

- **Meeting Purpose:** The purpose of this meeting was to get insight from Agaña Shopping Center's point of view for possibilities in Hagåtña.

Significant Facts, Statements, or Findings:

- Townhouse used to be an anchor tenant in Agaña Shopping Center, and in the 90s, was the number one tourist destination for shopping.
- Lost a lot of tourist traffic with the development of Micronesian Mall and GPO.
- Used to have a lot of high end luxury retailers.
- Tourist industry has changed in regards to the amount of money spent. Used to be around $4,000, now is around $600.
- Had a lot of big name US retailers and restaurants that are no longer around on Guam.
- K-Mart does $110 million a year.
- Have agreements with Sirena bus tours, LamLam tours, Leo Palace (exclusive), Cocos Island, hiking tours that bring tourists to the mall.
- Tour buses come to mall every 50 minutes.
- In the last four years, have gone from 50-90% occupancy.
- 73 tenants, including ones not contained within main building.
- Panda Express broke the record for first day, first week, and first month sales when it opened in Agaña Shopping Center.
- Payless has been a tenant since the mall opened. It is the highest grossing Payless on Guam. This was the first Payless on Guam.
- 100,000 people enter through the Payless entrance per month.
- Agaña Shopping Center is owned by the Sy Family.
- They own 47 supermalls and 2 casinos.
- They own SM.
- City of Dreams
- Agaña Shopping Center has a staff of 9.
- The parking lot south of the mall was built to entice Apple to come into Guam. Cost around $6 million – had to do Army Corps. Studies and mitigation.
- 550 spaces.

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- The area is planned to be used for "build-to-suit" for future tenants.
- We're thinking about building a parking structure.
- Hagåtña could support a local mass transit system such as a local trolley, monorail, or something. Has good grid system laid out.
- Would like to see a bigger push for affordable housing and a range of housing.
- Too much affordable housing going up into Dededo.
- There was some discussion during Camacho administration to move the water treatment plant down towards Asan or Piti and develop a boardwalk along the shoreline.
- DOA building needs to be taken down
- GPD lockup needs to be taken out.
- Have agreements with cruises – Sapphire and Crystal Princess – only for around the world cruises.
- Transportation in Hagåtña is not good. Need better public transportation.
- 2 trolleys should be able to handle the routes of interweaving through Hagåtña.
- Agaña Shopping Center has an agreement with DPW to host bus exchange depot for school children to transfer from school pickup buses to home buses.
- Agaña Shopping Center is putting up 4 digital signs. Had to go through almost three years of permitting and approvals to get them active. 3 of them will be active next month.
- Approval was contingent upon getting approval from Department of Chamorro Affairs and HRRA.
- Need straightforward guidelines on what is allowed and the process it will require.
- Nightlife development needs to be a focus.
- Agaña Shopping Center did an Oktoberfest celebration in the parking lot last year. Went off without a hitch.
- Hagåtña is ideal to develop nightlife because there is parking, security, accessible, won't interfere with / upset residents.
- Hagåtña has a pretty low crime rate.
- Haven't had a car stolen from Agaña Shopping Center in seven years.
- Recent law was passed that puts limits on liquor license issuing – based on project build-out and village population ratios.
- Food and beverage sites in Agaña Shopping Center do really well.
- Capriciosa's in Agaña Shopping Center is the highest grossing one on Guam.
- The museum will be pivotal to enhancing Hagåtña.
- Agaña Shopping Center is procuring buses to transport people from mall to the new museum.

Doc. No. 35GL-20-1498.

Judiciary of Guam (JOG)
February 19, 2015

Doc. No. 35GL-20-1498.

- **Date / Time:** February 19, 2015 / 9:30

- **Location:** Judiciary of Guam

- **Attendees by Organization:**

NAME	ORGANIZION
Joshua Tenorio- Dir. Of Policy, Planning, and Community Relations	Judiciary of Guam
Rick Rust	Matrix Design Group
Trina Spangle	Matrix Design Group

- **Meeting Purpose:** Purpose of the meeting was to discuss issues and concerns related to the Hagåtña Master Plan.

Significant Facts, Statements, or Findings:

- DOC currently handles detainees and inmates, but they want out of the detainee arena; JoG is trying to find a way to move the detention facility onto the JoG campus
- DOC states that they currently manage 440 pre-trial detainees, but JoG only shows 230
- They have been utilizing video conferencing more frequently to minimize the need for transport
- Current detention center is in the tsunami zone which poses a potential problem if they need to evacuate 150 inmates
- Current JoG facility was designed for 5 courts, and it currently has 7 courts (growing to 8), plus a Supreme Court
- JoG is required to have sight and sound separation for juveniles, this is problematic because the facility was not designed to handle juveniles; they require separate holding areas and separate courts
- JoG currently has a security deficiency as the judges share the same road as the detainee transfer vans
- JoG has a license with the legislature for month-to-month parking that it shares with the Academy (111 parking spots)
- JoG pays $9000/month for an additional 144 parking spots, it is a 10 year contract that expires in October. They are hoping to purchase the property
- Parking is identified as the number one problem
- JoG is looking into possibly procuring additional space/structures on campus for relocating maintenance, juvenile services, and client services and therapy
- JoG employs 400 employees with 350 on the JoG campus
- Utilizes an Integrated Justice Information System (IJUS)
- Would like to purchase Red Cross Building; Red Cross wants building with space for warehouse

Doc. No. 35GL-20-1498.

Academy of Our Lady of Guam
February 19, 2015

Doc. No. 35GL-20-1498.

- **Date / Time:** February 19, 2015 / 2:00pm

- **Location:** Academy of Our Lady of Guam

- **Attendees by Organization:**

NAME	ORGANIZION
Mary A.T. Meeks -Principal	Academy of Our Lady of Guam
Rick Rust	Matrix Design Group
Trina Spangle	Matrix Design Group

- **Meeting Purpose:** Purpose of the meeting was to discuss issues and concerns related to the Hagåtña Master Plan.

Significant Facts, Statements, or Findings:

- Legislature owns the parking lot which is leased to the judiciary; judiciary included Academy in leased space
  - Initially provided with 14-17 spaces, but now have approximately 52 permits for school seniors
  - They have not had capacity issues
- JoG and Academy have decals for car to identify authorized users
- Academy has the following concerns:
  - Homeless people sleeping in area around DOA
  - Homeless using water spigot new gymnasium
  - Some problems with tourists wandering in and wanting to use facilities (closed campus)
- Would like to see public restrooms at Latte Stone Park and/or at the Museum
- The Academy hosts very few evening events- Spring Productions, Holidays volleyball (Aug-Dec)
- Don't see a problem with having a parking garage on-site
  - Some concerns over view obstruction of cliffs, trees; need green area
  - Increased security/safety
  - Monitoring of parking structure activities
  - Overlooking school grounds from tall structure
- School is on an Aug-May schedule with a small June Summer Session
- Academy has 410 students (9^{th}-12^{th} grades)
- Academy has 50 employees; including part-time and maintenance workers

Paradise Fitness
February 20, 2015

Doc. No. 35GL-20-1498.

- **Date / Time:** February 20, 2015 / 9:00am

- **Location:** Paradise Fitness

- **Attendees by Organization:**

NAME	ORGANIZION
Anthony Sgro	APS Business Development Consultant
Trina Spangle	Matrix Design Group
Tria Paulino	Matrix Design Group

- **Meeting Purpose:** Purpose of the meeting was to discuss issues and concerns related to the Hagåtña Master Plan.

Significant Facts, Statements, or Findings:

- Mr. Sgro owns the building and the property for Paradise Fitness
- In the 25 years that Mr. Sgro has been in the area, flooding has never been an issue
- Would like to see the river area cleaned up, but has concerns about too much renovation; believes that messing too much with mother nature causes problems
- Is skeptical that improvements will be sustainable due to lack of maintenance and over sight
- Major parking problems, and is favor of a new centrally located parking structure, as long as there is a plan for maintenance and security
- Due to location on flood plain he was directed by USDA to raise the building, and though he was not in favor, he is glad he did because it provided much needed parking space
- Would like to see the ball field relocated to another area to free up valuable real estate
- Indicated that there are no bike trails in Hagåtña, roads and sidewalks are in poor condition and biking is dangerous. People who bike typically go mountain biking to avoid traffic
- Has noticed an increase in homeless population in the area over the last couple of years; it used to be mostly people from other places like Hawaii, but now includes more and more Guam citizens and has been getting worse
- Homeless have not been destructive or violent, just looking for places to sleep and find food

Department of Revenue and Taxation (DRT)
February 20, 2015

Doc. No. 35GL-20-1498.

- **Date / Time:** February 20, 2015 / 9:00 am

- **Location:** Department of Revenue and Taxation Director's Office

- **Attendees by Organization:**

NAME	ORGANIZION
John Camacho	Department of Revenue and Taxation
Lorraine Guerrero	Department of Revenue and Taxation
Celeste Werner	Matrix Design Group
Rick Rust	Matrix Design Group
Bren Cox	Matrix Design Group

- **Meeting Purpose:** The purpose of this meeting was to discuss data collection needs with DRT for the HRRA Master Plan.

Significant Facts, Statements, or Findings:

- DRT is working on completing a reevaluation of land values / taxes and building values.
- Started last year by doing an island-wide aerial survey of lands and properties.
- Current step is matching up the aerial with land records.
- DRT has found some buildings that were not in the tax records and are now taxing those properties.
- This breakdown was done by village.
- The last reevaluation was done in 1993.
- DRT's lease in their current building has options to extend until 2017, and then it will expire. They currently pay $81,000 per month in rent and the building is around 50,000 square feet. Could think about moving DRT to Hagåtña.
- Cannot house DOA and DRT together because of the number of employees and customers. Would need 300-400 parking spaces just for employees.
- Motor Vehicles Division should have its own location.
- There are around 100 employees in the tax division
- There are around 10-15 people in the Administrative division (Director's Office) that could be moved into a government center in Hagåtña

Jack Jones, FAIA
May 4, 2015

Doc. No. 35GL-20-1498.

- **Date / Time:** Monday May 4, 2015 / 2:00 pm

- **Location:** Matrix Design Group Office, Guam

- **Attendees by Organization:**

NAME	ORGANIZION
Jack Jones, FAIA	JB Jones, Architect
Celeste Werner, AICP	Matrix Design Group
Rick Rust, AICP	Matrix Design Group

- **Meeting Purpose:** To gain insight on the development of the Hagatna Master Plan Update, as well as to gather relevant information that was presented and analyzed in the 2005 Hagatna Master Plan.

Significant Facts, Statements, or Findings:

- Jack is working on a book regarding architecture of Guam
- He was the 1st architect on the Historic Preservation Board
- An architecturally and historically significant place on Guam is Inarajan
- Jack designed Chamorro Village
- Take small area, establish rigid design controls for pre WWII
    - Only 3-5% had the tile roofs before the war. He thinks a higher percentage is used now
- Spanish layout very similar in other areas of the world
- Efon wood is control on span. Same distance in Spanish buildings as latte stones
- The 2005 MP was focused on Economic Development, at least to the extent that architects can focus on that.
- The Azotea had Japanese tiles on it, and therefore was not bombed
- Structural Design
    - Historic area, Heart of Hagatna (see land use plan)
    - Spanish tile
    - Required Spanish details
- Jack believed that there is a 3 story, 30 foot maximum height in code
    - Includes any use of floating foundation
    - Although 40' would be reasonable to change to
    - Can allow for 14' first floor height
- Chamorro architecture
    - Latte Stones
    - Roofs of the colonial era
    - Simulate the space that old buildings had inside
- Historic properties are important, such as Rosario and Martinez Houses

- Baseball stadium has somewhat of a good symbiotic relationship (shared parking, shared uses with parks and Marina)
- Lockup – Robert Klitckie is no longer a senator, he was responsible for getting the funding, and this stopped that
- 2005 plan – reached the code writing part, and hit political cycle change, which stopped interest and development of plan
    - There was no formal presentation to the legislature
- Need to engage major landowners throughout the process, this will get buy in from major stakeholders in village (Pangelinan, Shimizu, Israel, Calvo, Guerrero, Perez, Torres)
- Should try to use landscaping to damask the Hagatna River. They had idea of doing this with the Riverwalk
- Make sure not to superimpose US onto Guam, not the same
- Frogmites?? Flood zone
- Idea is not to make any small plans, but on Guam, maybe try not to make such large plans
- Discussed structural repair on west and normal planning resolve to fix that. Maybe we shouldn't fix it??
- As mentioned before, make sure to spend the time to brief the large landowners during the process and get their buy in

Doc. No. 35GL-20-1498.

Rita Franquez
May 5, 2015

- Date / Time: May 5, 2015 / 9:00 am

- Location: Franquez Apartments

- Attendees by Organization:

NAME	ORGANIZION
Rita Franquez	Land / Apartment Owner
Rick Rust, AICP	Matrix Design Group
Dan Barusch	Matrix Design Group
Tria Paulino	Matrix Design Group

- Meeting Purpose: To gain insight on the development of the Hagatna Master Plan Update, as well as to gather relevant information for the history of Haganta (Agana) dating back to the 1920's.

Significant Facts, Statements, or Findings:

- Rita's family owned several plots of land in Hagatna dating back to 1915 and before. One of which was along the original course of the River
- Her family owned and operated part of the Ice plant, a distillery and a warehouse bakery (her aunt)
- According to Rita, the Hagatna River parallel to the shore is artificial. Originally the river ran as it does now, then the river was channeled through the village (under the Spanish bridge) so that the villagers could utilize the water course. Then after the US came in, the river was redirected back out of the village core
- Main street at the time was behind her current apartment building location, along Hester Place
- The Calvo House was, in her eyes, the best example of historic Chamorro / Guam architecture. The house was demolished for a commercial building that is currently underutilized
- Rita discussed hearing the potential for cruise liners docking at Take Island once / if the plant is moved. While she said she wouldn't object to it, she doesn't see it as feasible or cost worthy
- One of the major things she remembers from Old Agana were private ponds, which were located at most of the larger homes. The ponds were in a peanut (figure 8) shape, and usually had a little bridge in the middle. Rita suggested the inclusion of one of these near the Palacio / Plaza de Espana area with a info board on its relevance
- Rita also believed there was not enough money to reconstruct a government center at Plaza de Espana, although she was not opposed to it
- Efon wood was used commonly in houses. Nicer homes had tile roofs (maybe 1 of 15)

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- Guam was and is a successful place for tourism, business, and military due to its strategic location between the Micronesian Islands, Japan, Hawaii, Australia, and US.
- Rita mentioned Skinner Plaza used to have a big fountain in the area where the Museum is going. They couldn't fix or maintain it, so they filled it in with a pergola type of thing. Suggested inclusion of some type of fountain fixture in the capital district

Eddie Cruz
May 6, 2015

- **Date / Time:** May 6, 2015 / 3:30p.m

- **Location:** Matrix Office

- **Attendees by Organization:**

NAME	ORGANIZION
Eddie J. Cruz	Eddie J. Cruz, LLC (Hagatna Landowner
Rick Rust	Matrix Design Group
Tria Paulino	Matrix Design Group

- **Meeting Purpose:** This meeting was meant to gain insight from an original Hagatna tenant and current landowner's perspective of the significant historical and personal sentiments of Hagatna and how it can be incorporated in the Master Plan.

Significant Facts, Statements, or Findings:

- Prior to the 70s, Hagatna was a 'Moving City' because all the movers and shakers were there. It had DRT, thriving businesses and major banks. You could conduct all your business on one walk, but because the government, businesses and families left, it's no longer essential to be in Hagatna these days.
- The Cruz family owns property along Bank of Guam near the river, across the street from the tennis courts, an area behind the Judiciary of Guam, and the area Nanbo's Insurance is currently on.
- The Cruz family lost portions of their land without being compensated for the widening of Rt. 4
- Traffic was an issue in the 80s and even worse now with Hagatna having the most bottlenecks. The exit points of Hagatna needs to be enhanced without causing a lot of inconvenience
- The Government has too many bonds. The Government needs to stray away from always borrowing money to build things. The private industries should be enticed to build & lease the space to the Government.
- To revitalize Hagatna, there needs to be some kind of attraction that draws people in, something should be built on both sides of Hagatna (pole-to-pole). All areas of Hagatna should be incorporated into this plan, and not just main heart of Hagatna.
- Hagatna doesn't have issues with power or water and the sewage is ok.
- Business activity needs to be stimulated, but any major changes in order to achieve this must always have a back-up plan set in place, maybe offer some type of compensation
- Top 3 priorities:
    - Funding
        - There has to be some kind of seed money to start off

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    - Suggested that Real Estate Tax, Business Privilege Tax (for those within Hagatna) be used to maintain Hagatna
  - How does the Hagatna Master Plan affect the existing stakeholders?
    - The plan needs to be fair for all stakeholders across the board
    - Not opposed to rebates or incentives as long as it is equal value for everyone
  - Transportation & Safety
    - Guam needs a 'green plan' for transportation
    - Have access alleys for services for the small businesses
    - Install parking meters
    - In favor of public parking structures/areas
    - Suggested codes be set in place for requiring set number of parking stalls for accessibility, customers and employees close to the building. Do not follow what the hotels have done and place accessible parking 1,000 feet away from the entrance.
- Hagatna was a place for entertainment for the people and their children. There used to be a maze/playground for the children to play. Plaza de Espana was a place for fiestas and gatherings. Skinner Plaza had the fountain with colored lights. There used to be ponds with the little bridges in all places of Hagatna.
- Mr. Cruz suggests that all senators be housed in one building
- Signage or storyboards in Hagatna is needed
- The Spanish made the biggest mark on Guam, Mr. Cruz suggested that Spanish architecture should be incorporated
- There are 3 Spanish wells under Julale

Ralph Limtiaco
May 8, 2015

Doc. No. 35GL-20-1498.

- **Date / Time:** May 8, 2015 / 1:30p.m

- **Location:** Matrix Office

- **Attendees by Organization:**

NAME	ORGANIZION
Ralph Limtiaco	Hagatna Landowner/Business Owner – Limtiaco Auto Lube
Rick Rust	Matrix Design Group
Tria Paulino	Matrix Design Group

- **Meeting Purpose:** This meeting was meant to gain insight from an original landowner's perspective of the significant historical and personal sentiments of Hagatna and how it can be incorporated in the Master Plan.

Significant Facts, Statements, or Findings:

- Work with what Hagatna has already. The culinary arts seems to be thriving, use of the arts could be a way of attraction
- Enhance healthy living lifestyles
    - Create exercise spots in existing parks
    - Paseo to Adelup and Paseo to East Hagatna used so much more these days for exercising
- Suggested food trucks set up along West Hagatna with tables and benches for people to enjoy their food rather than sitting in their cars to eat
- Add more trees to provide shady walkways
- Does not want Anigua to become a red-light district
- Homelessness (specifically people from FSM) live in the jungled area next to his place of business has been an issue. The same homeless people will panhandle, loiter around the neighboring businesses.
- Make Hagatna more accessible for foot traffic
- Doesn't want the people of Hagatna (original landowners) selling off their land like what the landowners of Tumon did. He doesn't want the landowners to lose their sense of culture/identity
- Wants shoreline protected – less development
- Against shoreline walk/bike path – doesn't want people behind his business
- If the Governor were to move out of Adelup, he suggests the area be used to showcase culture, local art ...perhaps a performing art center
- Wednesday night market should be 3 days (Monday, Wednesday & Saturday)
- Department of Parks & Recreation should develop recreational programs/opportunities

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MAP ATLAS

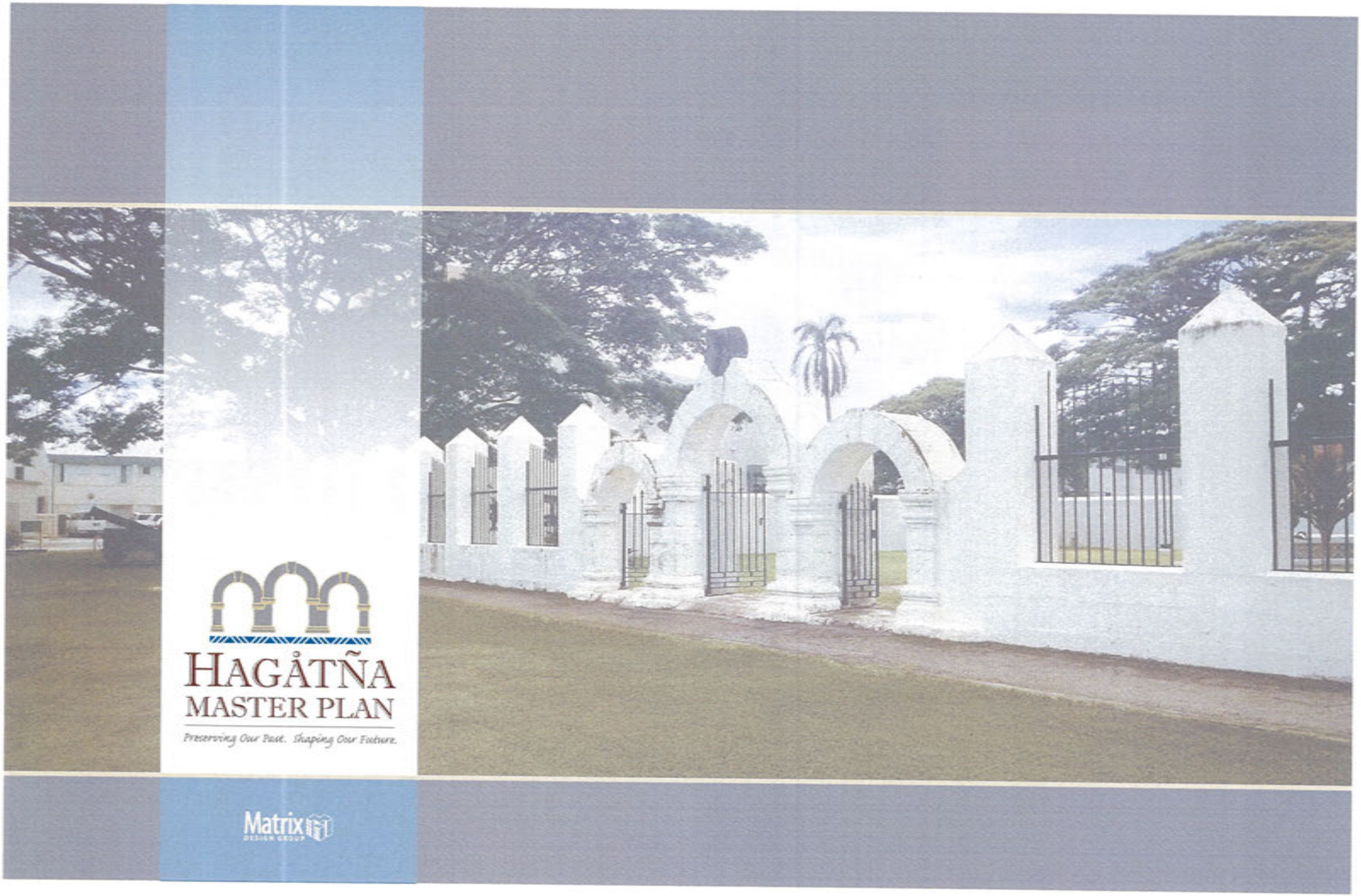
Hagåtña Master Plan Update



HAGÅTÑA
MASTER PLAN

Preserving Our Past. Shaping Our Future.

Matrix DESIGN GROUP



HAGÅTÑA MASTER PLAN

Preserving Our Past. Shaping Our Future.

Matrix Design Group

Hagåtña Master Plan

Map Atlas

HAGÅTÑA
MASTER PLAN
Preserving Our Past. Shaping Our Future.

Prepared for

HAGÅTÑA
RESTORATION AND
REDEVELOPMENT
AUTHORITY

Prepared by

Matrix
DESIGN GROUP

June 2015

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Introduction

A master plan can be described as the "proposal" for the future of a specific area, village or city. It expresses the community's vision through goals and policies, directing decisions relating to land use, roads, housing, utilities and other related concerns for Hagåtña. The Hagåtña Restoration and Redevelopment Authority (HRRA) is updating the 2005 master plan for Hagåtña. The update will be an all-inclusive plan that assesses existing conditions, provides unique alternatives for consideration, identifies a preferred concept, and provides actions and programs which will need to be enacted in order to realize Hagåtña's preferred future vision. The update of the Hagåtña Master Plan is based on accomplishing the following:

- Providing a description of current conditions and trends shaping Hagåtña;
- Identifying planning issues, opportunities, and challenges that should be addressed in the Master Plan;
- Providing the public with opportunities for meaningful participation in the planning and decision-making process;
- Ensuring that the master plan is current, internally consistent, and easy to use;
- Providing guidance in the planning and evaluation of future land and resource decisions;
- Exploring land use and policy alternatives; and
- Providing a vision and framework for the future of Hagåtña.

The Hagåtña Master Plan has three defining features:

- **All-inclusive.** The master plan covers a wide range of social, economic, infrastructure, and natural resource topics. These include land use, housing, transportation, utilities, public services, recreation, cultural resources, and environmental hazards.
- **Design-oriented.** In addition to new goals, policies and actions for Hagåtña, the master plan also includes design guidelines supported by land use and development strategies.
- **Long-range.** Master plan goals typically have a ten year horizon. This master plan update will look at a planning horizon of 15 years to the year 2030. To accomplish this future, the update will include policies and actions that address both immediate and long-term objectives.



The eight components of the master plan update are described below.

- **Map Atlas.** The Map Atlas provides a detailed description of existing conditions and trends within Hagåtña, as of 2015.
- **Alternative Plans.** This document contains new alternative land use plans and design concepts that were developed as part of the update.
- **Master Plan (Land Use Plan).** The Land Use Plan contains the goals and policies which will guide future land use and development decisions within Hagåtña. It also identifies actions that will be used to accomplish these goals and policies.
- **Zoning Code.** The Zoning Code will provide Hagåtña with a new regulatory framework (zoning) tailored to the needs of Hagåtña.
- **Design Guidelines and Regulations.** This document contains design guidelines and regulations intended to encourage pedestrian comfort and aesthetically pleasing design, while maintain functionality.
- **Implementation Plan.** The Implementation Plan and related schedule identify prioritized actions that HRRA, Guam Economic Development Authority (GEDA) and the Government of Guam can take to implement the Master Plan.
- **Hagåtña River Flood Protection Study.** This feasibility study will examine the Army Corps of Engineers (ACOE) Flood Damage Reduction project and associated costs, and will provide alternatives for different approaches to reducing the designated flood zone of the Hagåtña River.
- **Hagåtña Restoration Organizational / Financial Construct.** This part of the master plan will help establish sound organizational and funding mechanisms for plan implementation.

What is the Map Atlas?

The Map Atlas updates the 2005 Hagåtña Master Plan Research Report. It summarizes and highlights information in clear and concise graphic format with supporting descriptive text. Existing conditions information in this document includes the following topics:

Introduction and Background
- Hagåtña Regional Setting
- Demographics / Socioeconomics

Community Development
- Existing Land Use
- Master Plans
- Zoning
- Land Ownership
- Economic Development
- Cultural and Historic Resources

Mobility and Transit
- Roadway Network
- Transit and Alternative Circulation Systems
- Parking

Public Facilities and Services
- Water
- Wastewater
- Storm Drainage
- Electrical Distribution
- Public Buildings and Facilities
- Parks and Recreation

Environmental Resources and Hazards
- Natural Resources
- Natural Hazards - Seismic / Geological
- Natural Hazards – Weather-Related
- Man-Made Hazards

Each topic section summarizes important highlights and describes the current setting within Hagåtña. Where possible, maps illustrate the topic in a graphic format.

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Hagåtña Regional Setting

Physical Setting – Island of Guam

The island of Guam lies within the Mariana Islands in the western Pacific Ocean. At 232 square miles, Guam is the largest Mariana Island. In addition, Guam's 2010 population of roughly 160,000 people make it the largest Mariana Island in terms of population. Guam's population is concentrated in the north-central municipalities (commonly referred to as villages) of Tamuning, Barrigada, Mangilao, Dededo, and Yigo. Approximately 68% of the total population lives in these municipalities. Other municipalities in Guam include Merizo, Inarajan, Umatac, Talofofo, Agat, Santa Rita, Yona, Piti, Asan, Chalan-Pago-Ordot, Agaña Heights, Hagåtña, Sinajana, and Mongmong-Toto-Maite (See Figure 1). Guam's southern area has less population and contains more rural and low-density development due to topography and water availability.

Regional Context – Hagåtña

Hagåtña is the capital of Guam and is located along the western coast in central Guam, nestled between Agaña Bay and Agaña Heights. Hagåtña is bordered by Tamuning, Mongmong-Toto-Maite, Sinajana, and Asan.



City of Hagåtña

Hagåtña's boundary, as shown on Figure 1 and described in 1 Guam Code Annotated (GCA) Chapter 4, Political Authority and Jurisdiction, Section 403(b), "begins at the mouth of the Fonte River and runs east along the shoreline of Agaña Bay to the northeast corner of Lot Number 2010, then southeast along eastern boundaries of Lots 2010 and 2032, to the southeast corner of Lot Number 2032, then southwest and west along the northern boundaries of Lot Numbers 2054, 2052, 2049 and 2048, to the northwest corner of Lot Number 2048, then south along the west boundaries of Lot Numbers 2048, 2047 and 2116 to a point on centerline of Route Number 8, then southwest along the eastern boundary of Lot Number 2152, to the centerline of the Hagåtña River, then southeast along the centerline of the Hagåtña River to the easternmost corner of Lot Number 89, then southwest along the southeastern boundary of said Lot, then northwest along the old Hagåtña Spring Road to Route Number 4, to the southeast corner of Lot Number 3201, then southwest along the southern boundary of said Lot to the centerline of old Senator Gibson Highway, then northwest to the point of junction of said highway and Route Number 7, then northwest to the northeast corner of the United States Naval Hospital, now known as the Naval Regional Medical Center, boundary, then west and northwest along the northern boundary of said Naval Hospital, then south and southwest along the western boundary of said Naval Hospital to the Fonte River, then northwest along said river to the point of beginning and to include the Bordallo Governors Complex, also known as Adelup Point."

Hagåtña's elevation ranges from sea level along the coastline to approximately 350 feet above mean sea level in the Kuestan / San Ramon Hill vicinity. Composing a significant portion of Hagåtña's southeastern section is one of Guam's largest wetlands, Sesonyan (Hagåtña Swamp or wetlands). Drastic changes in elevation exist along the Agaña cliffs and near Fort Santa Agueda. Agaña Bay, along the northern boundary of Hagåtña is a natural bay protected by a reef barrier approximately 1,500 feet from the shoreline, with a channel opening that leads to the Gregorio D. Perez Marina in Hagåtña.

Formerly a densely populated area, Hagåtña is now one of the least populated municipalities on the island and the second smallest in terms of size, behind only Sinajana. Hagåtña covers roughly one square mile and is home to just over 1,000 people (2010). Although small in size and population, Hagåtña is one of the island's major centers of commerce and government.

Agencies Influencing Planning in Hagåtña

Hagåtña Restoration and Redevelopment Authority

The Hagåtña Restoration and Redevelopment Authority was established by Public Law 24-210 and codified under GCA Division 2, Chapter 79. HRRA was created to protect and promote the heritage, economic vitality, restoration, and redevelopment of Hagåtña. HRRA also strives to protect and promote the general welfare of the people of Guam.

HRRA strives to restore and revitalize historical sites and parks, to revitalize the city through public-private initiatives, and is responsible for developing and maintaining an overall land use plan for redevelopment in Hagåtña. Moving forward, HRRA plans to revitalize Hagåtña by implementing goals and policies and following through on action items established within the update of the Hagåtña Master Plan. Other means of revitalization of Hagåtña include redevelopment projects such as the Guam and Chamorro Educational Facility, commonly known as the new Guam Museum.

Guam Economic Development Authority

Established and authorized as a public corporation under GCA Division 12, Chapter 50, GEDA was created to develop a sound and sustainable economy through innovative programs that preserve and promote local culture, economic opportunities and quality of life. GEDA also has a broad responsibility for the centralized direction, control and supervision of an integrated plan for the economic development of Guam through its programs and offerings which include public finance services, incentive programs, and real property management. Major GEDA influences on Hagåtña include capital improvement projects funded through the Hotel Occupancy Tax Bond. Projects include the renovation and restoration of cultural and historic sites, such as Plaza de España and Senator Angel L.G. Santos Memorial Park (also known as Latte Park), as well as the construction of new amenities like the new Guam Museum.

Department of Parks and Recreation, State Historic Preservation Office

The Department of Parks and Recreation (DPR), operates public parks in Guam. The Guam Historic Resources Division of DPR, also known as the State Historic Preservation Office (SHPO), maintains and manages all historic sites on Guam, including the various historic sites and buildings in Hagåtña. The Guam Historic Preservation Review Board is an entity within DPR and SHPO.

Department of Land Management

The Department of Land Management (DLM) maintains and manages all public lands and regulates and controls all developments, including lands in Hagåtña. DLM assists in assuring effective regulation and control of developments determined to be in the best interest of the public. Entities within DLM that also influence land in Hagåtña include the Guam Land Use Commission (GULC), the Guam Seashore Protection Commission (GSPC), the Chamorro Land Trust Commission (CLTC) and the Guam Ancestral Lands Commission (GALC).

Other Government of Guam Agencies Influencing Hagåtña

- Governor of Guam / Governor's Office
- Liheslaturan Guahan (Guam Legislature)
- Bureau of Statistics and Plans, Guam Coastal Management Program
- Department of Agriculture
- Department of Chamorro Affairs
- Department of Homeland Security
- Department of Labor / AHRD
- Department of Public Works
- Department of Revenue and Taxation
- Guam Environmental Protection Agency
- Guam Fire Department
- Guam Housing and Urban Renewal Authority
- Guam Police Department
- Guam Power Authority
- Guam Preservation Trust
- Guam Public Library System
- Guam Regional Transit Authority
- Guam Waterworks Authority
- Judiciary of Guam
- Port Authority of Guam
- University of Guam, Micronesian Area Research Center

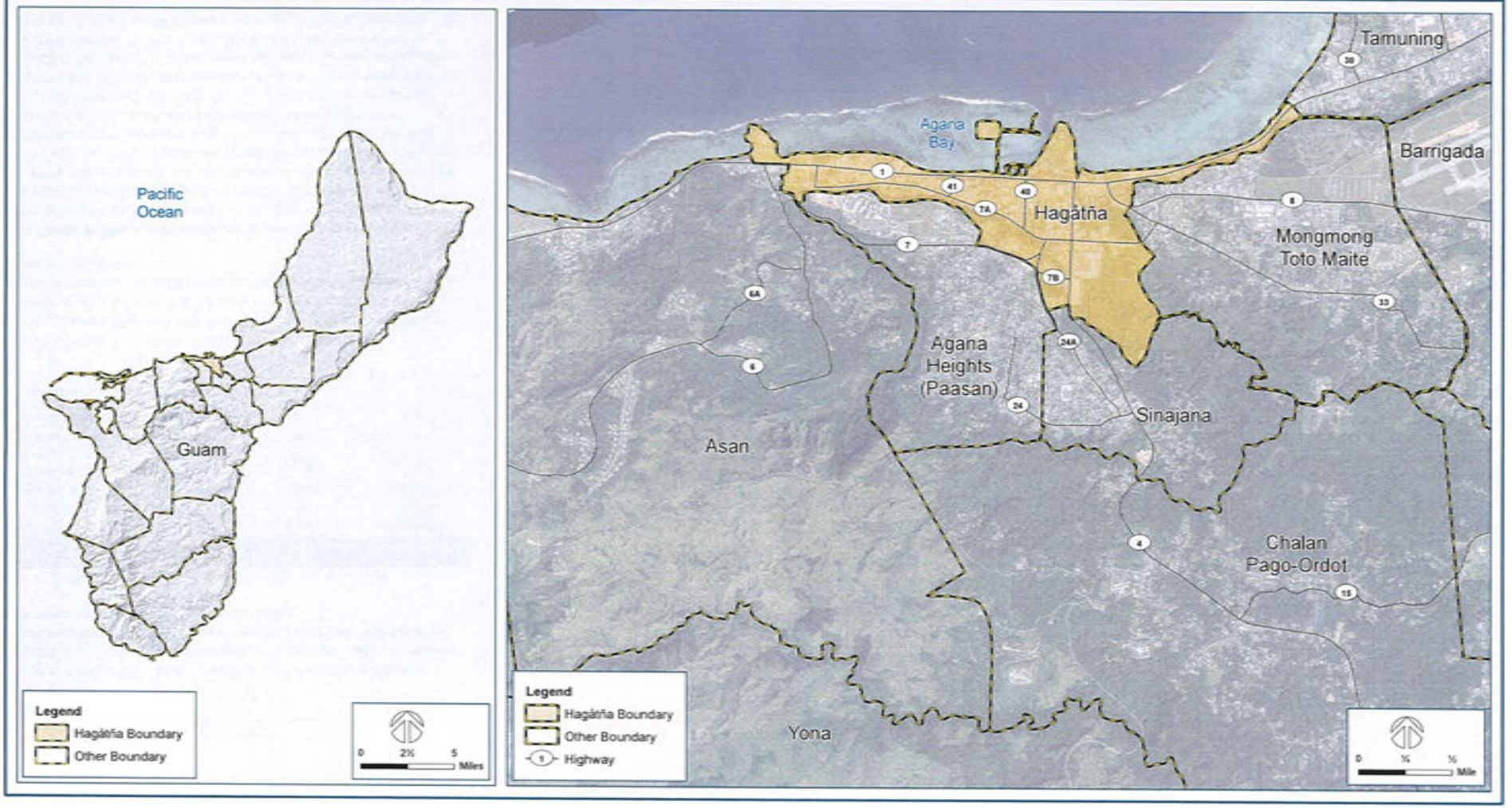
Sources: HRRA Citizen Centric Report, 2010; GEDA Citizen Centric Report, 2013; http://www.bsp.guam.gov/; http://dlm.guam.gov/; http://www.guam.gov/

Doc. No. 35GL-20-1498.

Figure 1

Hagåtña Regional Setting

Sources: Department of Land Management, 2014; Bureau of Statistics and Plans, 2014.



Demographics / Socioeconomics

Overview

According to the 2010 U.S. Census., Hagåtña is the second least populous municipality on Guam, with a 2010 population of 1,051 (see Table 1). However, Hagåtña's population density of over 1,000 persons per square mile greatly exceeds many of the other municipalities on Guam.

Table 1. Demographic Profile for Hagåtña and Guam, 2000-2010

Population	Hagåtña	Island of Guam
2000 Population	1,100	154,805
2010 Population	1,051	159,358
2014 Population (estimate)	1,062	161,001
Average Annual Percentage Population Growth (2000-2010)	-0.45%	0.29%
Land (Square Miles)	0.98	232
Population Density per Sq. Mile (2010)	1,072	687

Sources: 2000 and 2010 U.S. Census

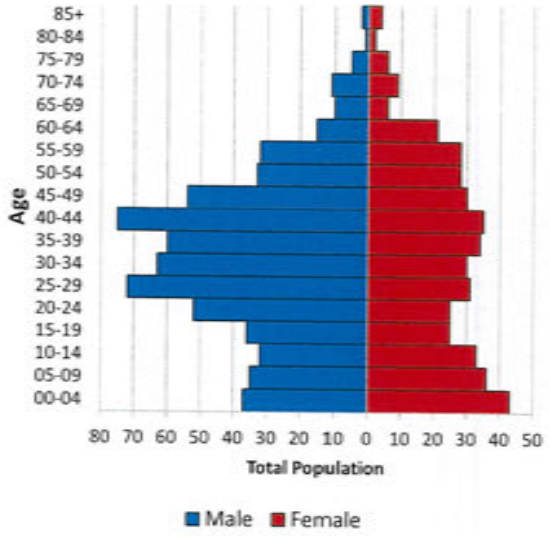
2010 U.S. Census Summary: Population Demographics

Census 2010 provides extensive information about Hagåtña's population and socioeconomic characteristics. The following summary focuses on the population and socioeconomic characteristics that are considered most relevant to the Master Plan update.

Age and Gender Profile. Hagåtña's age profile contains a larger population of adult men living in Hagåtña than women. The largest cohorts (age groups) for men are ages 25-29 and ages 40-44, and in fact, a substantial percentage (60.0%) of the male population in Hagåtña between ages 20 and 49, which can partially be attributed to the Hagåtña Detention Facility population. The largest cohorts for females are ages 0-9 and ages 40-49, although, unlike their male counterparts, the age of females in Hagåtña is more evenly distributed. Assuming that residency, birth, death, family size and other factors remain relatively constant, Hagåtña can anticipate a very large elderly male population, as the "bubble" shifts upward. If the median male age is between ages 35-39 (at present), by the plan horizon of 2030, this median male age will shift to around age 53. This will have implications in terms of housing, healthcare, transportation and the types of services Hagåtña may need to provide.

Homeless. According to Guam Housing and Urban Renewal, a 2014 Homelessness Point-In-Time Count revealed that there were roughly 1,356 homeless individuals in Guam, 591 of which were male and 638 of which were female. Only 126 of the homeless individuals on Guam were sheltered, leaving 1230 unsheltered. Out of the 1,356 homeless individuals, 535 were under 18, 149 were between 18 and 24, and 672 were over the age of 24. The count identified that roughly 65 of these 1,356 individuals are located within Hagåtña, which would increase the population of Hagåtña to just over 1,100. Of the 65 homeless individuals in Hagåtña, 49 were individuals without children, and 16 were individuals with children. At this time, age and gender of the 65 homeless individuals in Hagåtña is unclear.

Figure 2. Population Pyramid for Hagåtña, 2010



Source: 2010 U.S. Census

Over Age 65 Households. In 2010, there were 44 households with the head of the household over age 65, and 56 persons in Hagåtña over age 65, of which 7 lived alone. They represent nearly 1 out of every 7 households in Hagåtña. At present, the frail elderly (age 85+) compose only 0.6% of Hagåtña population (6 persons). However, this population will increase fairly rapidly over the next 30 years as the age pyramid "bubble" shifts upward. The numbers below identify over age 65 households, as well as persons over 65 and 85 years of age for Hagåtña and Guam. Guam has a higher percentage of over age 65 households and persons over age 65. Percentages of people over age 85 are fairly consistent in Hagåtña and Guam overall.

	Hagåtña	Guam
Over Age 65 Households	44 (15.4% of households)	8,051 (19.2% of households)
Persons over age 65	56 (5.3% of population)	10,747 (6.7% of population)
Persons over age 85	6 (0.6% of population)	693 (0.4% of population)

Under Age 18 with One Parent Present. A total of 49 households (17.1% of all households) in Hagåtña included a child under 18 year's old living with one parent. There are more households with a child under 18 living with their mother (no husband present), then with their fathers (no mother present), which is consistent with the island overall.

	Hagåtña	Guam
Single Households with child under age 18	49 (17.1% of households)	6,228 (14.8% of households)
Child <18 with father	20 (7.0% of population)	2,030 (4.8% of population)
Child <18 with mother	29 (10.1% of population)	4,298 (10.0% of population)

Armed Forces Members and Veterans. A total of 3 Hagåtña residents were active duty members of the armed forces in 2010. This comprises 0.4% of the population over age 16 in Hagåtña, which is a much lower percentage of armed forces members than in Guam overall (4.4%). 51 civilian veterans resided in Hagåtña in 2010, which is also a lower percentage of veterans as compared to Guam overall. Out of the 51 veterans in Hagåtña, 11 have a service-connected disability rating.

	Hagåtña	Guam
Armed Forces Members	3 (0.4% of pop >16)	5,006 (4.4% of pop >16)
Civilian Veterans	51 (6.4% of population)	8,041 (7.9% of population)
Veterans with Disability	11 (1.4% of population)	1,655 (1.6% of population)

Disabilities. Of the total civilian non-institutionalized population in Hagåtña in 2010, about 11.0% (97 persons) has a disability. Of all such residents under 18 years old, 4.0% have a disability. Additionally, 12.4% of those aged 18 to 64 also have a disability, as did 26.8% of those aged 65 and older. The numbers below show that Hagåtña has a higher percentage of people with disabilities from age 0-65 than other areas of the island, but a lower percentage of people with disabilities over age 65 as compared to the island overall.

	Hagåtña	Guam
Disability (under age 18)	10 (4.0% of age <18)	1,226 (1.3% of age <18)
Disability (age 18-64)	72 (12.4% of age 18-64)	6,809 (7.5% of age 18-64)
Disability (over age 65)	15 (26.8% of age >65)	4,052 (37.9% of age >65)

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Ethnicity. The majority of Hagåtña's population identifies as Native Hawaiian and other Pacific Islanders (NHOPI) (over 60.0%). Of the 640 NHOPI, more than 397 persons are Chamorro and 165 persons are Chuukese. Chamorro and Chuukese individuals make up more than half the population in Hagåtña. Out of the Asian population of 207 persons (19.7% of the total population), Filipinos comprise 116 persons (11.0% of total population). Other large ethnic groups include Chinese (except Taiwanese) at 4.0% of the total population, Korean (3.5%), and White (3.8%).

The numbers below identify ethnicity percentages for Hagåtña and Guam. Most ethnic origins are consistent with Guam overall, with the exception of Chuukese and Chinese, which are more prominent in Hagåtña as compared to Guam, and Filipino and Caucasian, which are more prominent in Guam than in Hagåtña.

Ethnic Origin or Race	Number in Hagåtña (% of total population)	Number in Guam (% of total population)
NHOPI (Total)	640 (60.9%)	78,582 (49.3%)
Carolinian	2 (0.2%)	242 (0.2%)
Chamorro	397 (37.8%)	59,381 (37.3%)
Chuukese	165 (15.7%)	11,230 (7.0%)
Other NHOPI	78 (7.4%)	7,971 (5.0%)
Asian (Total)	207 (19.7%)	51,381 (32.2%)
Chinese (except Taiwanese)	42 (4.0%)	2,368 (1.5%)
Filipino	116 (11.0%)	41,944 (26.3%)
Korean	37 (3.5%)	3,437 (2.2%)
Other Asian	22 (1.2%)	3,632 (2.2%)
African American	5 (0.5%)	1,540 (1.0%)
Hispanic / Latino	9 (0.9%)	1,201 (0.8%)
White (Caucasian)	40 (3.8%)	11,231 (7.1%)
Other	1 (0.1%)	404 (0.3%)
Two or ethnic origins	149 (14.2%)	14,929 (9.4%)

Foreign Born. Only 534 persons (50.8%) of Hagåtña residents are native born in Guam. 92 (8.8%) were born in the U.S., 43 (4.1%) were born in a U.S. island area or Puerto Rico; and 10 (1.0%) were born elsewhere of their U.S. parent's origin. The remaining 372 are foreign born residents, of which 48 persons are naturalized citizens, and 324 are neither U.S. citizen nor national; which means roughly 30.8% of the total population of Hagåtña are not U.S. citizens. Of those 372 foreign born, 176 were born in Asia, primarily in the Philippines, followed closely by China and Korea; 185 are from the Federated States of Micronesia. Additionally, 4 people of the foreign born population were born elsewhere. Most ethnicities are consistent between Hagåtña and other places on Guam, however, Hagåtña has a higher foreign born population as compared to Guam, specifically from the Oceania regions (Federated States of Micronesia, Marshall Islands, and Palau). Additionally, there is a lower percentage of naturalized U.S. Citizens in Hagåtña than in Guam overall.

Place of Birth / Origin	Number in Hagåtña (% of total population)	Number in Guam (% of total population)
Native (Total)	679 (64.6%)	209,296 (68.6%)
Native (Born in Guam)	534 (50.8%)	83,942 (52.7%)
Native (Born in U.S.)	92 (8.8%)	18,348 (11.5%)
Native (U.S. island area)	43 (4.1%)	3,915 (2.5%)
Native (Elsewhere)	10 (1.0%)	3,091 (1.9%)
Foreign (Total)	372 (35.4%)	50,062 (31.4%)
Foreign (Asian)	176 (16.7%)	36,772 (23.1%)
Foreign (Micronesia)	185 (17.7%)	12,371 (7.7%)
Foreign (Elsewhere)	7 (0.7%)	434 (0.5%)
Naturalized U.S. Citizen	48 (4.6%)	20,619 (12.9%)
Not a U.S. Citizen	324 (30.8%)	29,443 (18.5%)

Language. Of the 971 Hagåtña residents who were over the age of 5 in 2010, 369 of them (38.0%) spoke English only while the other 602 residents spoke a language other than English as their primary language. A total of 497 residents spoke Pacific Island languages, including 207 who spoke Chamorro, 92 who spoke Philippine languages, and 198 who spoke other Pacific Island languages. A total of 93 persons (9.6%) of the residents over age 5 spoke Asian languages. The numbers below show that Hagåtña has a lower percentage of English only speakers as compared to Guam overall, with a higher percentage of people speaking Pacific Island languages, specifically Chamorro.

Language Spoken at Home	Number in Hagåtña (% of population > age 5)	Number in Guam (% of population > age 5)
English Only	369 (38.0%)	63,238 (43.6%)
Other than English	602 (62.0%)	81,831 (56.4%)
Pacific Island Language	497 (51.2%)	70,988 (48.9%)
Chamorro	207 (21.3%)	25,827 (17.8%)
Asian Languages	93 (9.6%)	9,192 (6.3%)

Educational Attainment. According to the 2010 Census, of the population 25 years and older, 235 people in Hagåtña had the equivalent of a high school diploma and 263 people had attended some college, while 129 of those who attended college did not receive a degree. 71.4% of the population over 25 years of age had the equivalent of a high school diploma or higher. Overall, the island of Guam has a higher percentage of post-secondary graduates as compared to Hagåtña, while high school attainment is consistent.

Education Level	Number in Hagåtña (% of population > age 25)	Number in Guam (% of population > age 25)
High School Graduate	235 (33.7%)	30,176 (33.8%)
Some College, No Degree	129 (18.5%)	17,587 (19.7%)
Bachelor's Degree	61 (8.8%)	13,513 (15.1%)
High School or Higher	71.4%	79.4%
Bachelor's Degree or Higher	15.2%	20.4%

2010 U.S. Census Summary: Socioeconomics

Employment and Unemployment. Of the 821 residents aged 16 and over in Hagåtña in 2010, 371 (45.2%) were not in the labor force, leaving 450 people (54.8%) participating in the labor force. Out of the civilian labor force of 447, only 43 were unemployed. Overall, the percentage of people over age 16 in the labor force is higher for Guam than for Hagåtña, as is the civilian labor force. The unemployment rate is consistent between Guam and Hagåtña, although a higher percentage of people over age 16 in Hagåtña were not in the labor force, as compared to the island of Guam overall. This can possibly be attributed to the fact that a significant amount of Hagåtña residents are institutionalized. Of the 404 employed civilian residents in Hagåtña, 292 of them work outside of Hagåtña, while only 107 worked in Hagåtña.

	Number in Hagåtña (% of population > age 16)	Number in Guam (% of population > age 16)
In Labor Force	450 (54.8%)	74,400 (65.8%)
Civilian Labor Force	447 (54.4%)	69,394 (61.4%)
Employed	404 (49.2%)	63,394 (56.3%)
Unemployed	43 (5.2%)	5,726 (5.1%)
Not In Labor Force	371 (45.2%)	38,667 (34.2%)
Worked in Guam	399 (99.8% of workers >16)	67,198 (99.5% of workers >16)
Same Municipality	107 (26.8% of workers >16)	N/A
Other Municipality	292 (73.0% of workers >16)	N/A
Worked outside Guam	1 (0.3% of workers >16)	366 (0.5% of workers >16)

Income and Poverty Status. In 2009 (2010 Census) the median household income in Hagåtña was $37,083, while the median household income for Guam was $48,274. Overall, Hagåtña has lower median and mean household incomes (both are roughly $10,000 less than that of Guam). In 2010, a total of 286 Hagåtña residents (27.2% of total population) had a 2009 income below the poverty level, while 47 families has a 2009 income below the poverty level. Percentages of individuals and families below the poverty level are higher in Hagåtña as compared to Guam overall.

	Hagåtña	Guam
Median Household Income	$37,083	$48,274
Mean Household Income	$51,776	$60,672
Families in Poverty	47 (24.5% of families)	6,514 (19.0% of families)
Individuals in Poverty	286 (27.2% of population)	35,848 (22.5% of population)

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2010 U.S. Census Summary: Housing

Housing Units, Size and Occupancy. In 2010 there were 396 housing units within Hagåtña, 286 (72.2%) of which were occupied. In 2010, the overall average household size was 2.87 persons per unit, with the average for owner-occupied units at 2.64 and the average for renter-occupied units at 2.95. A total of 89 of the 396 housing units (22.5%) were single family detached units, while 265 of the 396 housing units (66.9%) contained 3 or more units. Overall, Hagåtña has a higher vacancy rate and smaller average household sizes than that of Guam.

	Hagåtña	Guam
Total Housing Units	396	50,567
Occupied Housing Units	286 (72.2%)	42, 026 (83.1%)
Vacant Housing Units	110 (27.8%)	8,541 (16.9%)
Average Household Size	2.87	3.67
Owner Occupied Average	2.64	3.83
Renter Occupied Average	2.95	3.50

Owner Occupied vs. Renter Occupied. Of the 286 occupied housing units in Hagåtña in 2010, 76 of them were owner-occupied (26.6%), while the majority of housing units (210 total) were renter-occupied (73.4%). While homeowner vacancy rates were at 0% in 2010, the rental vacancy rate in 2010 was 22.3% which is quite high. While Guam's owner and renter occupied units are about the same, Hagåtña has a much higher percentage of renter occupied units than Guam. The rental vacancy rate was 22.3% in 2010, which is higher than that of Guam's rental vacancy rate, which was 15.2%.

	Hagåtña	Guam
Occupied Housing Units	286 (72.2% of all units)	42, 026 (83.1% of all units)
Owner Occupied Units	76 (26.6% of occupied units)	21,140 (50.3% of occupied units)
Renter Occupied Units	210 (73.4% of occupied units)	20,886 (49.7% of occupied units)
Rental Vacancy Rates	22.3%	15.2%

Group Quarters. The 2010 Census estimates that 22% of the population of Hagåtña, or 231 persons, live in group quarters. Of those, 158 individuals are institutionalized (all 158 are male), and 73 are non-institutionalized (54 are male). In comparison to Guam overall, there is a much higher percentage of the population living in group quarters (particularly institutionalized) in Hagåtña, which can be attributed to the Hagåtña Detention Facility.

	Hagåtña	Guam
Group Quarters	231 (22.0% of total pop)	5,298 (3.3% of total pop)
Institutionalized	158 (15.0% of total pop)	727 (0.5% of total pop)
Non-Institutionalized	73 (6.9% of total pop)	4,571 (2.9% of total pop)

Housing Values. Of the total 76 owner-occupied housing units, the median house value was $246,429, which is more than $30,000 higher than the median owner-occupied house value for the Island of Guam ($216,145). A small percentage of the owner-occupied housing units in Hagåtña were worth less than $99,000 (10.5%), while a sizable percentage of owner-occupied housing units in Hagåtña were worth more than $500,000 (19.7%), which is much higher than that of Guam overall (7.2%).

Table 2. Housing Values for Hagåtña and Guam, 2010

Housing Value	Number (Hagåtña)	Percent	Number (Guam)	Percent
Less than $99,000	8	10.5%	1,963	9.3%
$100,000 to $149,000	9	11.8%	2,547	12.0%
$150,000 to $199,000	8	10.5%	4,873	23.1%
$200,000 to $299,000	27	35.5%	6,740	31.9%
$300,000 to $499,000	9	11.8%	2,587	12.2%
$500,000 or more	15	19.7%	1,523	7.2%
Median (dollars)	246,429	-	216,145	-

Source: 2010 U.S. Census

Gross Rent Rates. Of the total 210 renter-occupied units in year 2010, the median rental rate was approximately $752, which is more than $100 lower than the median rental rate for the Island of Guam ($879). The majority of renters in Hagåtña (58.5%) paid between $500 and $999 a month for rent which is somewhat consistent with the Island of Guam overall (36.9%). A small percentage of renters paid under $499 a month (10.5%), while 14.8% (31 units) paid no rent, which is a lower percentage that than of Guam overall (22.0%).

Table 3. Gross Rent Data for Hagåtña and Guam, 2010

Gross Rental Rates	Number (Hagåtña)	Percent	Number (Guam)	Percent
Less than $499	22	10.5%	2,116	10.1%
$500 to $699	56	26.6%	2,986	14.3%
$700 to $999	67	31.9%	4,727	22.6%
$1,000 to $1,499	28	13.3%	3,119	14.9%
$1,500 or more	6	2.9%	3,353	16.1%
No rent paid	31	14.8%	4,585	22.0%
Median (dollars)	$752	-	$879	-

Source: 2010 U.S. Census

Residential Housing Age. The residential housing age in Hagåtña is consistent with the overall Island of Guam, with a majority of structures having been built during the 1970's and 1980's (roughly 71.4% of Hagåtña housing stock). In general, very few residential structures were built in Hagåtña before 1950, and housing production in Hagåtña decreased significantly between 1990 and 2010.

Table 4. Hagåtña and Guam Residential Housing Age, 2010

Originally Built	Number of Units (Hagåtña)	Percent	Number of Units (Guam)	Percent
1939 or earlier	2	0.5%	101	0.2%
1940 to 1949	2	0.5%	169	0.3%
1950 to 1959	13	3.3%	826	1.6%
1960 to 1969	42	10.6%	3,525	7.0%
1970 to 1979	168	42.4%	12,954	25.6%
1980 to 1989	115	29.1%	11,805	23.3%
1990 to 1999	37	9.3%	12,471	24.7%
2000 to 2008	10	2.5%	6,781	13.4%
2009 to March 2010	7	1.8%	1,935	3.8%
TOTAL	**396**	**100%**	**50,567**	**100%**

Source: 2010 U.S. Census, 2012 Guam Statistical Yearbook

Population Projections

The 2012 Guam Statistical Yearbook provides population projections for the Island of Guam and all of its election districts (municipalities) for every year up to 2020. The yearbook estimates that the overall Guam population will grow by 8,964 persons (by 5.6%) to total population of 168,322 by 2020. The population is only expected to grow slightly in Hagåtña, with an estimated 49 additional residents by 2020, an increase of just over 0.5% per year. The largest increase in population for the entire Island of Guam (including Hagåtña) is expected to occur between 2015 and 2020, when the anticipated military buildup will take place.

Table 5. Future Population Projections, 2012

	2010	2015	2020	Annual % Change (2010-2020)
Guam Population	159,358	161,785	168,322	0.56%
Hagåtña Population	1,052	1,067	1,110	0.47%

Source: 2012 Guam Statistical Yearbook

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Existing Land Use

Hagåtña is characterized by low rise commercial and industrial buildings, low density residential, historic parks and structures, and an expansive coastline. With the exception of many light industrial buildings and single family houses in the western residential neighborhoods, the majority of Hagåtña's development lies within the center of Hagåtña (Capital / Cultural District) and adjacent to the primary thoroughfares, Marine Corps Drive (Route 1), Route 4 and Route 6.

As of 2014, Hagåtña's existing land uses include agricultural, residential, commercial, industrial and other uses. There are many blocks in Hagåtña containing a mix of uses, such as commercial, industrial and residential uses. Residential uses are predominantly grouped in the west areas of Hagåtña, with a few residential buildings (many historic) scattered throughout the central area of Hagåtña (Capital / Cultural District). Several blocks along Santa Cruz Lane and West O'Brien Drive (Route 7a) support both single-family residential and multi-family residential, some of which are vacant and underutilized.

Guam local and federal courts along with many other Guam and federal government agencies are located in Hagåtña, in publicly owned and privately owned buildings. Some government agencies are located in leased office space, such as the federal US Citizenship and Immigration Services, Hagåtña Branch office (pictured below) which is located in a privately owned building.



The commercial uses in Hagåtña include offices, commercial retail and shopping centers. Many of the existing land uses, and their locations in Hagåtña, do not comply with Guam's Zoning Law. This places incompatible land uses proximate to each other, which can impact the quality of life and daily operations of one or both uses. For instance, there are industrial-type uses in the residential areas of Hagåtña, and commercial establishments are located in residentially-zoned areas in the center of the city. This zoning inconsistency is described in more detail on page 12.

Many of the "private" existing land uses in Hagåtña are also encroaching onto publicly owned lands, particularly along the waterfront areas and in public rights-of-way. These areas where development is partially encroaching on Government land creates temporary and potentially permanent issues with land use compatibility, zoning compliance, and property tax assessments.



Land uses in Hagåtña are divided into one of 19 land use classifications, as shown in Table 6. Figure 3, on the following page, shows the location of existing land use classifications throughout Hagåtña. Table 6 identifies the total acreage per each land use classification, and the percentage of Hagåtña in each land use classification.

Source: 2005 Hagåtña Master Plan

Table 6. Existing Land Use in Hagåtña, 2015

Land Use Category / Classification	Acres	Percent of Hagåtña
AG – Agricultural	4.95	0.9%
OSC – Open Space and Conservation	132.48	24.9%
SFR – Single Family Residential	44.41	8.3%
MFR – Multi-Family Residential	12.12	2.3%
CMU – Commercial Mixed Use	13.06	2.5%
O – Office	36.85	6.9%
NC – Neighborhood Commercial	0.11	0.0%
CR – Commercial Retail	31.55	5.9%
SC – Shopping Center	18.89	3.5%
I – Industrial	8.59	1.6%
PQP – Public / Quasi-Public	32.7	6.1%
PR – Parks and Recreation	123.02	23.1%
EDU – Educational	1.83	0.3%
REL – Religious	5.28	1.0%
MA - Marina	2.99	0.6%
CEM – Cemetery	12.16	2.3%
U – Utilities	9.29	1.7%
P – Parking	9.24	1.7%
V - Vacant	32.87	6.2%
TOTAL*	**532.46**	**100%**

Sources: Matrix Design Group
*NOTE: * = Total land use acreage does not account for roadway right-of-ways.*

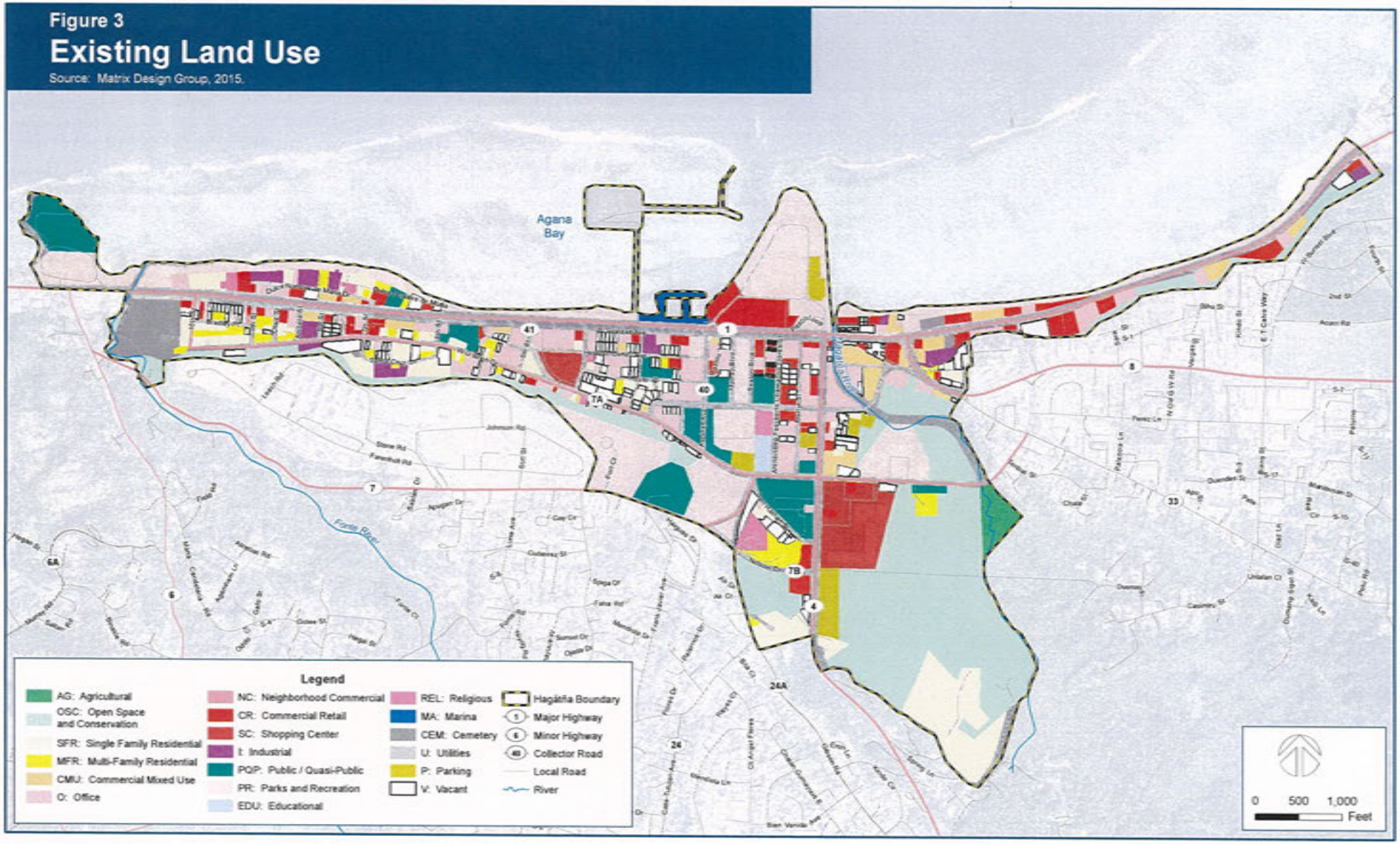


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Figure 3

Existing Land Use

Source: Matrix Design Group, 2015.



Master Plans

1967 Guam Master Plan

The 1967 Guam Master Plan was developed as the initial master plan to guide land use and development for all areas of Guam, including Hagåtña. The plan describes the municipalities of Guam within part three, which states that the City of Hagåtña is the central city of Guam, which represents the nucleus about which the urban activity and growth of the area is organized. It further states that the activities of Hagåtña are inter-related with the activities of the other communities, and the rural areas surrounding the city.

The 1967 Master Plan identifies that Hagåtña was roughly 1.1 square miles at that time, made up of various land uses, and having a complex problem of fractional lots. In part three of the master plan, land uses are predominately detailed by municipality, although for the purposes of the study, Hagåtña was grouped with Agaña Heights and Sinajana due to small sizes and proximity of the communities. According to the master plan, the municipalities of Hagåtña, Agaña Heights and Sinajana collectively equal about 2,223.15 acres which is broken down into the following land use categories:

- Public (142.80 acres, or 6.4%)
- Semi-Public (74.19 acres, or 3.3%)
- Residential (167.68 acres, or 7.54%)
- Commercial (22.49 acres, or 1.0%)
- Industrial (6.51 acres, or 0.29%)
- Roads (176.66 acres, or 7.94%)
- Military (229.53 acres, or 10.32%)
- Non-Urban (1,403.27 acres, or 63.12%)

Other land uses identified in the master plan include conservation and agriculture, neither of which comprise any acreage in Hagåtña according to the master plan existing land use map.

Future land uses for Guam are identified in part four of the master plan, in the Land Use Element. The following "future" land uses, and their acreages are identified for the whole of Guam, looking ahead to year 1985.

- Public and Semi-Public (2,192 acres, or 1.61%)
- Residential – Single Family / Multi Family (3,927.34 acres, or 2.89%)
- Commercial (538.42 acres, or 0.39%)
- Hotel Areas (no acreage identified)
- Industrial (442.58 acres, or 0.32%)
- Roads (2,227. 42 acres, or 1.64%)
- Agriculture (no acreage identified)
- Conservation (6,057.01 acres, or 4.46%)
- Military (45,716.15 acres, or 33.69%)
- Non-Urban (74,578.64 acres, or 54.96%)

The map below, taken from the 1967 Guam Master Plan, identifies future land uses for the City of Hagåtña. Due to the document's availability in black and white and the similar shades of color for the land use identifiers, it is unclear how many acres of each land use is proposed for Hagåtña.

2005 Draft Hagåtña Master Plan

The Hagåtña Land Use Plan was an integral part of the broader planning process involved in the 2005 Hagåtña Master Plan effort. The Master Plan defines future development in the terms of all determinants of growth and change (economic, political, social, and physical). The Land Use part of the overall plan is the physical interpretation of those elements of the plan on the geographic areas of Hagåtña and focuses on the arrangement and types of land use types, their impact upon the environment, and relation to community development. The 2005 Land Use Plan objectives are to organize, coordinate, and encourage and guide the process of development so as to protect the essential character of Hagåtña, including the environment, culture, and aesthetics, while meeting the essential needs of an increasing population.

The 2005 Land Use Plan identified that various public and cultural activities are concentrated in the central core of the city, the heart of Hagåtña. To the north are the retail and recreational areas of the Chamorro village, the

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Figure 1

Hagåtña Regional Setting

Sources: Department of Land Management, 2014; Bureau of Statistics and Plans, 2014.

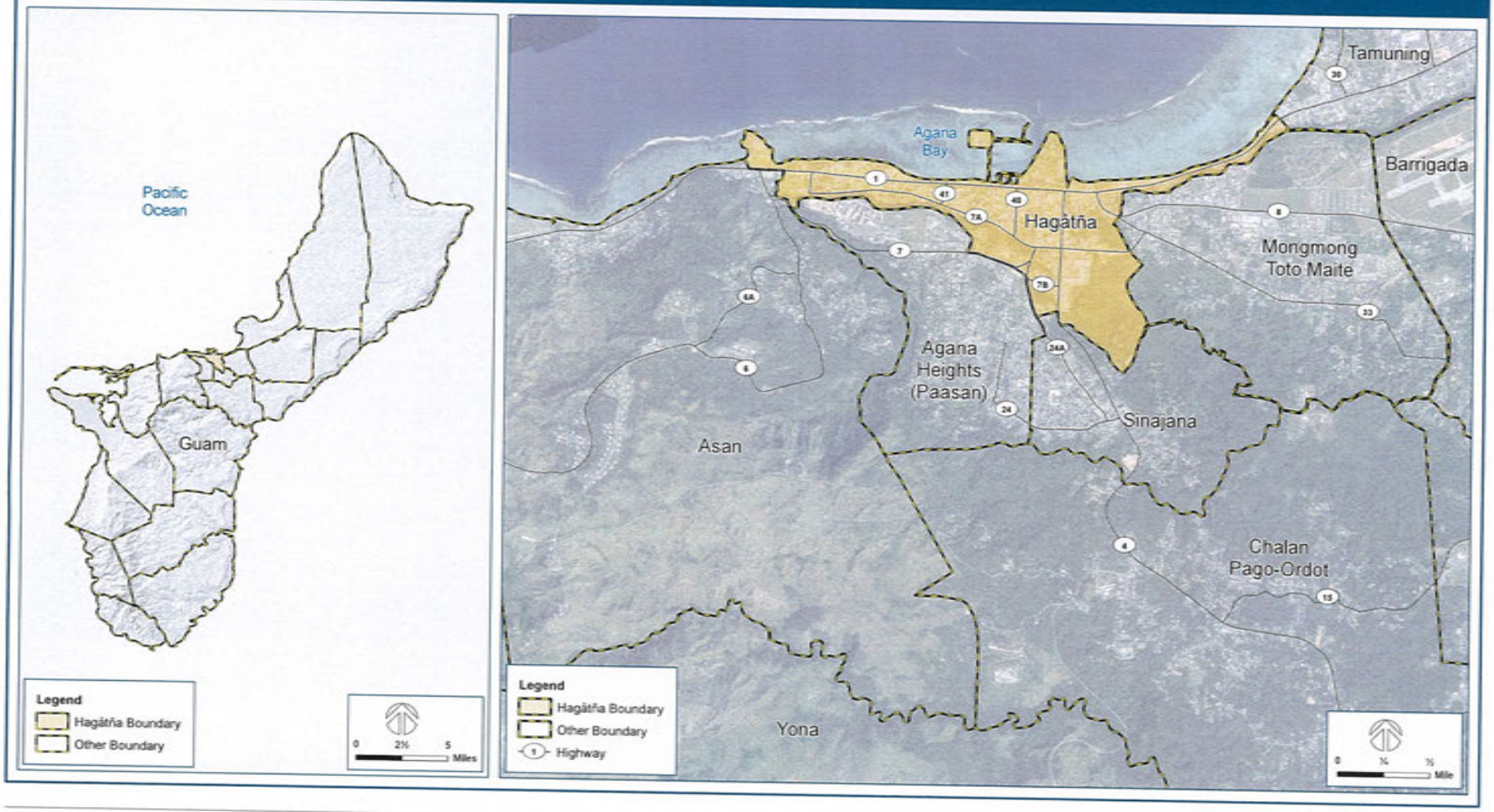


Figure 3

Existing Land Use

Source: Matrix Design Group, 2015.

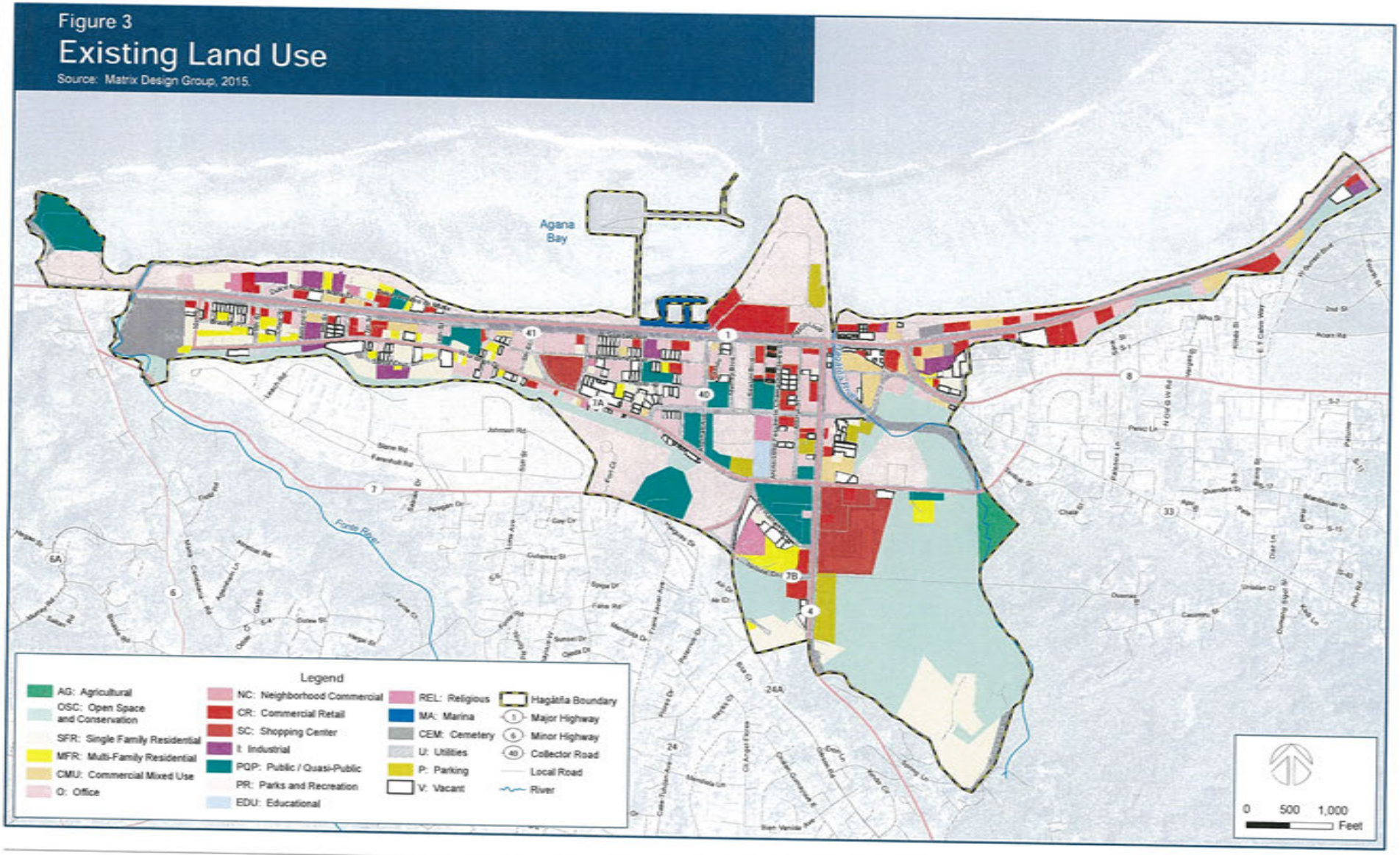


Figure 4

Master Plan 2005

Source: 2005 Hagåtña Master Plan.

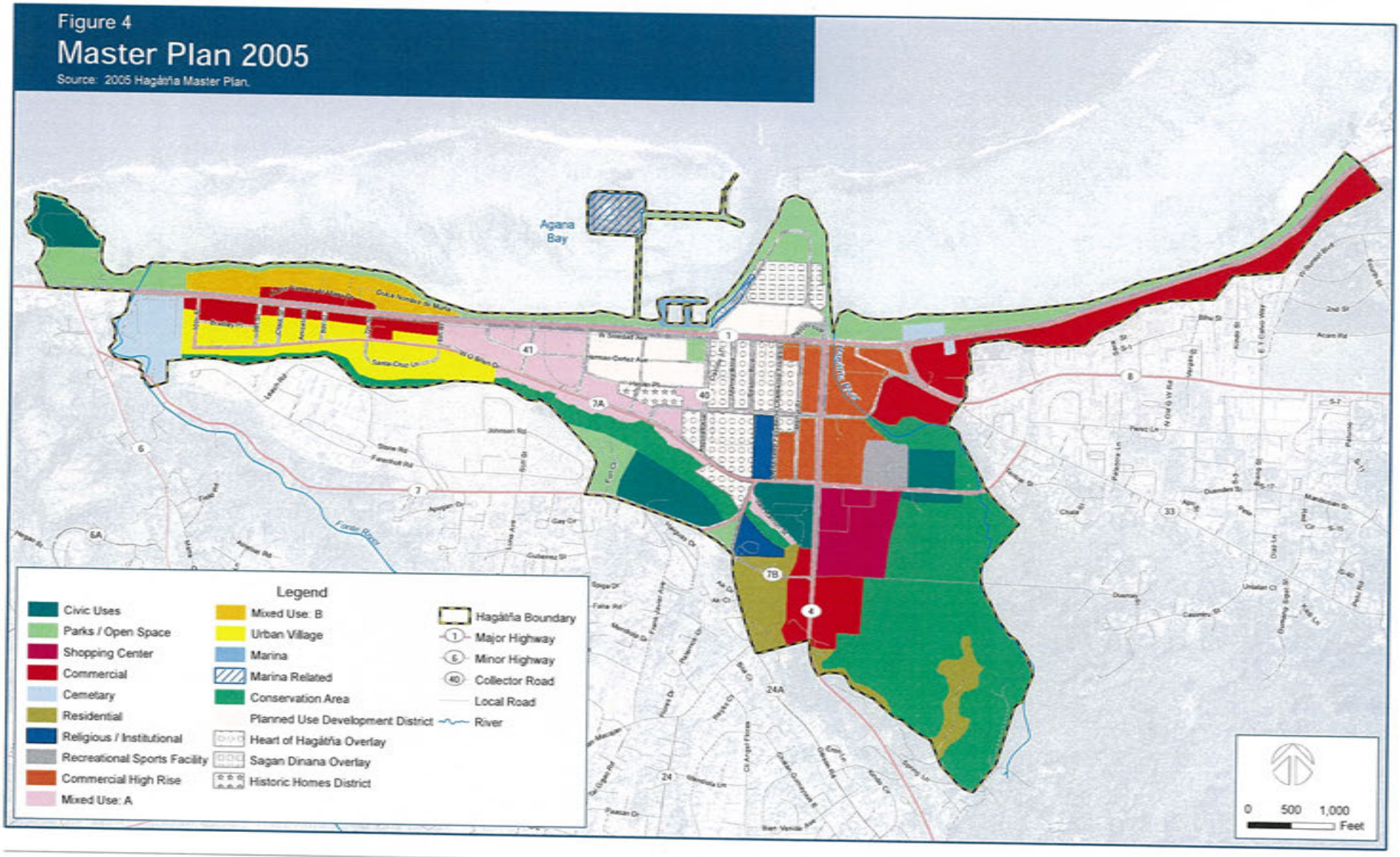


Figure 6

Existing Zoning

Sources: Department of Land Management, 2014; Bureau of Statistics and Plans, 2014.

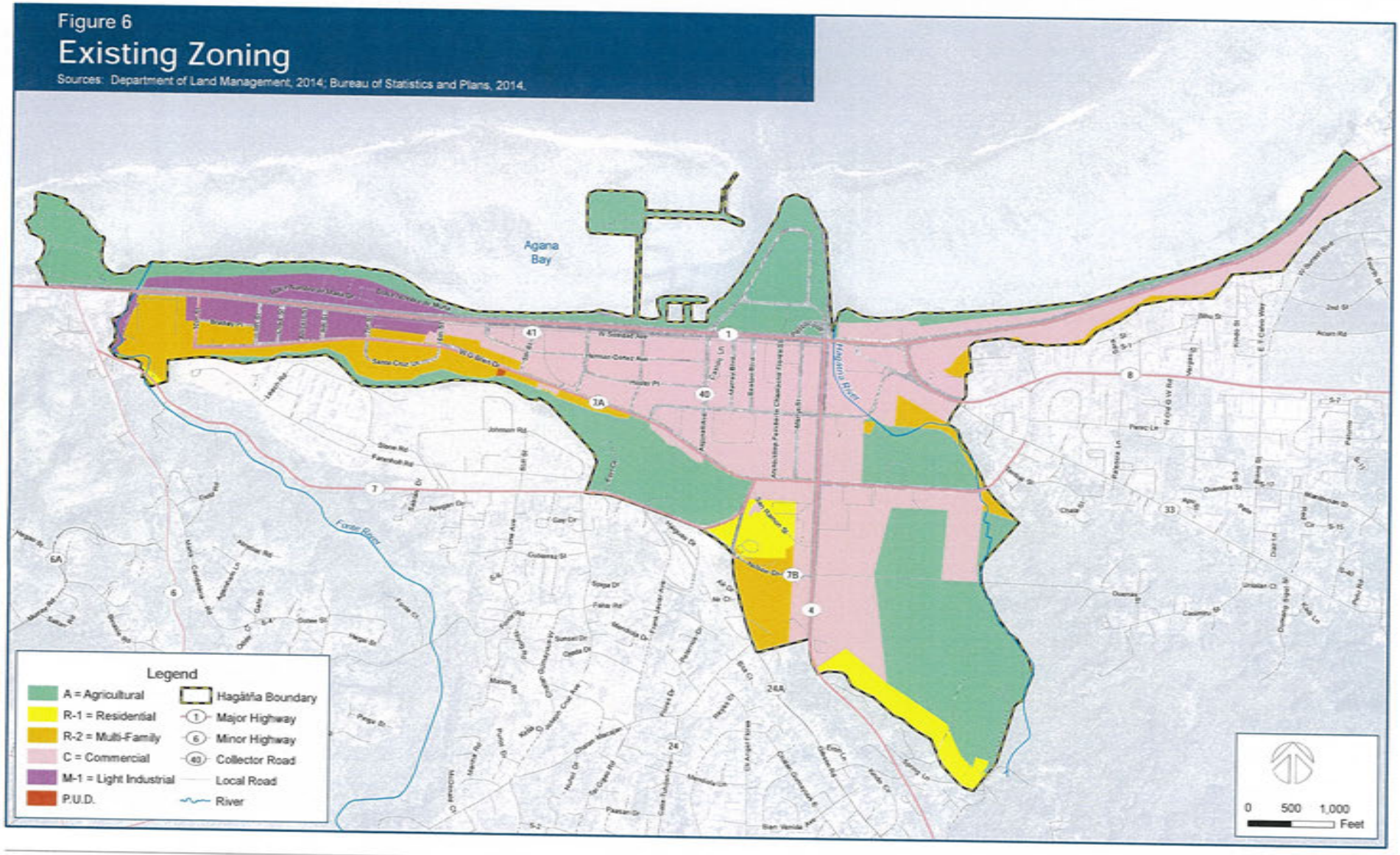


Figure 7

Land Ownership

Sources: Guam and CNMI Military Relocation Final EIS - Department of the Navy, 2010; Matrix Design Group, 2015.

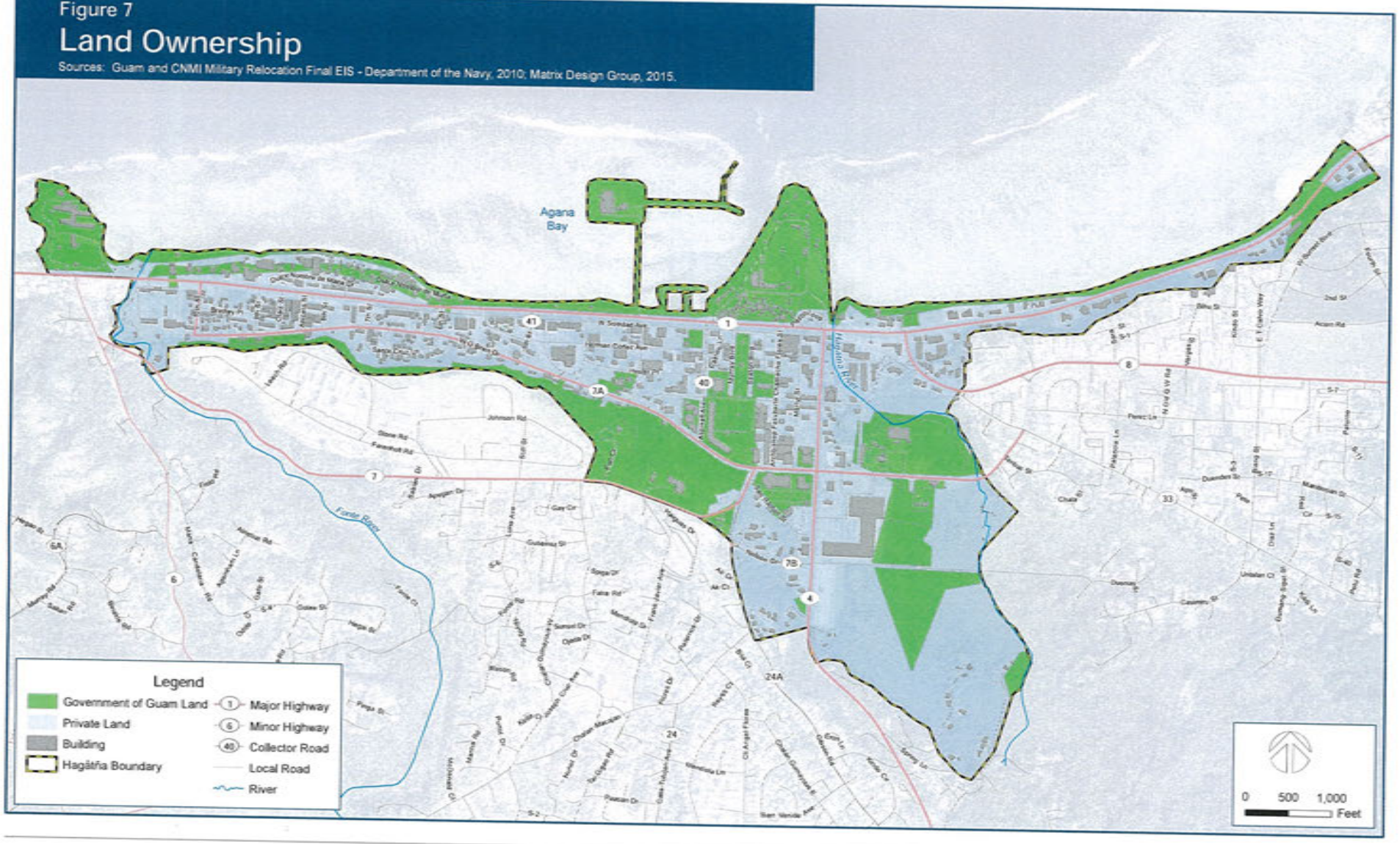
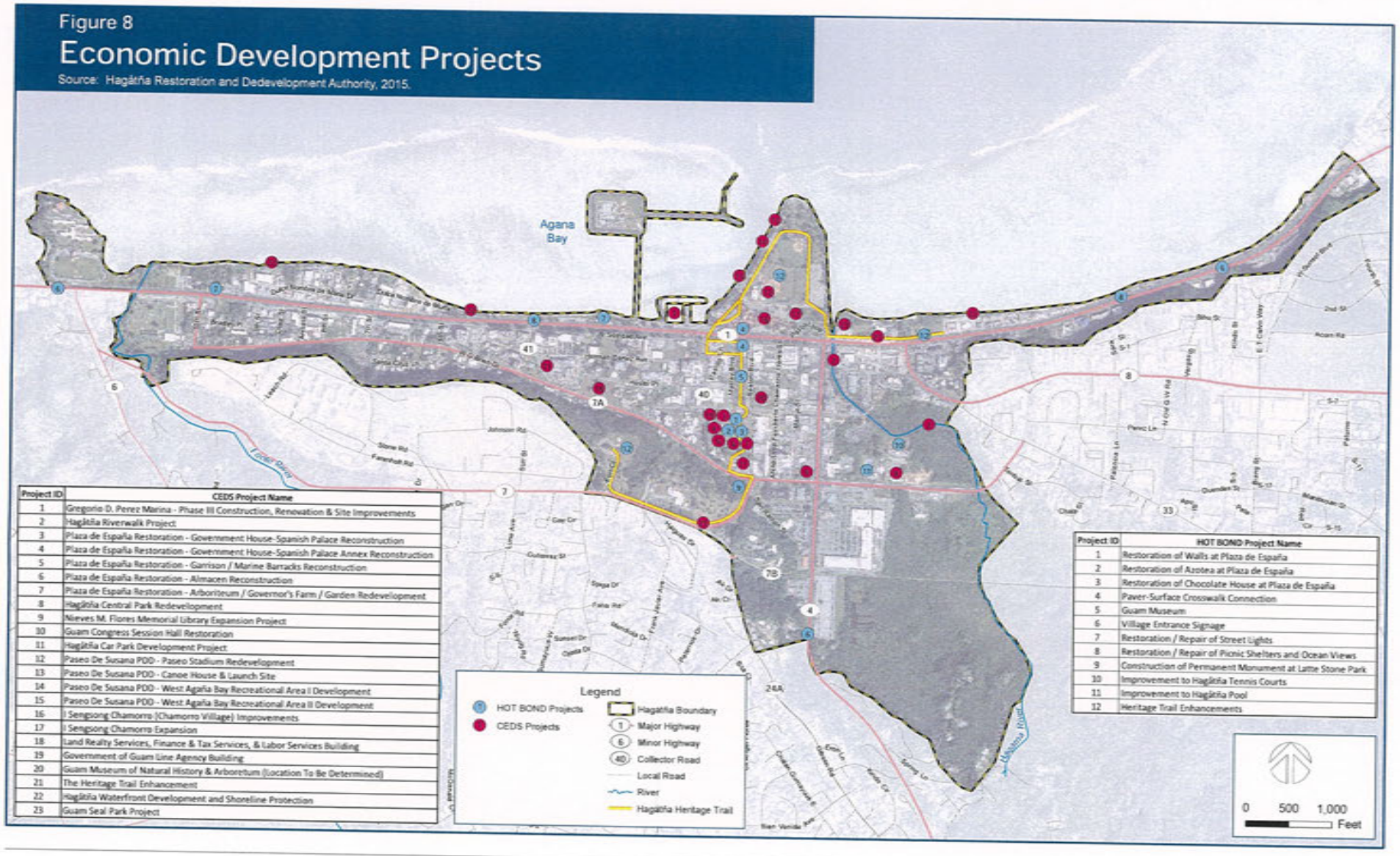


Figure 8

Economic Development Projects

Source: Hagåtña Restoration and Dedevelopment Authority, 2015.



Project ID	CEDS Project Name
1	Gregorio D. Perez Marina - Phase III Construction, Renovation & Site Improvements
2	Hagåtña Riverwalk Project
3	Plaza de España Restoration - Government House-Spanish Palace Reconstruction
4	Plaza de España Restoration - Government House-Spanish Palace Annex Reconstruction
5	Plaza de España Restoration - Garrison / Marine Barracks Reconstruction
6	Plaza de España Restoration - Almacen Reconstruction
7	Plaza de España Restoration - Arboriteum / Governor's Farm / Garden Redevelopment
8	Hagåtña Central Park Redevelopment
9	Nieves M. Flores Memorial Library Expansion Project
10	Guam Congress Session Hall Restoration
11	Hagåtña Car Park Development Project
12	Paseo De Susana PDD - Paseo Stadium Redevelopment
13	Paseo De Susana PDD - Canoe House & Launch Site
14	Paseo De Susana PDD - West Agaña Bay Recreational Area I Development
15	Paseo De Susana PDD - West Agaña Bay Recreational Area II Development
16	I Sengsong Chamorro (Chamorro Village) Improvements
17	I Sengsong Chamorro Expansion
18	Land Realty Services, Finance & Tax Services, & Labor Services Building
19	Government of Guam Line Agency Building
20	Guam Museum of Natural History & Arboretum (Location To Be Determined)
21	The Heritage Trail Enhancement
22	Hagåtña Waterfront Development and Shoreline Protection
23	Guam Seal Park Project

Project ID	HOT BOND Project Name
1	Restoration of Walls at Plaza de España
2	Restoration of Azotea at Plaza de España
3	Restoration of Chocolate House at Plaza de España
4	Paver-Surface Crosswalk Connection
5	Guam Museum
6	Village Entrance Signage
7	Restoration / Repair of Street Lights
8	Restoration / Repair of Picnic Shelters and Ocean Views
9	Construction of Permanent Monument at Latte Stone Park
10	Improvement to Hagåtña Tennis Courts
11	Improvement to Hagåtña Pool
12	Heritage Trail Enhancements

Figure 9

Cultural and Historic Resources

Source: 2005 Hagåtña Master Plan.

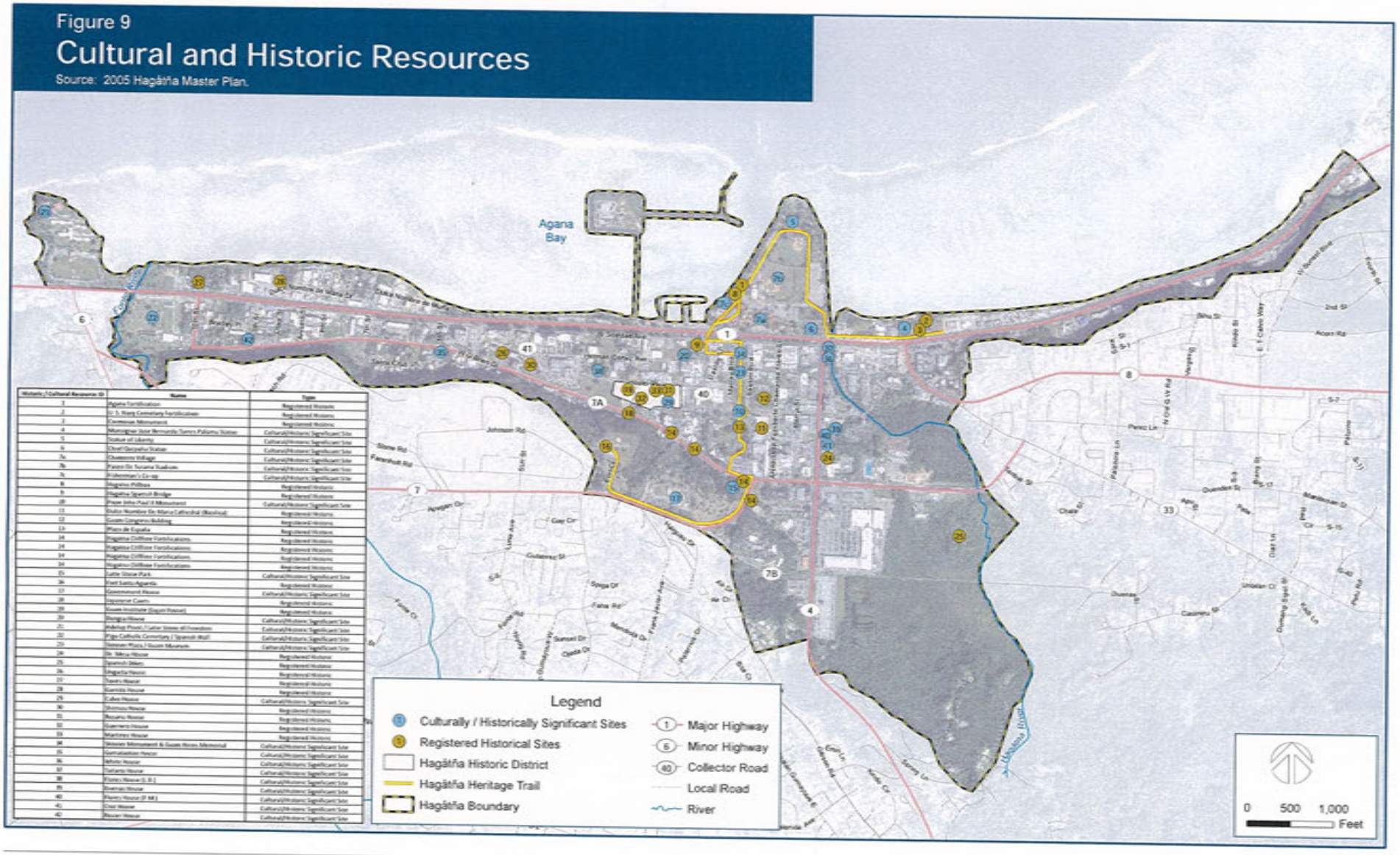


Figure 10

Existing Roadway Network

Sources: 2030 Guam Transportation Plan; 2014 Guam TIP.

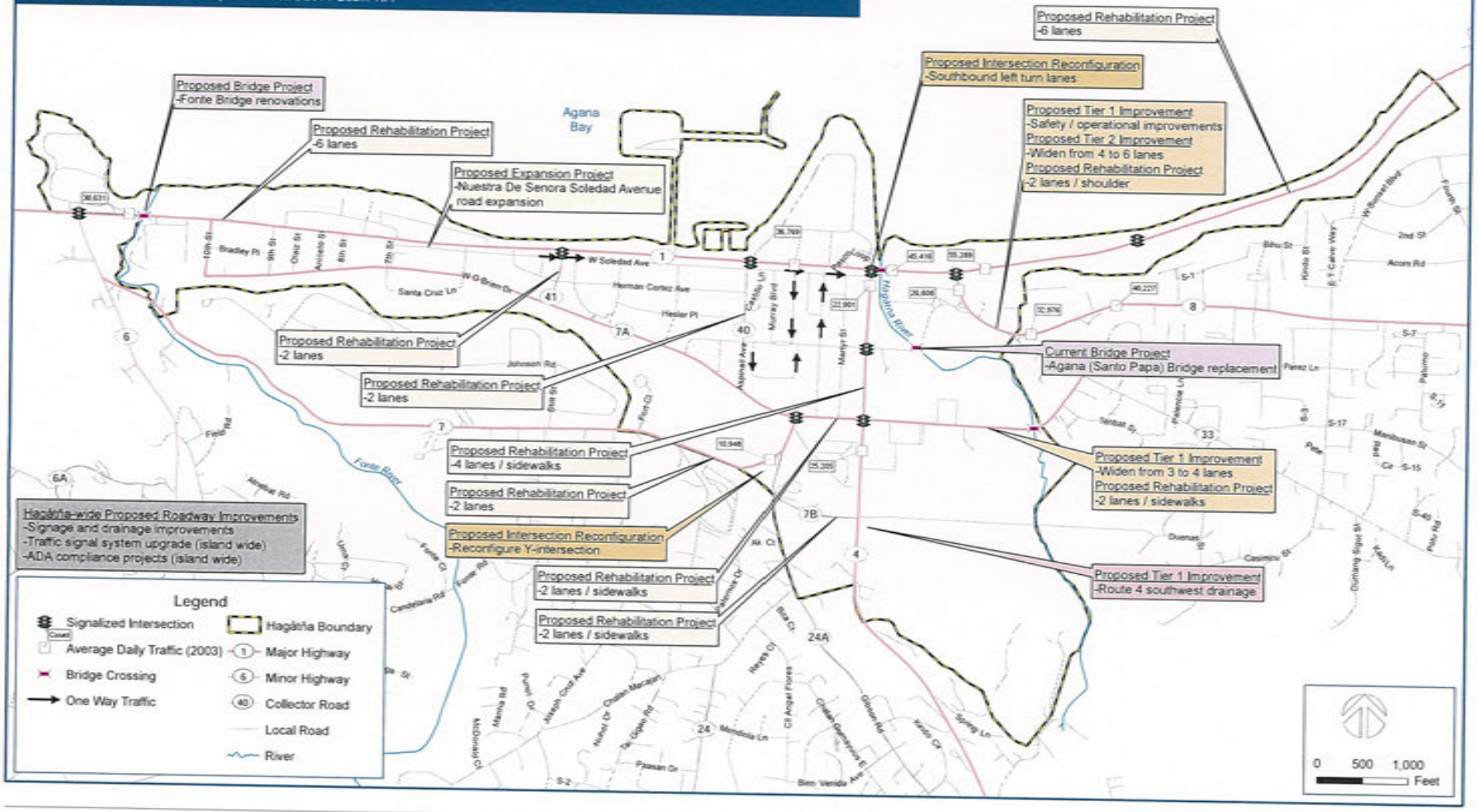


Figure 11

Transit Systems

Sources: 2030 Guam Transportation Plan; 2011 CEDS.

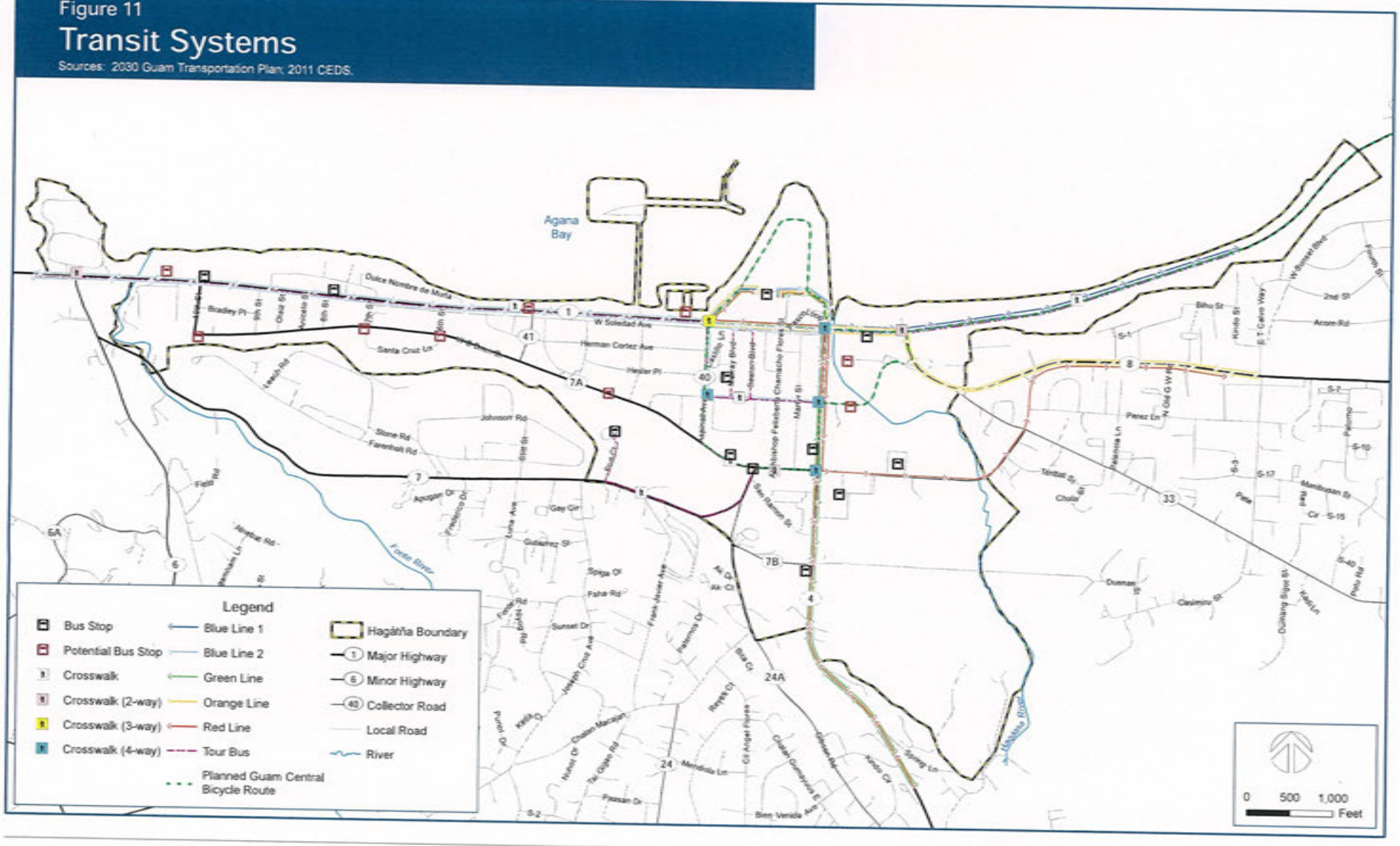


Figure 12

Existing Parking Facilities

Sources: 2030 Guam Tranportation Plan; 2011 CEDS.

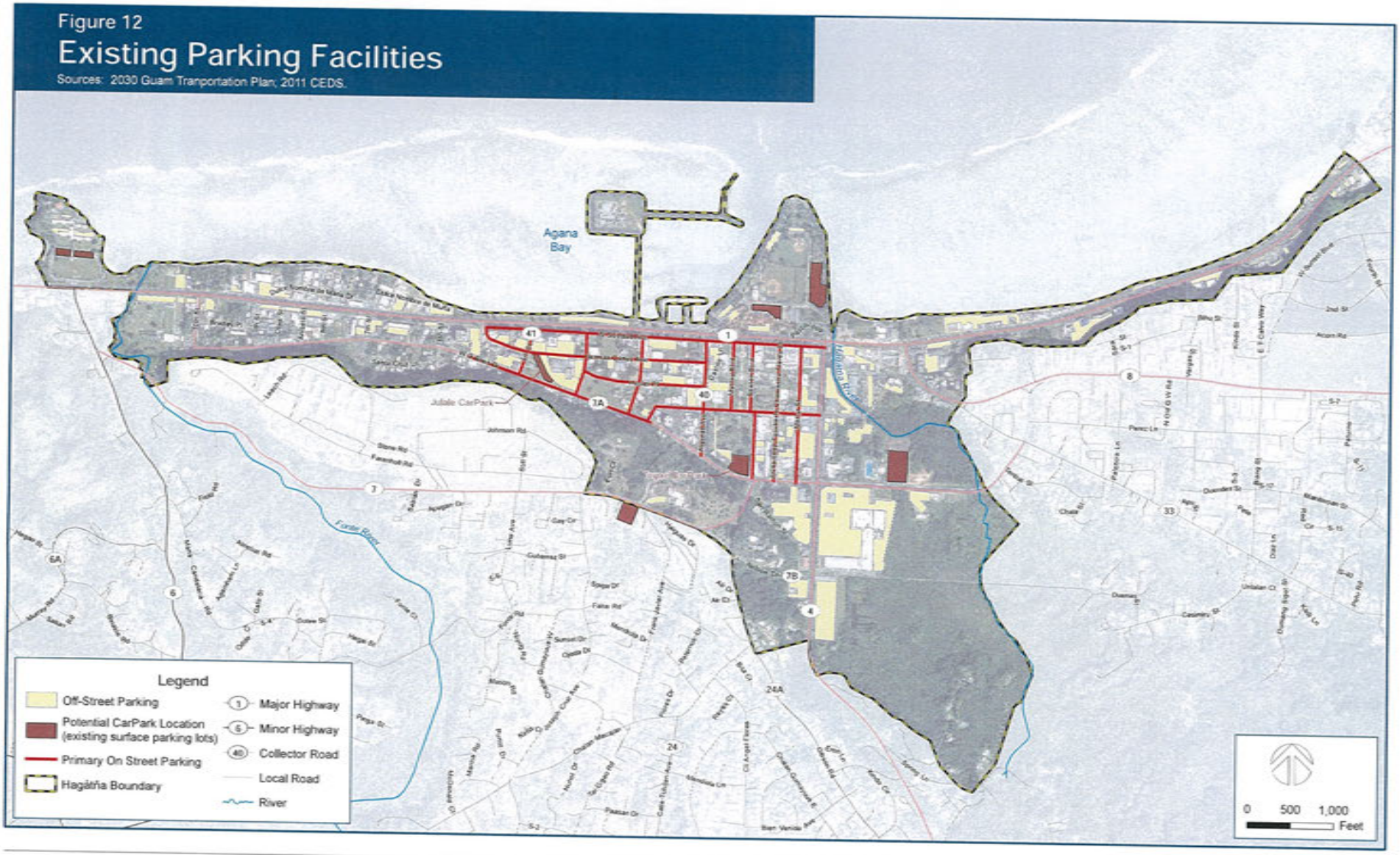


Figure 13

Existing Water Infrastructure

Sources: Guam Waterworks Authority, 2015; 2014-2019 GWA CIP.

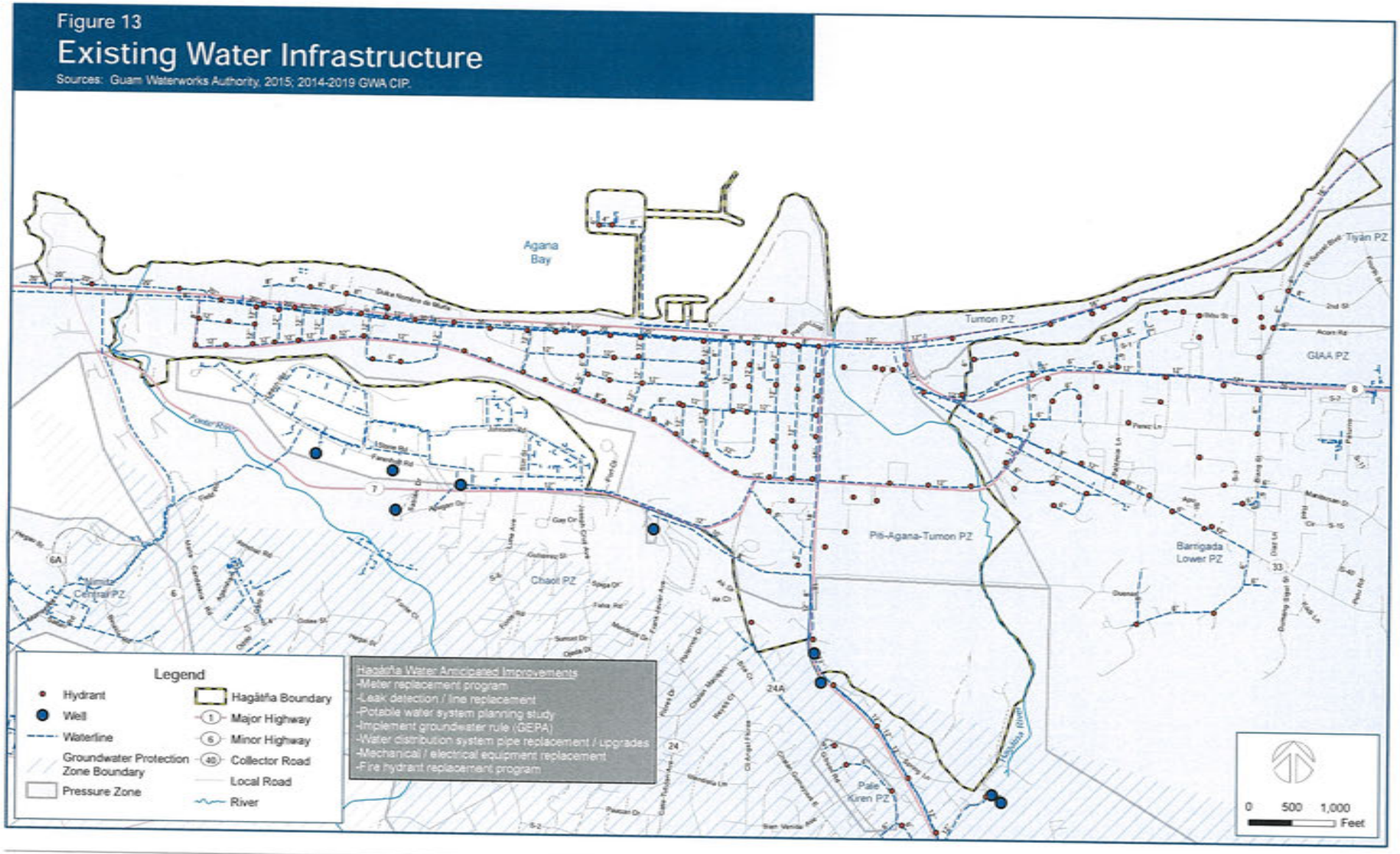


Figure 14

Existing Wastewater Infrastructure

Sources: Guam Waterworks Authority, 2015; 2014-2019 GWA CIP.

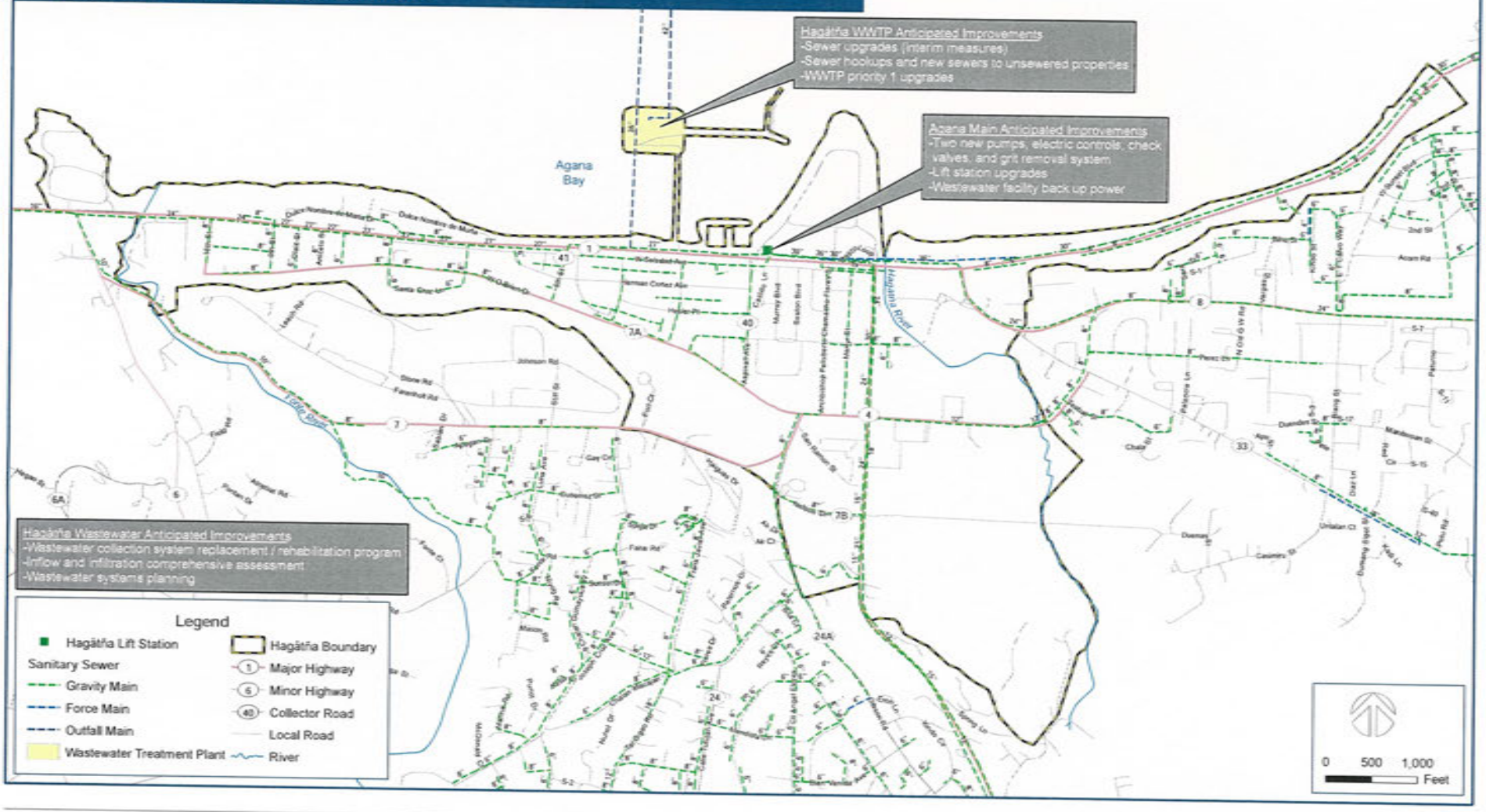


Figure 15

Existing Stormwater Facilities

Source: FEMA, 2015.

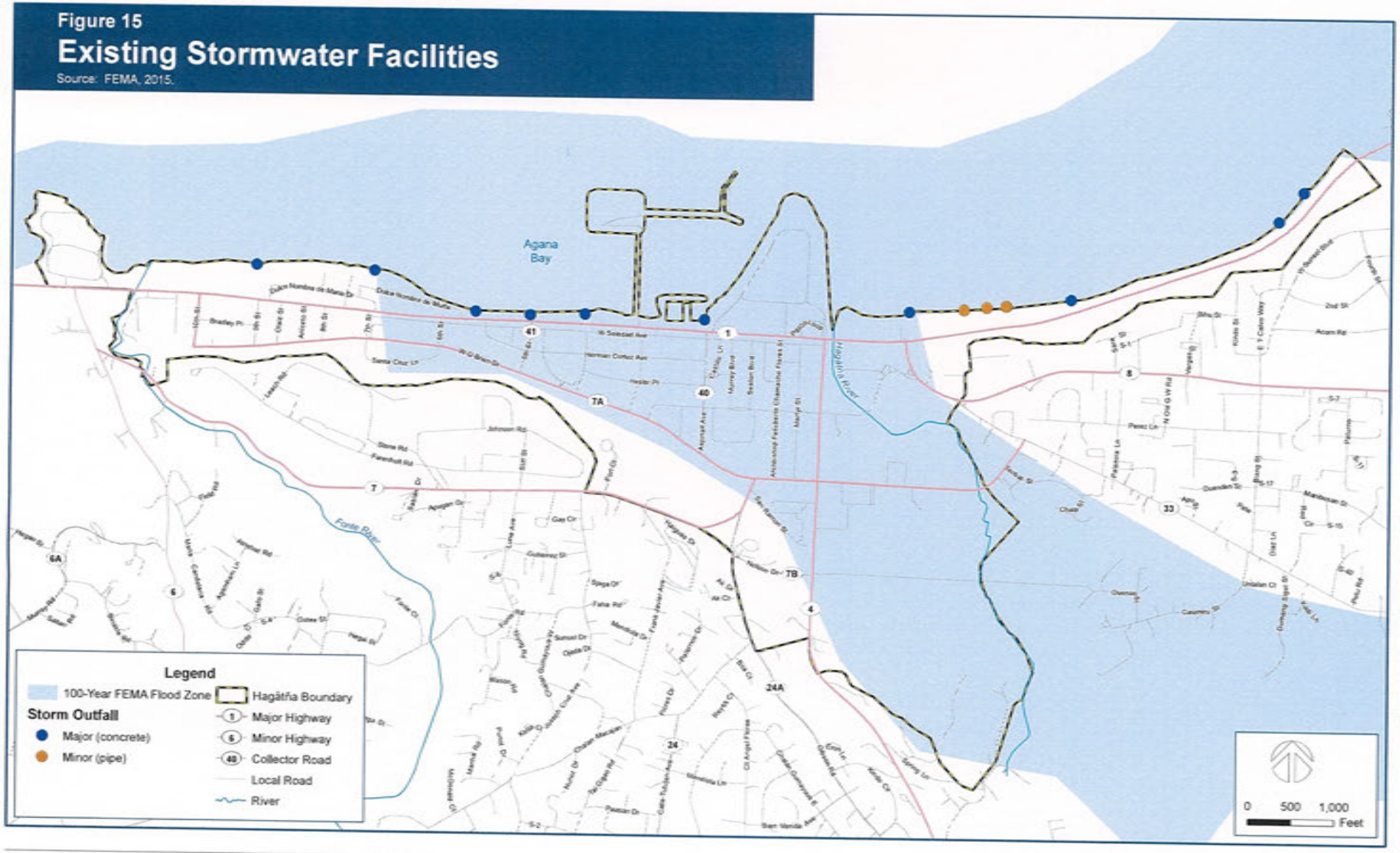


Figure 16

Electrical Distribution Systems

Sources: Guam Power Authority, 2015; GPA Engineering CIP.

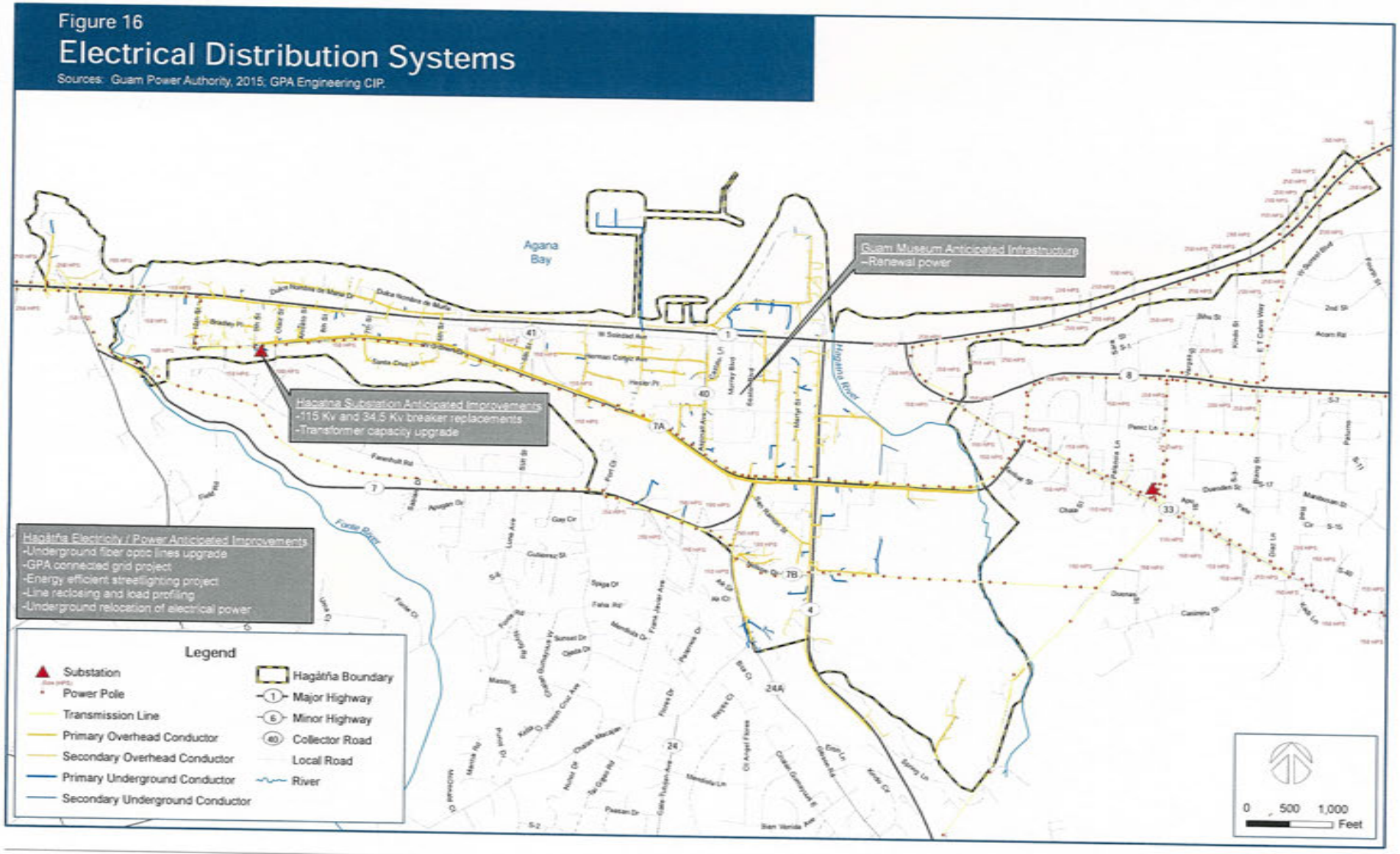
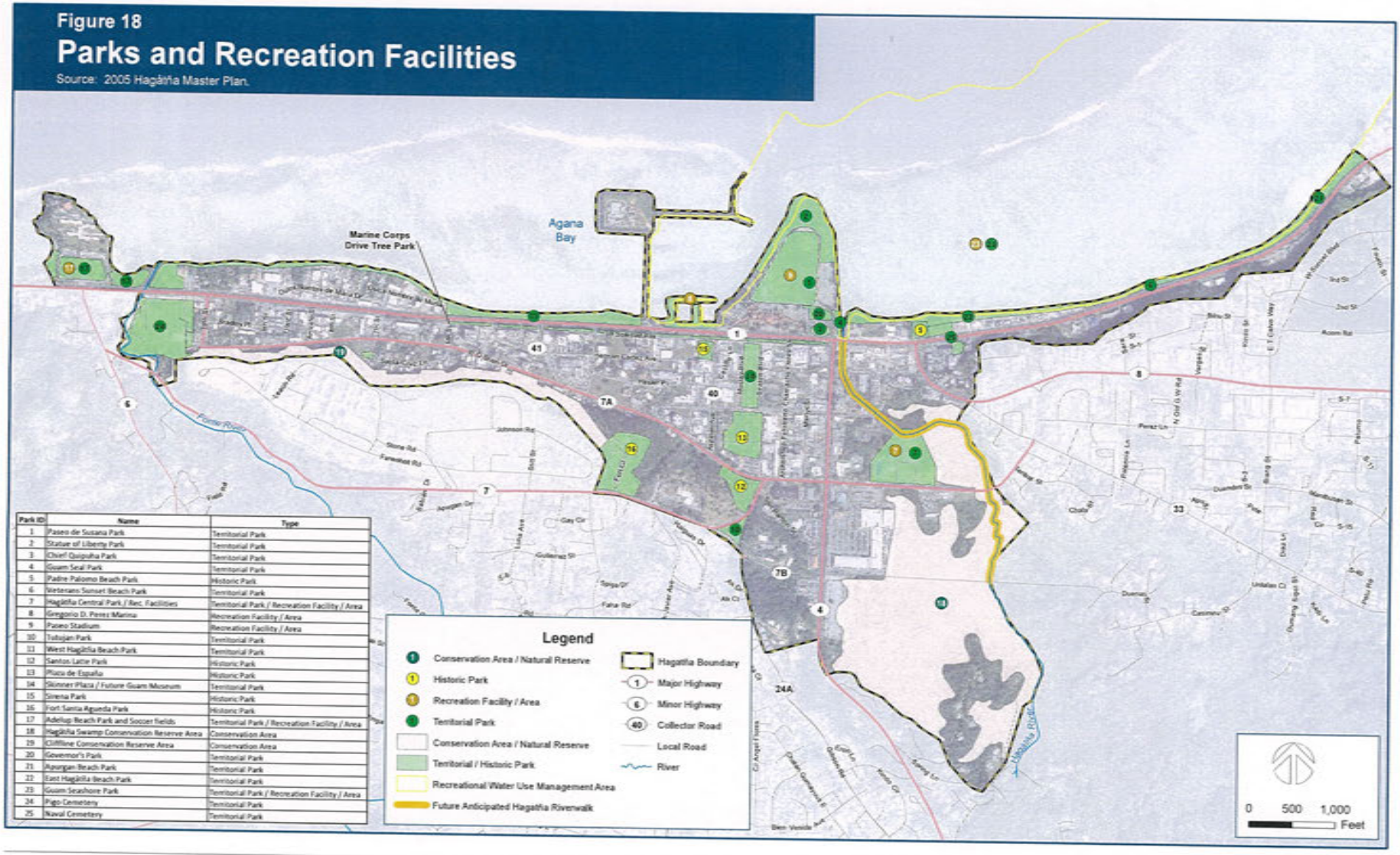


Figure 18

Parks and Recreation Facilities

Source: 2005 Hagåtña Master Plan.



Park ID	Name	Type
1	Paseo de Susana Park	Territorial Park
2	Statue of Liberty Park	Territorial Park
3	Chief Quiguha Park	Territorial Park
4	Guam Seal Park	Territorial Park
5	Padre Palomo Beach Park	Historic Park
6	Veterans Sunset Beach Park	Territorial Park
7	Hagåtña Central Park / Rec. Facilities	Territorial Park / Recreation Facility / Area
8	Gregorio D. Perez Marina	Recreation Facility / Area
9	Paseo Stadium	Recreation Facility / Area
10	Tobujan Park	Territorial Park
11	West Hagåtña Beach Park	Territorial Park
12	Santos Latte Park	Historic Park
13	Plaza de España	Historic Park
14	Skinner Plaza / Future Guam Museum	Territorial Park
15	Sirena Park	Historic Park
16	Fort Santa Agueda Park	Historic Park
17	Adelup Beach Park and Soccer fields	Territorial Park / Recreation Facility / Area
18	Hagåtña Swamp Conservation Reserve Area	Conservation Area
19	Cliffline Conservation Reserve Area	Conservation Area
20	Governor's Park	Territorial Park
21	Asurgan Beach Park	Territorial Park
22	East Hagåtña Beach Park	Territorial Park
23	Guam Seashore Park	Territorial Park / Recreation Facility / Area
24	Pigo Cemetery	Territorial Park
25	Naval Cemetery	Territorial Park

Figure 19

Natural Resources

Sources: National Ocean Service, 2015; Guam and CNMI Military Relocation Final EIS - Department of the Navy, 2010; Matrix Design Group, 2015.

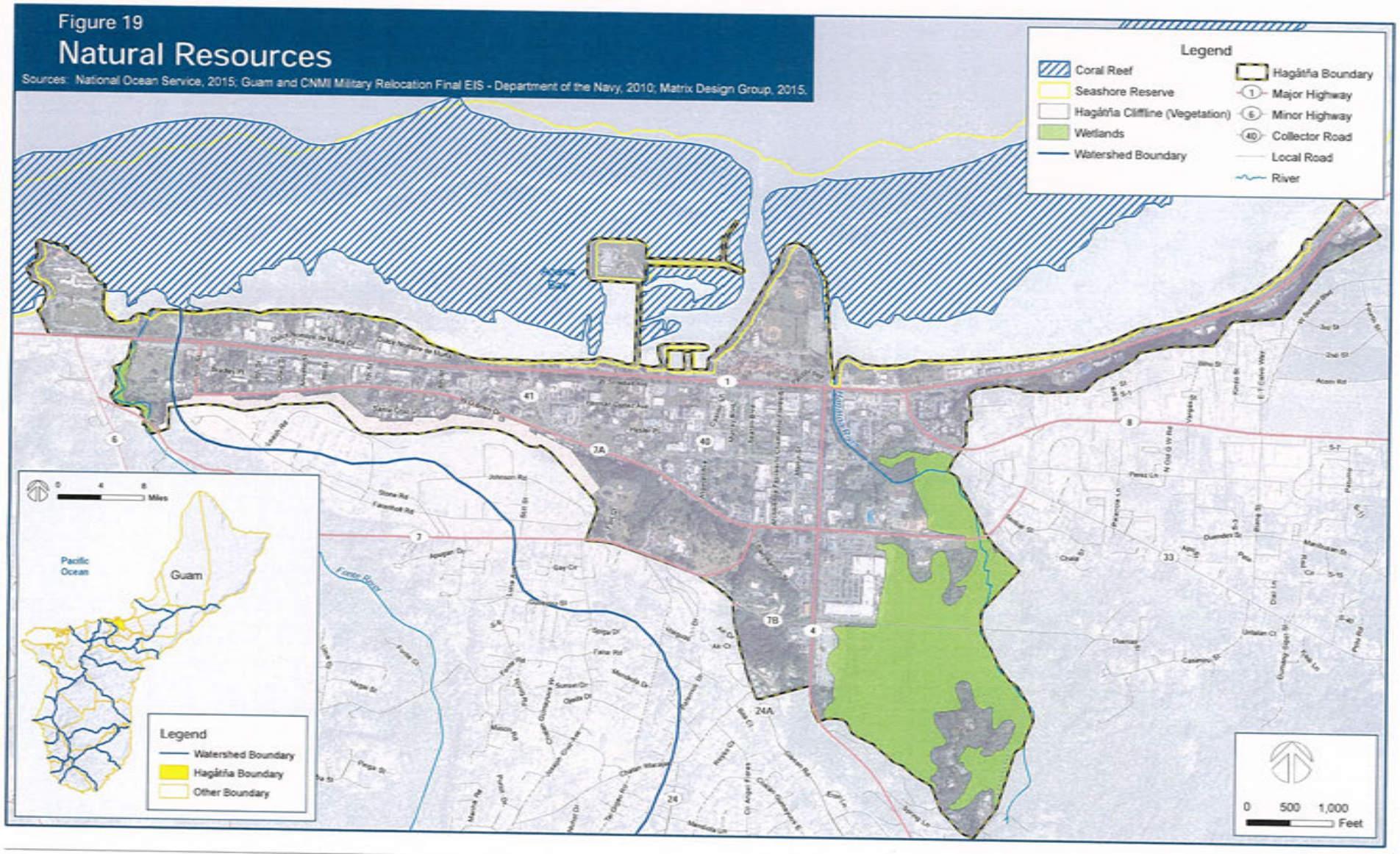


Figure 20

Weather-related Natural Hazards

Source: Guam Hazard Mitigation Plan- Guam Homeland Security, 2009.

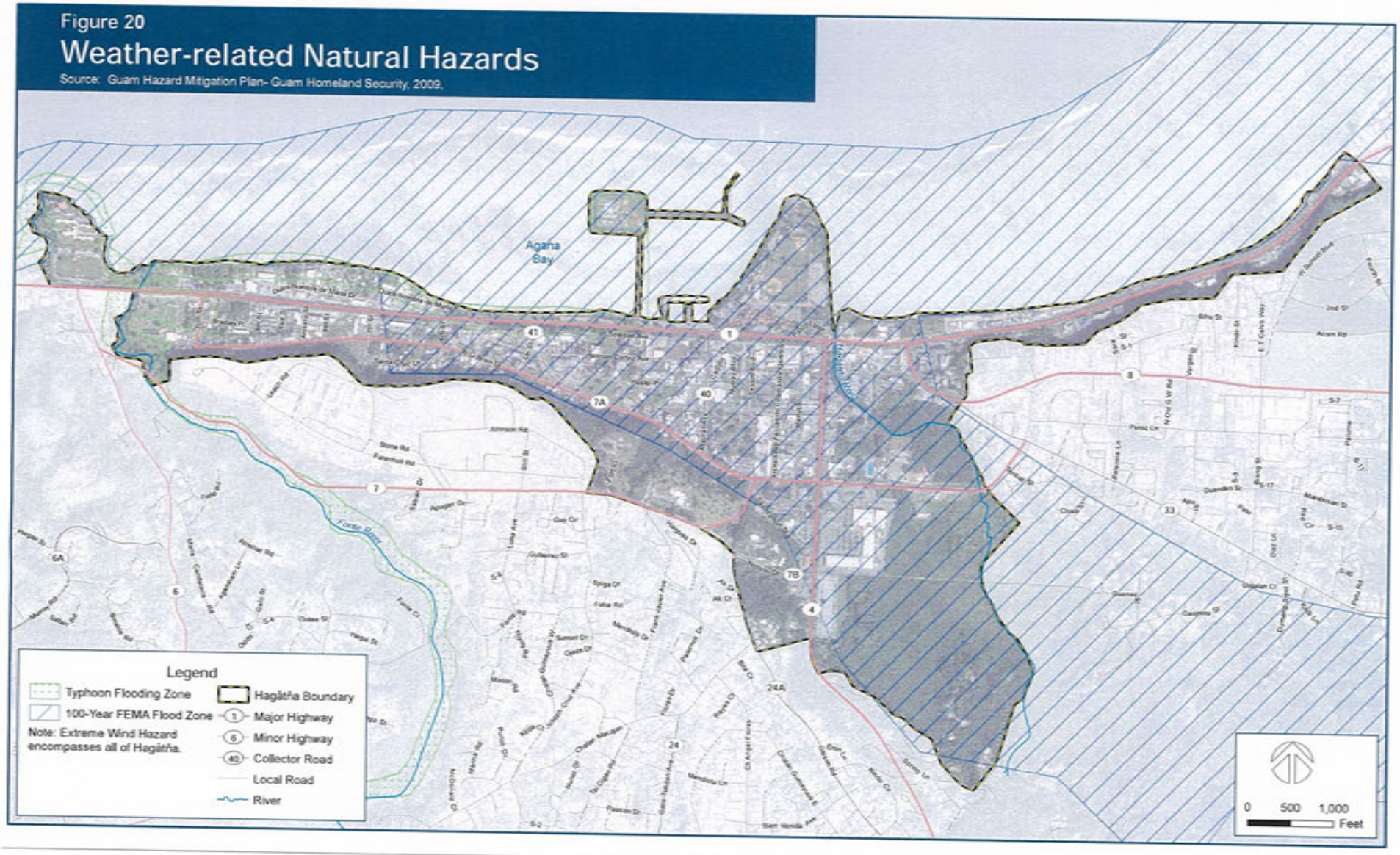
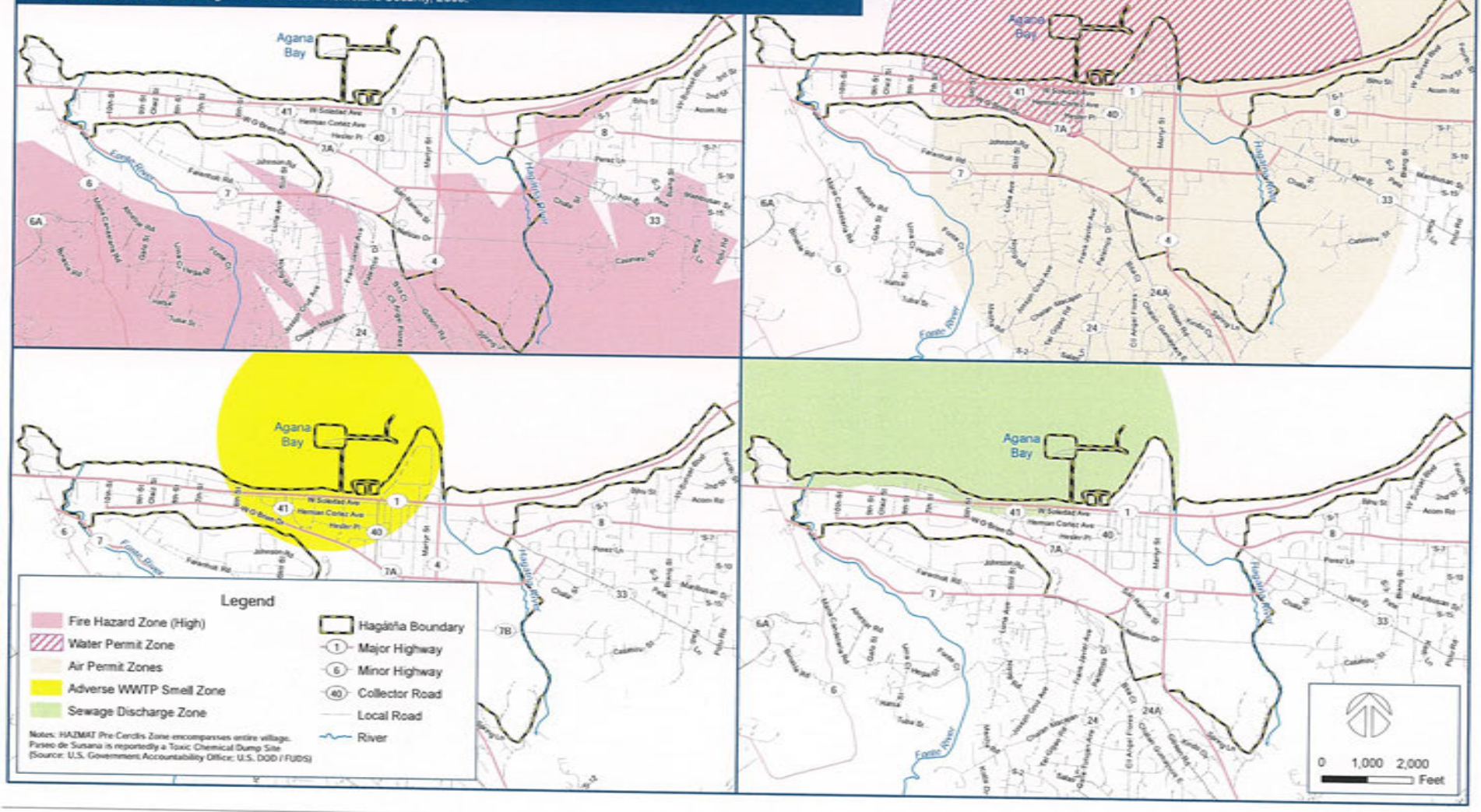


Figure 21

Man-Made Hazards

Source: Guam Hazard Mitigation Plan- Guam Homeland Security, 2009.



DEVELOPMENT CONSTRAINTS AND OPPORTUNITIES: A SUMMARY ANALYSIS

HAGÅTÑA MASTER PLAN

Hagåtña Restoration and Redevelopment Authority
Matrix Design Group

December 2014

Doc. No. 35GL-20-1498.

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Constraints and Opportunities

Many different factors can contribute to potential constraints and/or opportunities associated with municipal development (existing and anticipated); some factors may inhibit growth, while others may encourage it. This document is a comprehensive evaluation of the existing conditions of public infrastructure, and factors which may constrain or encourage development in Hagåtña. The assessment includes an assessment of Hagåtña's public buildings and facilities, public utilities (which includes electricity, telecommunications, the water system, storm drainage, and the wastewater system), the roadway network, zoning and land use, circulation and parking, and cultural heritage. ***It is important to note that the statistics and data identified and analyzed in this assessment are based upon the data received from all applicable Government of Guam agencies, and any missing information could result in inexact or incomplete analyses.***

Public Buildings

As mentioned in the scope of work, for Government of Guam facilities a non-engineering assessment of the facilities' conditions will be documented. Within the village of Hagåtña, there is a great deal of public land (roughly 198 acres, almost 1/3 of the land in Hagåtña), as well as a sizable number of public buildings and facilities owned by both the local government and the federal government. The general condition of these facilities can range anywhere from poor to great condition, depending on the year the structure was built. For instance, although it was established in 1950, the U.S. Courthouse of Guam is a newly renovated building (past 10 years) and is in great condition, while the old Department of Administration and Department of Education buildings located at Plaza de Espana are decades-old buildings which are in poor condition and not up to code, and need to be razed and reconstructed. Furthermore, some of the public buildings and facilities in Hagåtña, like the buildings at the Bordallo Governor's Complex (Adelup Point) and Paseo Stadium, have been in existence for over 20 years and have only seen minor renovations which is leading to deteriorating conditions.

Federal buildings in Hagåtña comprise the smallest number of public facilities, with only three buildings: the U.S. Courthouse of Guam, the U.S. Citizenship and Immigration Services building, and the U.S. Post Office branch in Hagåtña. All of these facilities are in good condition or better, and are adequate medium sized facilities. The majority of the public buildings in Hagåtña are owned by the local government, with other 20 buildings and facilities throughout the village. Many of these facilities have been in existence since the 1970's and 1980's, deteriorating in condition, and in need of improvements. While most buildings and facilities have seen some sort of renovation or rehabilitation over the years, the lack of funding and distribution of available funds has created somewhat inefficient attempts to fix deteriorating conditions. The facilities at the Paseo de Susana Park and Stadium are in poor condition, are improperly maintained, and are underutilized. Furthermore, the Chamorro Village, which is one of Hagåtña's top destinations, is in below average condition and is constantly crowded and over capacity, leading to safety issues along Marine Corps Drive. The facilities at the Hagåtña Central Park are also in below average condition and are underutilized, possibly attributed to the location or proximity to the Hagåtña River which commonly floods. Several public buildings in the village are not large enough for their demands and are well over their available capacity, such as the Judicial Center, the Legislative Building, and the Hagåtña Correctional Facility and Police Precinct. Other public facilities and buildings that are considered historic structures or landmarks, such as the Lujan House and the Old Congress Session Hall, are underutilized but are in decent condition due to historic preservation efforts.

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There are many private buildings in the Village of Hagåtña that house Government of Guam agencies, one of the major constraints associated with public infrastructure. With a surplus of available commercial space and a lack of space in government owned buildings in the village, many public agencies have been prompted to locate in privately owned buildings. More than 10 agencies (or divisions or satellite facilities) are located in private buildings across Hagåtña. The DNA building currently hosts the Guam Fire Department HQ, Guam Waterworks Authority Engineering division, and the Department of Integrated Services for Individuals with Disabilities, while several other agencies used to be located there. The GCIC building along Marine Corps Drive hosts the Department of Labor, the Bureau of Women's Affairs, and the Guam Election Commission as well as a myriad of private businesses and agencies. Furthermore, the J and G Commercial Center near the Hagåtña River is host to the PEACE office of the Guam Behavioral Health and Wellness Center, as well as the Mayor's Council of Guam. While all of these facilities are of adequate size, their conditions are average, and public funds would not be used to improve upon them.

The location of these public buildings and facilities are primarily throughout the commercial core of the village, with a few outliers in various locations such as the Bordallo Governor's Complex (Adelup Point) and the Wastewater Treatment Plant, which sits on its own mad-made island. The Guam Police Department SWAT and Harbor Patrol office is located in a private building along the coastline of the Hagåtña Bay away from most of the public facilities, and while its position along the water is adequate, it would be advantageous if the facility was located closer to the Marina and Paseo de Susana. Furthermore, only two public facilities and one private building with public agencies are located to the east of Route 4. This may be due to the Hagåtña River and the agricultural / wetland conservation zone, as well as the size of the Agana Shopping Center. The need to relocate some of the Government of Guam agency offices is critical to the modernization of the village, and consolidation of agencies into common buildings throughout the downtown area will be a popular solution. Additionally, the use of underutilized buildings, such as the Guam Preservation Trust using the Lujan House, is another potential opportunity for public agencies to relocate to the village and operate within the capital village of Guam.

Future Anticipated Improvements

HRRA and the Government of Guam have identified many future improvements for public buildings and facilities to be undertaken throughout the Village of Hagåtña. Many of these projects are part of the 2011 Comprehensive Economic Development Strategy, 3rd Year Update (2014). All future anticipated public buildings and facilities projects relevant to the Village of Hagåtña are listed and detailed below.

- Gregorio D. Perez Marina - Phase III Construction, Renovation and Site Improvements, $2,491,200.
  - The proposed project in Phase III is intended to construct and renovate 508 linear feet of the existing Gregorio D. Perez Marina's deteriorated concrete and rusting sheet pilings. The primary objective is to promote long-term economic diversification and support the retention and growth of the islands marine resources.
- Hagåtña Riverwalk Project, $4,500,000.00.
  - In conjunction with the channelizing of the Hagåtña River. Develop a one (1) mile riverwalk concept linking the Hagåtña Central Park & Business along the Hagåtña River.

- Plaza De Espana Restoration - Government House Spanish Palace Reconstruction, $4,500,000.00.
  - Reconstruction of the Government House Spanish Palace prior to its destruction in World War II and returning the seat of Government back to the Plaza De Espana Housing the Governor and Lieutenant Governor.
- Plaza De Espana Restoration- Government House-Spanish Palace Annex Reconstruction, $5,000,000.00.
  - Reconstruction of the Government House Annex prior to its destruction in World War II to house the staff offices of the Governor.
- Plaza De Espana - Garrison/Marine Barracks Reconstruction, $5,000,000.00.
  - Reconstruction of the Garrison or U.S. Marine Barracks within the Plaza De Espana to house the staff offices of the Governor and the Bureau of Information Technology.
- Plaza De Espana Restoration - Almacen Reconstruction, $1,800,000.00.
  - Reconstruction of the Almacen as a visitor center for Guam and Village of Hagåtña.
- Plaza De Espana Restoration - Arboriteum I Governor's Farm I Garden Redevelopment, $600,000.
  - Construction of an Arboriteum and Governor's Farm.
- Hagåtña Central Park Redevelopment, $4,000,000.00.
  - Provide for second tier sports facilities for baseball, softball, basketball, additional tennis courts, soccer, rugby, football fields and other recreational endeavors.
- Nieves M. Flores Memorial Library Expansion Project, $15,000,000.00.
  - Redevelop/Renovate the Guam Main Library into a six level multi-story structure.
- Guam Congress Session Hall Restoration, $8,000,000.00.
  - Renovation and reconstruction of the National and Guam Historic Post War Guam Congress Session Hall housing the Session Hall, Four Senatorial Offices and the Legislative Administration.
- Hagåtña Car Park Development Project, $24,000,000.00.
  - Construction of two (2) car parks (Togae & Julale}, and providing signage for the Togae, Julale, Minondo, Paseo De Susana, and Adelup Car Park.
- Paseo De Susana POD Paseo Stadium Redevelopment, $41,200,000.00.
  - Reconstruct a First Tier Sports Facility.
- Paseo De Susana POD canoe House & Launch Site, $700,000.00.
  - Provide for a Canoe House & Launch site for the four (4) Kayak & Paddling Clubs.
- Paseo De Susana POD West Hagåtña Bay Recreational Area I Development, $1,200,000.00
  - Develop a Recreational Area.
- Paseo De Susana POD Hagåtña Bay Recreational Area II Development, $1,500,000.00.
  - Develop a Recreational area providing fishing piers.
- I Sengsong Chamorro (Chamorro Village) Improvements, $17,200,000.00.
  - Night Market Pavilions - A Sagan Dinana (meeting place), car park with 2 roof deck pavilions, main Plaza entrance, amphitheater, Light House Reconstruction.
- I Sengsong Chamorro Expansion, $2,800 000.00.
  - A 11,000 Sq. feet Art Gallery & Workshop; Offices; Meeting Room, Public Television.
- Land Realty Services, Finance &Tax Services, & Labor Services Building, $15,000,000.00.
  - Consolidation of Government Office Building, Housing and Realty Services, Finance & Tax Services, Labor Services.

- Government of Guam Line Agency Building, $15,000,000.00.
  - Construct a Multi-story Government Office Building housing the Department of Administration and other specified designated line Agencies.
- Guam Museum Renewal Power, $500,000.00.
  - Supplement the Guam and Chamorro Educational Facility with Renewal Power
- Guam Museum of Natural History & Arboretum, $3,800,000.00.
  - Construction of a Repository and Museum of Natural History including an Arboretum.

These future anticipated projects detail a great effort to improve upon and reconfigure many of the public facilities in Hagåtña. Significant improvements and expansions to the Gregorio D. Perez Marina, Chamorro Village and all facilities on Paseo de Susana will help increase recreational opportunity and economic development in the village, as well as create more popular destinations for Guam residents and tourists alike. Several restoration, renovation and reconstruction projects for Plaza de Espana and the construction of the Guam Museum will facilitate an enhanced awareness of and expand upon cultural amenities in the village, as well as preserve historic landmarks crucial to tourism in Hagåtña and Guam. Car park development in the village will be a crucial asset to all of these facilities and buildings, in that more residents, visitors and tourists will have availability to park near their destinations, while it will also allow these visitors to stay in the village for longer periods of time, possible enticing and enhancing upon the nightlife in Hagåtña. Additionally, major projects for Government of Guam agency buildings such as the expansion of the library, the restoration of the congress hall and the construction of new Guam agency buildings will provide for more available private office space in the village, lower costs to the government (possible no leases), and a consolidated location of major Government of Guam agencies in the capital of Guam, which can help increase efficiency, productivity and commerce.

Source: 3rd Year Annual Update - Comprehensive Economic Development Strategy, 2011.

Utility Infrastructure

Utilities and public infrastructure such as power and water are critical to development and future growth, and while existing public infrastructure can provide for various future opportunities, there are also many types of limitations or constraints that can be associated with utility infrastructure. Constraints could include, but not be limited to, inadequate service areas or populations served, deteriorating infrastructure, infrequent monitoring and maintenance, age, as well as cost and funding. Included below is a thorough evaluation and documented analysis of current utility conditions and constraints, as well as identified future anticipated utility and infrastructure projects for the Village of Hagåtña. In accordance with this analysis, Matrix has also developed a series of maps to depict existing infrastructure and locations of future anticipated projects throughout Hagåtña.

As mentioned previously, infrastructure and municipal utilities are crucial to the daily operations and sustainable development of the village. This infrastructure includes, but may not be limited to:

- Electricity and Power,
- Telecommunications,
- Water System,
- Wastewater, and
- Storm Drainage.

Infrastructure and utilities provide for necessary daily private and public operations and living needs, as well as a foundation for future growth. Municipal infrastructure must be maintained and updated to meet the needs and demand of all residents, businesses and public services, and improvements must be made to accommodate for any future anticipated increases in use. Hagåtña has all necessary forms of infrastructure and available utilities, although there has been some constraints such as ineffective (and non-existent) efforts in maintaining and updating all utilities to meet the current demand. The need for infrastructure and utilities upgrades is expected to increase throughout Guam due to organic growth, as well as from impacts associated with the planned military build-up. While it may be construed that municipal infrastructure in the village is adequate, in its current state, Hagåtña is somewhat lacking the necessary infrastructure to accommodate for favorable future growth and development.

Electricity / Power

Power and electricity service throughout Guam is provided by the Guam Power Authority (GPA). The Guam Power Authority Act established GPA in 1968, and they have been an enterprise fund for the Government of Guam ever since. According to the 2013 GPA Integrated Resource Plan, in FY 2012, GPA had 48,512 customers; approximately a third of the total population on Guam. This may be attributed to the fact that many customers constitute power use for an entire residence or building. GPA is considered a full service electric utility, which means that it generates, transmits, and distributes electric energy from its various power generation resources to all individual customers. GPA has established a total generation capacity of 552 MW for the island of Guam, with a total of 663 miles of transmission and distribution lines and 29 substations throughout the island.

Within Hagåtña, there is one substation, located on the west end of the village on publicly owned property along the Hagåtña cliff line. The GPA utilities in the village consist mostly of secondary overhead conductors (power lines), with several transmission lines and primary overhead conductors passing through the entirety of the village (along Routes 7 and 7a, and along Marine Corps Drive near Adelup Point). In total, there are roughly 21,000 feet of transmission lines, and 115,200 feet of overhead (primary and secondary) conductors in the village. There are very few underground conductors throughout the village, more than 75% of which are primary underground conductors. In total, there are roughly 14,864 feet of underground (primary and secondary) conductors, which details an imbalance of underground and overhead conductors and a large portion of the village not served by underground lines. The village contains a total of approximately 736 power poles, with a lack of available poles in certain areas (primarily to the east of Route 4), which may lead to current and/or future problems associated with capacity needs and service areas in Hagåtña.

The only electrical station or substation in the village is the Hagåtña substation, which has a generation capacity of 115/35 kV, consists of a ring bus with four breakers, and hosts three 115 kV lines and one 115 kV/35 kV transformer. While the size of Hagåtña is small compared to other villages (1 square mile), there are a high concentration of residential and commercial uses in the village, and all electricity users (and potential future users) could benefit from the addition of another substation in the village, particularly in an underserved or underutilized area. The GPA System Stability Study identified GPA infrastructure throughout the island, and provided insight on existing deficiencies. For the Hagåtña substation, the study stated that the transmission line protection for breakers H-401/H-404 at the substation rely on electromechanical distance and directional overcurrent relays. The minimum operating currents for these relays varies from 0.04 amperes to 7.5 relay amperes. Additionally, the study noted that the required operating currents for remote-end faults appear to be more than is

available at the relay until the remote end breakers open and that the relays may not provide adequate clearing times during certain generation scenarios. One suggestion that came out of this assessment was that the ground overcurrent relays cannot provide adequate protection for the transmission line and should be replaced with ground distance relays and preferably a pilot wire scheme.

GPA's existing operations are regulated by the environmental operating permits issued for each power plant by the Environmental Protection Agency (EPA). Several GPA generation units are classified by the EPA as a "synthetic minor source of power", although they are not located within the village. This classification applies to units that require specific operational hour limits which are imposed for the purpose of pollutant emissions reduction.

Several development and siting studies for GPA have been conducted over the past couple of decades, which have highlighted some challenges associated with developing new power generation resources on Guam. Some of these challenges include:

- Siting (space and location),
- Permitting (air and water), and
- Fuel delivery issues.

There are also limitations presented for other electrical infrastructure site options located on the western coast of the island (including Hagåtña), due to congestion around the port and marinas and proximity to various national parks and environmentally sensitive areas such as coastlines and wetlands. The environmental permitting process, taking a significant amount of time to proceed, can also be a constraining factor to power generation development, although this does not affect Hagåtña.

Sources: Guam Power Authority; GPA Integrated Resource Plan, 2013; Generation Resource Handbook, 2008; GPA System Stability, Reliability, and Relay Protection Coordination Study, 2005

Future Anticipated Improvements

GPA has identified many future infrastructure improvements to be undertaken throughout the island of Guam, several of which apply directly to Hagåtña. Many of these projects are part of their Engineering Capital Improvements Project (CIP) listing for years 2011-2015. All future anticipated electricity infrastructure projects relevant to the Village of Hagåtña are listed and detailed below.

- System Stability and Relay Coordination Underground Fiber Optic Lines - $2,494,375 GPA Revenue Bonds ($601,375) and Bond Funds ($1,893,000) - (2011 Engineering CIP)
  - This project will implement a portion of the recommendations from the System Stability and Relay Coordination Study to enhance system reliability. Fiber optic line installation from substation to substation, installation of GPS clocks for time synchronization of event reporting, installation of revised and new relay settings.
- GPA Connected Grid Project – Awarded $16,603,507 (Smart Grid Initiative Grant) in 2010 by Department of Energy (<50% complete) – (GPA Website)
  - The GPA Connected Grid Project is a comprehensive, integrated crosscutting program including communications systems, advanced metering infrastructure, distribution automation projects, advanced information and control systems, outage and workforce management systems, energy demand management and control, enhanced security systems, and distributed energy resource and storage projects. These projects cut across the entire GPA enterprise. Additionally, the program includes support for homeland security issues including cyber and physical security and protection of critical infrastructure, life and property.

HAGÅTÑA
RESTORATION AND
REDEVELOPMENT
AUTHORITY

Chairman Maria Eugenia Leon Guerrero
Vice-Chair Patricia Ann P. Ada
Commissioner Mayor John E. Cruz
Commissioner Gregory D. Perez
Commissioner Rita T. Franquez
Commissioner Nanick Keswani
Commissioner Eduardo J. Calvo
Commissioner Carlos Madrid Alvarez-Piñer, PhD

75th Guam Liberation
A Legacy of Peace and Friendship

The Honorable Lourdes A. Leon Guerrero
Governor of Guam

The Honorable Joshua F. Tenorio
Lieutenant Governor of Guam

GUAM

PHASE 2:

UPDATE ALTERNATIVE PLANS

Task 2.1: Facility Scoping

Task 2.2: Technical Memorandum-Facility Scoping

Task 2.3: Market Study

Task 2.4: Draft Technical Memorandum-Market Study

Task 2.5: Alternative Plans Charrette

Task 2.6: Review and Update of Alternative Plans

Task 2.7: Public Involvement of Alternatives Updates

Task 2.8: HRRA Board Presentation

Doc. No. 35GL-20-1498



HAGÅTÑA
MASTER PLAN
Preserving Our Past. Shaping Our Future.

Facility Scoping Memorandum

Hagåtña Restoration and Redevelopment Authority and
Matrix Design Group

June 2015

Matrix
DESIGN GROUP

Executive Summary

Since its pre-war establishment, the capitol city of Hagåtña held the seat of government since the days of Spanish rule. Even after the island's turnover to the United States in the early 1900s, Guam's administration was conducted by the US Navy kept the central government functions within Hagåtña. Postwar and after the bombings that leveled the city as well as after the local civilian and elected governors took leadership, all three branches of government were still located within Hagåtña. Residential and commercial activity flourished in and around the central capitol. Since that time and over the decades to the present, the local government, residents and businesses slowly began to relocate and establish themselves in other areas farther away leaving Hagåtña and its true function as a capital a fading memory.

In its recent state, one would be hard pressed to imagine the area as the capitol of the island. The restoration and redevelopment of Hagåtña was contemplated by the 24th Guam Legislature and signed into law as P.L. 24-110 in 1997. With the passage of the Public Law, the Legislature saw fit to enable a body whose primary function would be the revitalization of the capitol with the idea that doing so would re-energize a sense of pride in the local populace, attract new investment and expand economic and social opportunity. Despite the best intentions of the 24th Guam Legislature, actual progress in this direction was sporadic and frequently fell idle in such a fashion that the notion of revitalization was all but forgotten.

Under the leadership of current Governor Eddie Baza Calvo, the dream of revitalizing the city of Hagåtña has not only been reawaked, it has taken true shape in an overall plan that is feasible, collaborative, and most importantly, implementable with a parallel notion of centralizing government functions into new structures and seeking financial efficiencies and savings. Taking the lead in restoration and redevelopment of Hagåtña, to its intended and primary function as a capitol proper, logically begins with and calls for the centralizing of the local government's (GovGuam) entities. With the Legislative and Judiciary still present within Hagåtña, only the various functions of the Executive remain. This memo analyzes and aims to address the office and operational spaces needed to relocate, maintain, and improve the Executive branch's various administrative agency functions within the capitol city of Hagåtña. This memo will also discuss these items in terms of minimum and maximum requirements for a number of GovGuam agencies, as well as discuss these potential needs in terms of the pending US Military Buildup and respective GovGuam requirements. These agencies include: The Office of the Governor (OOG), Bureau of Budget Management and Research (BBMR), Bureau of Statistics and Plans (BSP), Department of Land Management (DLM) and Chamorro Land Trust Commission (CLTC), Department of Administration (DOA), Department of Labor (DOL), Department of Revenue and Taxation (DRT), Guam Economic Development Authority (GEDA), Mayor's Council of Guam (MCOG), and the Office of the Attorney General (OAG).

Facility Scoping Overview

Project Description

The military buildup and the Hagåtña Master Plan provide catalysts for the potential consolidation of Government of Guam (GovGuam) agencies and services in Hagåtña. Relocation and consolidation could result in significant operational and cost efficiencies, as well as better client service. Hagåtña would also benefit from the additional economic activity. Not only would local businesses have more potential customers, but increased property values would likely lead to additional private investment, property improvements, revenues and employment. In this way, the capital investments necessary to relocate and

consolidate GovGuam agencies (buildings, parking, infrastructure, etc.), can be leveraged to create private investment, at least partially subsidizing the public investment.

Initial Methodology

Based on guidance from HRRA, as well as input received at the Alternative Plans Charrette, several GovGuam departments and offices were identified for evaluation, along with their level of priority for relocation to the Capital District. These candidates included the following:

- Bureau of Budget and Management Research (BBMR) – Priority 1
- Bureau of Statistics and Plans (BSP) – Priority 1
- Department of Land Management (DLM)[1] – Priority 3
- Department of Administration (DOA) – Priority 1
- Department of Labor (DOL) [2]– Priority 2
- Department of Revenue and Taxation (DRT) – Priority 2
- Guam Economic Development Authority (GEDA) – Priority 3
- Office of the Governor (and supporting staff) – Priority 1
- Mayor's Council of Guam (MCoG) – Priority 3
- Office of the Attorney General / Department of Law (OAG) – Priority 2

Using this list, Matrix attempted to develop facility space needs assessments, based on total staffing identified in the FY2015 Budget Act and 2014 4th Quarter Guam Agency Staffing Patterns provided by GovGuam for each agency, and ~~total staff~~the /potential staffing (pursuant to the 2014 SEIS and military buildup impacts) and interviews with GovGuam staff. Matrix attempted to obtain existing square footage for candidate agencies and departments, however, of the ten candidate agencies, only four agencies provided the floor plans or existing square footage~~is~~ information (DLM, DOA, DRT, and GEDA). In addition, the DOA data was only for one facility and was deemed incomplete. Due to this, existing agency square footage calculations were not used as a basis for the future space needs assessment, and an alternative methodology was used.

Alternative Methodology for Facility Standards

In light of the lack of floor area and use data for all candidate agencies, average space per occupant standards identified by the International Facility Management Association (IFMA) were used. Estimates based on these ratios are appropriate for developing alternative land use plans at a master plan scale. More detailed analysis will be required for detailed design and/or to create valid cost estimates.

[1] DLM was originally included in this facility scoping exercise, but there is a new public building already planned for Land Services (DLM, CLTC, and ALC), so it is unclear whether or not they will be included in the relocation.
[2] DOL was originally included in this facility scoping exercise, but there is a new public building already planned for DOL, so it is unclear whether or not they will be included in the relocation.

Facility Standards

Typically, square footage needs vary by employee position level, by type of industry and of course, by the type work being performed. According to the 2010 IFMA's research report #34 entitled "Space and Project Management Benchmarks," there are four "levels" of interior space. These include the interior gross area, the plannable gross area, the plannable area, and the assignable area. For the purposes of the facility scoping exercise, the plannable area and assignable area "levels" are most applicable.

- **Interior gross area** includes the portion of the floor(s) that is totally enclosed within the dominant portion. Interior gross area excludes exterior walls and interior parking space.
- **Plannable gross area** can be used for space planning. It is the portion of a floor that is totally enclosed within the interior face of perimeter encroachments at the floor plane and where there are no perimeter encroachments enclosed at the inside finished surface of the exterior walls. Examples of perimeter encroachments include convectors and heating units.
- **Plannable area** is derived by subtracting primary circulation, major vertical penetrations, void areas and service areas from plannable gross area. Plannable area can also be used for space planning.
- **Assignable area** is the portion of the plannable area on a floor that can be assigned to occupant groups or specific functions. To reach assignable area, one would subtract secondary circulation (such as interior access hallways), restricted areas, and occupant void areas from a plannable area "level" measurement. This is most commonly associated with a specific persons "office space".

Space per Occupant

Space per occupant is a constantly changing measurement, and has not been accurately standardized. Interior gross and plannable gross areas account for all spaces in an office (including areas not utilized by employees); however, plannable and assignable areas align more closely to the "usable amount" of office space. The table below details "Space and Project Management Benchmarks" survey results for square feet (sf) per occupant (by percentile), with mean averages for all.

Survey Percentile	Interior Gross Area	Plannable Gross Area	Plannable Area	Assignable Area
99	1,291 sf	1,271 sf	1,172 sf	999 sf
90	660 sf	637 sf	529 sf	498 sf
75	481 sf	458 sf	382 sf	354 sf
50	356 sf	345 sf	290 sf	263 sf
25	267 sf	251 sf	202 sf	183 sf
10	183 sf	166 sf	131 sf	111 sf
5	111 sf	107 sf	92 sf	61 sf
Mean	**404 sf**	**386 sf**	**323 sf**	**295 sf**

Source: Space and Project Management Report #34, Page 26, International Facility Management Association, 2010

Data from the past 20 years shows a downward trend in space for most position levels. There are several drivers for the change. These include cost, increasing levels of staff per agency or organization using the same amount of area, reduction of real estate and home or remote offices, , new technology such as flat screens which require less desk space, and the movement to non-dedicated "group" workspace. The table below displays office sizes (in sf) by type of worker over the past 20 years. These figures only include space relevant to office or "assignable areas" and do not include common areas.

Year	Executive Mgmt.	Senior Mgmt.	Middle Mgmt.	Senior Profess.	Profess. Tech.	Senior Clerical	General Clerical	Call Center
2010	246 sf	169 sf	120 sf	95 sf	75 sf	81 sf	69 sf	52 sf
2007	241 sf	170 sf	121 sf	98 sf	79 sf	78 sf	68 sf	51 sf
2002	239 sf	169 sf	126 sf	97 sf	79 sf	77 sf	66 sf	39 sf
1997	280 sf	193 sf	142 sf	114 sf	92 sf	84 sf	73 sf	-
1994	289 sf	200 sf	151 sf	115 sf	90 sf	81 sf	69 sf	-
Mean	**260 sf**	**180 sf**	**132 sf**	**104 sf**	**83 sf**	**80 sf**	**69 sf**	**47 sf**

Source: Space and Project Management Report #34, Page 33, International Facility Management Association, 2010

In 2010, staff in management positions had an average of 180 square feet of office space, professionals had an average of 85 square feet of office space, clerical staff had an average of 75 square feet of office space and call center staff had roughly 52 square feet of office space. Using these averages of the square footages, (with the exception of call center staff numbers) will allow for a conservative "mean standard" for calculating the square footage needed for a total number of full time employees (FTE's). A liberal "mean standard" would use the largest average size per occupant, or 180 square feet for each clerical and professional employee, and 260 square feet (the largest size) for each management employee.

Conference / Training and Support Space

According to the IFMA, while individual space continues to shrink, collaborative and support space has increased. The tables below show the amount of space allocated to conference / training and support space (per occupant) by type of facility use.

Conference / Training Space per Occupant

Facility Use	Team Space	Small Conference	Med. / Large Conference	Training Rooms
Headquarter	2.56 sf	4.00 sf	5.55 sf	4.58 sf
Mixed Use	2.56 sf	4.92 sf	6.60 sf	4.06 sf
Regional	2.25 sf	4.37 sf	7.09 sf	4.61 sf
Manufacture	3.12 sf	4.77 sf	4.81 sf	4.38 sf
Research	5.21 sf	3.16 sf	6.97 sf	3.53 sf
Education	3.63 sf	1.21 sf	3.89 sf	4.60 sf
Multi-Use	3.17 sf	3.00 sf	6.18 sf	2.94 sf
Call Center	5.16 sf	1.32 sf	2.12 sf	2.60 sf
Mean	**3.46 sf**	**3.34 sf**	**5.40 sf**	**3.91 sf**

Source: Space and Project Management Report #34, Page 38, International Facility Management Association, 2010

Support Space per Occupant

Facility Use	Computer Room	Storage	Work Rooms	Data Center	Files
Headquarter	4.61 sf	6.85 sf	4.92 sf	6.29 sf	5.32 sf
Mixed Use	5.82 sf	9.96 sf	3.62 sf	5.93 sf	4.53 sf
Regional	4.92 sf	5.89 sf	5.32 sf	8.13 sf	6.26 sf
Manufacture	5.59 sf	12.88 sf	2.68 sf	3.78 sf	2.79 sf
Research	9.41 sf	15.05 sf	2.53 sf	4.77 sf	5.30 sf
Education	4.53 sf	4.77 sf	2.13 sf	2.44 sf	2.37 sf
Multi-Use	4.85 sf	13.85 sf	6.20 sf	3.21 sf	6.73 sf
Call Center	2.91 sf	1.48 sf	1.29 sf	4.62 sf	1.70 sf
Mean	**5.33 sf**	**8.84 sf**	**3.59 sf**	**4.90 sf**	**4.38 sf**

Source: Space and Project Management Report #34, Page 39, International Facility Management Association, 2010

In 2010, on average per occupant, facilities had roughly 3.46 square feet of community team space, about 3.34 square feet of small conference space, 5.40 square feet of medium-large conference space, and about 3.91 square feet of training space. A total sum of 16.0 square feet per occupant for conference and training space is a reasonable assumption.

~~*Source: International Facility Management Association, "Space and Project Management Benchmarks", 2010*~~

Additionally, in 2010, on average per occupant, facilities had roughly 5.33 square feet of computer rooms, 8.84 square feet of storage, 3.59 square feet of work rooms, 4.90 square feet of data centers, and 4.38 square feet of file space. It is unrealistic to use a "mean average" for these numbers considering that some of the facility uses require vast amounts of "common" space, such as manufacturing and research uses. A total sum of 27.0 square feet per occupant for support space is a reasonable assumption.

Larger Agencies

For any agencies with more than 35 or 40 staff, it can be anticipated that these conference/training and support space numbers would need to be larger in size, due to higher employee counts and the need for additional computer technology, printers / scanners, large scale conference rooms, and large scale training facilities. Using a standard of double the amount of conference and training space for these larger agencies would equate to 32 square feet per occupant for conference and training space, and 54 square feet per occupant of support space for any agencies with more than 35 staff members.

Common Space

An estimate of 30% of the overall "plannable area" office space is a good assumption to use in the calculations for common space facility scoping (to include hallways, mechanical / electrical rooms, bathrooms, elevators / stairwells).

Vacant Space

It is not unusual for facilities to have blocks of unoccupied (common) space. Many facility managers would agree that it is a challenge to match up space needs to work population at any given time. Vacancy is unoccupied space available for usage, divided by plannable area. The 2010 IFMA report further defined unoccupied space as space which is not planned, and occurs by oversupply, or is swing space or space held in abeyance by individual departments. In general, the overall average vacancy rate has risen from 8% in 2007 to 13% in 2010.

Oversized Office Space

It is important to note that the calculations derived in this report are reflective of Matrix's work and not solely reflective of the GovGuam agencies and departments' calculations. For this reason, some of the square foot estimates may not be aligned with current architectural plans for new governmental buildings due to client preference and office sizing. Sizing preference and oversized management position offices are not accounted for in the following calculations.

Guam Governmental Center Relocation Summary

The table below identifies a summary of respective agency square footage needs, dependent on staffing levels and on facility assessment calculations using previously identified office space averages. Existing square footage is also identified as it was available, including provisions of support and conference space. The following agencies provided floor plans with dimensions or their existing square footage to the Matrix Team:

- DLM (Office space square footage provided by DLM in January 2015)
- DOA (Office space square footage and floor plans provided by DOA & GSA in January 2015)
  - It is assumed this is incomplete due to missing information for the GSA Warehouse in Piti and the Treasurer of Guam satellite office in Barrigada
- DRT (Office space floor plans and lease provided by DRT in January 2015)
- GEDA (Office space square footage, floor plan and lease provided by GEDA in December 2014)

The following agencies' existing leased square footage was delineated in the Palacio Reconstruction and Site Feasibility Study completed in June 2015, and was used where existing square footage was not made available:

- MCoG
- OAG

All other existing square footage for agencies identified for potential relocation are incomplete due to data that is missing or outstanding. Agencies that do not have existing square footage identified in this memo include the following:

- BBMR (Part of Adelup)
- BSP (Part of Adelup)
- DOL
- Governor's Office (Part of Adelup)

Guam Agency	Number of FTE Staff	Existing Square Feet (Total)	Square Feet Needed (min)	Square Feet Needed (max)	Square Feet Needed (Avg.)
BBMR	20	**	3,549	6,006	4,778
BSP	27	**	4,642	8,139	6,391
DLM / CLTC*	55	27,449	12,772	19,643	16,208
DOA	124	30,547**	29,723	44,959	37,341
DOL	138	**	30,703	48,760	39,732
DRT	177	41,770	41,843	63,495	52,669
GEDA	35	10,793	6,994	11,187	9,091
Governor's Office	75	**	21,730	31,395	26,563
MCoG	15	9,954	2,568	4,453	3,511
OAG	139	25,000**	31,147	48,690	39,919
TOTAL	**805**	**	**185,671**	**286,727**	**236,203**

* Expected to go into the planned Land Resources Building ~~(includes CLTC, but does not include ALC staffing~~

** Incomplete due to missing information from GovGuam

Source: DLM; DOA; DRT; GEDA; Source: Palacio Reconstruction and Site Feasibility Study, GPT, 2015; FY2015 Budget Act and 2014 4th Quarter Guam Agency Staffing Patterns; Matrix Design Group, 2015. ~~Assume 1,000 sf office space and 1,200 sf support space for Governor and Lieutenant Governor~~

Government of Guam Lease Expenditures for the Agencies Identified for Relocation

The table below identifies a summary of respective lease expenditures for Guam agencies identified for potential relocation to the Capital District in Hagåtña[3]. It is important to note that all staff members identified in the previous table may not be included within the leased square footage identified in the table below. As of 2015, GovGuam spends $307,149 monthly and $3,685,793 annually on leases, just for the 129,898 square feet of leased space needed for these 10 agencies. Execution of the governmental center relocation to Hagåtña could minimize GovGuam total lease expenditures by millions of dollars.

Guam Agency	Leased Square Feet*	Estimated Monthly Lease Expenditures (2015)	Estimated Annual Lease Expenditures (2015)
BBMR	-	-	-
BSP	-	$1,750	$21,000
DLM / CLTC	18,337*	$46,425	$557,106
DOA	5,320*	$39,577	$474,924
DOL	8,850*	$16,759	$201,105
DRT	41,770	$83,299	$999,588
GEDA	10,793	$29,056	$348,672
Governor's Office	7,666*	$3,333	$40,000
MCoG	9,954	$9,282	$111,382
OAG	25,000*	$77,668	$932,016
TOTAL	**129,898**	**$307,149**	**$3,685,793**

*It is unclear if the leased square footage identified accounts for all existing agency square footage

Source: Palacio Reconstruction and Site Feasibility Study, GPT, 2015

[3] These leased square footage calculations and expenditure calculations were derived from the 20154 Guam Preservation Trust (GPT) Palacio Reconstruction and Site Feasibility Study, and may not ~~be the same numbers calculated for total agency existing square footage identified in the table above~~identify the total number of square footage that the agency or department occupies.

Guam Governmental Center Relocation Detailed Calculations

Bureau of Budget Management and Research

The Bureau of Budget Management and Research (BBMR) currently supports 20 staff positions, two of which are considered at the managerial level. Out of the remaining 18 staff members, 16 are considered to be professional staff, while two are considered to be clerical staff. Below are calculations used to derive the amount of square feet needed for BBMR in Hagåtña.

Minimum Scenario

2 Management Positions x 180 sf (each) =	360 sf
16 Professional Positions x 85 sf (each) =	1,360 sf
2 Clerical Positions x 75 sf (each) =	150 sf
Conference / Training Space (per 20 occupants) x 16 sf =	320 sf
Support Space (per 20 occupants) x 27 sf =	540 sf
Subtotal	2,730 sf
30% Common Space Calculation =	819 sf
Total	**3,549 sf**

Maximum Scenario

2 Management Positions x 260 sf (each) =	520 sf
16 Professional Positions x 180 sf (each) =	2,880 sf
2 Clerical Positions x 180 sf (each) =	360 sf
Conference / Training space (per 20 occupants) x 16 sf =	320 sf
Support Space (per 20 occupants) x 27 sf =	540 sf
Subtotal	4,620 sf
30% common space calculation =	1,386 sf
Total	**6,006 sf**
Averaged Total	**4,778 sf**

Bureau of Statistics and Plans

The Bureau of Statistics and Plans (BSP) currently supports 27 staff positions, three of which are considered managerial. Out of the remaining 24 staff members, 17 are considered to be professional staff, while seven are considered to be clerical staff. Below are calculations used to derive the amount of square feet needed for BSP in the new governmental center in Hagåtña.

Minimum Scenario

3 Management Positions x 180 sf (each) =	440 sf
17 Professional Positions x 85 sf (each) =	1,445 sf
7 Clerical Positions x 75 sf (each) =	525 sf
Conference / Training space (per 27 occupants) x 16 sf =	432 sf
Support Space (per 27 occupants) x 27 sf =	729 sf
Subtotal	3,571 sf
30% common space calculation=	1,071 sf
Total	**4,642 sf**

Maximum Scenario

3 Management Positions x 260 sf (each) =		780 sf
17 Professional Positions x 180 sf (each) =		3,060 sf
7 Clerical Positions x 180 sf (each) =		1,260 sf
Conference / Training space (per 27 occupants) x 16 sf =		432 sf
Support Space (per 27 occupants) x 27 sf =		729 sf
	Subtotal	6,261 sf
30% common space calculation =		1,878 sf
	Total	**8,139 sf**
	Averaged Total	**6,391 sf**

Department of Land Management / Chamorro Land Trust Commission

The Department of Land Management (DLM), which includes the Chamorro Land Trust Commission (CLTC), currently supports 55 staff positions, six of which are considered managerial. Out of the remaining 49 staff members, 34 are considered to be professional staff, while 15 are considered to be clerical staff. Below are calculations used to derive the amount of square feet needed for DLM in the new governmental center in Hagåtña (new Land Services Building).

Minimum Scenario

6 Management Positions x 180 sf (each) =		1,080 sf
34 Professional Positions x 85 sf (each) =		2,890 sf
15 Clerical Positions x 75 sf (each) =		1,125 sf
Conference / Training space (per 55 occupants) x 32 sf =		1,760 sf
Support Space (per 55 occupants) x 54 sf =		2,970 sf
	Subtotal	9,825 sf
30% common space calculation =		2,948 sf
	Total	**12,772 sf**

Maximum Scenario

6 Management Positions x 260 sf (each) =		1,560 sf
34 Professional Positions x 180 sf (each) =		6,120 sf
15 Clerical Positions x 180 sf (each) =		2,700 sf
Conference / Training space (per 55 occupants) x 32 sf =		1,760 sf
Support Space (per 55 occupants) x 54 sf =		2,970 sf
	Subtotal	15,110 sf
30% common space calculation =		4,533 sf
	Total	**19,643 sf**
	Averaged Total	**16,208 sf**

Department of Administration

The Department of Administration (DOA) currently supports 124 staff positions, 20 of which are managerial. Out of the remaining 104 staff members, 80 are considered to be professional staff, while 24 are considered to be clerical staff. Below are calculations used to derive the amount of square feet needed for DOA in the new governmental center in Hagåtña. It should be noted that is it currently unclear how many of these DOA employees would be moved to Hagåtña.

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Minimum Scenario

20 Management Positions x 180 sf (each) =		3,600 sf
80 Professional Positions x 85 sf (each) =		6,800 sf
24 Clerical Positions x 75 sf (each) =		1,800 sf
Conference/Training space (per 124 occupants) x 32 sf =		3,968 sf
Support Space (per 124 occupants) x 54 sf =		6,696 sf
	Subtotal	22,864 sf
30% common space calculation =		6,859 sf
	Total	**29,723 sf**

Maximum Scenario

20 Management Positions x 260 sf (each) =		5,200 sf
80 Professional Positions x 180 sf (each) =		14,400 sf
24 Clerical Positions x 180 sf (each) =		4,320 sf
Conference/Training space (per 124 occupants) x 32 sf =		3,968 sf
Support Space (per 124 occupants) x 54 sf =		6,696 sf
	Subtotal	34,584 sf
30% common space calculation =		10,375 sf
	Total	**44,959 sf**
	Averaged Total	**37,341 sf**

Department of Labor

The Department of Labor (DOL) currently supports 138 staff positions, 10 of which are managerial. Out of the remaining 128 staff members, 35 are considered to be professional staff, while 93 are considered to be clerical staff (including 83 trainees). Below are calculations used to derive the amount of square feet needed for DOL in the new governmental center in Hagåtña. It should be noted that is it unclear how many of these DOL employees would be moved to Hagåtña.

Minimum Scenario

10 Management Positions x 180 sf (each) =		1,800 sf
35 Professional Positions x 85 sf (each) =		2,975 sf
93 Clerical Positions x 75 sf (each) =		6,975 sf
Conference / Training space (per 138 occupants) x 32 sf =		4,416 sf
Support Space (per 138 occupants) x 54 sf =		7,452 sf
	Subtotal	23,618 sf
30% common space calculation =		7,085 sf
	Total	**30,703 sf**

Maximum Scenario

10 Management Positions x 260 sf (each) =		2,600 sf
35 Professional Positions x 180 sf (each) =		6,300 sf
93 Clerical Positions x 180 sf (each) =		16,740 sf
Conference/Training space (per 138 occupants) x 32 sf =		4,416 sf
Support Space (per 138 occupants) x 54 sf =		7,452 sf
	Subtotal	37,508 sf
30% common space calculation =		11,252 sf
	Total	**48,760 sf**
	Averaged Total	**39,732 sf**

Department of Revenue and Taxation

The Revenue and Taxation (DRT) currently supports 177 staff positions, 22 of which are managerial. Out of the remaining 155 staff members, 138 are considered to be professional staff, while 17 are considered to be clerical staff. Below are calculations used to derive the amount of square feet needed for DRT in the new governmental center in Hagåtña. ~~It should be noted that is it unclear how many of these DRT employees would be moved to Hagåtña.~~

Minimum Scenario

22 Management Positions x 180 sf (each) =	3,960 sf
138 Professional Positions x 85 sf (each) =	11,730 sf
17 Clerical Positions x 75 sf (each) =	1,275 sf
Conference/Training space (per 177 occupants) x 32 sf =	5,664 sf
Support Space (per 177 occupants) x 54 sf =	9,558 sf
Subtotal	32,187 sf
30% common space calculation =	9,656 sf
Total	**41,843 sf**

Maximum Scenario

22 Management Positions x 260 sf (each) =	5,720 sf
138 Professional Positions x 180 sf (each) =	24,840 sf
17 Clerical Positions x 180 sf (each) =	3,060 sf
Conference/Training space (per 177 occupants) x 32 sf =	5,664 sf
Support Space (per 177 occupants) x 54 sf =	9,558 sf
Subtotal	48,842 sf
30% common space calculation =	14,653 sf
Total	**63,495 sf**
Averaged Total	**52,669 sf**

It is anticipated that only the Director's Office will move to the new governmental center in Hagåtña. Within the Director's Office, there are four managerial staff, one professional staff, and two clerical staff.

Minimum Scenario

4 Management Positions x 180 sf (each) =	720 sf
1 Professional Positions x 85 sf (each) =	85 sf
2 Clerical Positions x 75 sf (each) =	150 sf
Conference/Training space (per 7 occupants) x 32 sf =	224 sf
Support Space (per 7 occupants) x 54 sf =	378 sf
Subtotal	1,557 sf
30% common space calculation =	467 sf
Total	**2,024 sf**

Maximum Scenario

4 Management Positions x 260 sf (each) =		1,040 sf
1 Professional Positions x 180 sf (each) =		180 sf
2 Clerical Positions x 180 sf (each) =		360 sf
Conference/Training space (per 7 occupants) x 32 sf =		224 sf
Support Space (per 7 occupants) x 54 sf =		378 sf
	Subtotal	2,182 sf
30% common space calculation =		655 sf
	Total	**2,837 sf**
	Averaged Total	**2,431 sf**

Guam Economic Development Authority

The Guam Economic Development Authority (GEDA) currently supports 35 staff positions, 10 of which are managerial. Out of the remaining 25 staff members, 20 are considered to be professional staff, while five are considered to be clerical staff. Below are calculations used to derive the amount of square feet needed for GEDA in the new governmental center in Hagåtña.

Minimum Scenario

10 Management Positions x 180 sf (each) =		1,800 sf
20 Professional Positions x 85 sf (each) =		1,700 sf
5 Clerical Positions x 75 sf (each) =		375 sf
Conference / Training space (per 35 occupants) x 16 sf		560 sf
Support Space (per 35 occupants) x 27 sf =		945 sf
	Subtotal	5,380 sf
30% common space calculation =		1,614 sf
	Total	**6,994 sf**

Maximum Scenario

10 Management Positions x 260 sf (each) =		2,600 sf
20 Professional Positions x 180 sf (each) =		3,600 sf
5 Clerical Positions x 180 sf (each) =		900 sf
Conference / Training space (per 35 occupants) x 16 sf =		560 sf
Support Space (per 35 occupants) x 27 sf =		945 sf
	Subtotal	8,605 sf
30% common space calculation =		2,582 sf
	Total	**11,187 sf**
	Averaged Total	**9,091 sf**

Office of the Governor

The Office of the Governor currently supports 75 staff positions, four of which are managerial (including the Governor and Lieutenant Governor). Out of the remaining 71 staff members, 18 are considered to be professional staff, while 53 are considered to be clerical staff (all categorized as staff assistant). Below are calculations used to derive the amount of square feet needed for the Office of the Governor in the new governmental center in Hagåtña. Extra square footage has been added for the Governor and Lieutenant Governor's office space, as well as for executive conference and support space. It should be noted that there is potential for the reconstruction of the Governor's Palacio at Plaza de España.

Minimum Scenario

2 Management Positions x 180 sf (each) =		360 sf
2 Executive Positions x 1,000 sf =		2,000 sf
18 Professional Positions x 85 sf (each) =		1,530 sf
53 Clerical Positions x 75 sf (each) =		3,975 sf
Conference / Training space (per 75 occupants) x 32 sf =		2,400 sf
Legislative Conference space (per 2 legislators) x 1,200 sf =		2,400 sf
Support Space (per 75 occupants) x 54 sf =		4,050 sf
	Subtotal	16,715 sf
30% common space calculation =		5,015 sf
	Total	**21,730 sf**

Maximum Scenario

2 Management Positions x 260 sf (each) =		520 sf
2 Executive Positions x 1,000 sf =		2,000 sf
18 Professional Positions x 180 sf (each) =		3,240 sf
53 Clerical Positions x 180 sf (each) =		9,540 sf
Conference / Training space (per 75 occupants) x 32 sf =		2,400 sf
Legislative Conference space (per 2 legislators) x 1,200 sf =		2,400 sf
Support Space (per 75 occupants) x 54 sf =		4,050 sf
	Subtotal	24,150 sf
30% common space calculation =		7,245 sf
	Total	**31,395 sf**
	Averaged Total	**26,563 sf**

It is important to note that within the 2015 4-Palacio Reconstruction and Site Feasibility Study, the reconstructed Palacio was estimated at about 12,000 square feet (two floors, 6,000 square feet each). The floor plans for the Palacio identified within the Palacio Reconstruction Feasibility Study include space to house the Governor, the Lieutenant Governor, the Chief of Staff, roughly 24-26 other staff members, as well as executive conference and support space. It is unclear if the floor plans identified within this study were large enough to accommodate all staff members within the Office of the Governor.

Source: Palacio Reconstruction and Site Feasibility Study, GPT, 2015

Mayor's Council of Guam

The Mayor's Council of Guam (MCoG) currently supports 15 staff positions (not counting the positions located in the respective villages and gymnasiums), one of which is managerial. Out of the remaining 14 staff members, 10 are considered to be professional staff, while four are considered to be clerical staff. Below are calculations used to derive the amount of square feet needed for MCoG in the new governmental center in Hagåtña.

Minimum Scenario

1 Management Positions x 180 sf (each) =	180 sf
10 Professional Positions x 85 sf (each) =	850 sf
4 Clerical Positions x 75 sf (each) =	300 sf
Conference / Training space (per 15 occupants) x 16 sf =	240 sf
Support Space (per 15 occupants) x 27 sf =	405 sf
Subtotal	1,975 sf
30% common space calculation =	593 sf
Total	**2,568 sf**

Maximum Scenario

1 Management Positions x 260 sf (each) =	260 sf
10 Professional Positions x 180 sf (each) =	1,800 sf
4 Clerical Positions x 180 sf (each) =	720 sf
Conference / Training space (per 35 occupants) x 16 sf =	240 sf
Support Space (per 35 occupants) x 27 sf =	405 sf
Subtotal	3,425 sf
30% common space calculation =	1,028 sf
Total	**4,453 sf**
Averaged Total	**3,511 sf**

Office of the Attorney General

The Office of the Attorney General (OAG) currently supports 139 staff positions, six of which are managerial (including the Attorney General and Assistant Attorney General). Out of the remaining 133 staff members, 95 are considered to be professional staff, while 38 are considered to be clerical staff. Below are calculations used to derive the amount of square feet needed for AG staff in the new governmental center in Hagåtña.

Minimum Scenario

6 Management Positions x 180 sf (each) =		1,080 sf
95 Professional Positions x 85 sf (each) =		8,075 sf
38 Clerical Positions x 75 sf (each) =		2,850 sf
Conference / Training space (per 139 occupants) x 32 sf =		4,448 sf
Support Space (per 139 occupants) x 54 sf =		7,506 sf
	Subtotal	23,959 sf
30% common space calculation =		7,188 sf
	Total	**31,147 sf**

Maximum Scenario

6 Management Positions x 260 sf (each) =		1,560 sf
95 Professional Positions x 180 sf (each) =		17,100 sf
38 Clerical Positions x 180 sf (each) =		6,840 sf
Conference/Training space (per 139 occupants) x 32 sf =		4,448 sf
Support Space (per 139 occupants) x 54 sf =		7,506 sf
	Subtotal	37,454 sf
30% common space calculation =		11,236 sf
	Total	**48,690 sf**
	Averaged Total	**39,919 sf**

Military Buildup Scenario

The 2014 Draft Supplemental Environmental Impact Statement (SEIS), outlined impacts on Guam agency operations and staffing from the military buildup. Impacts were based on either changes in population or new development. Of the Guam agencies / entities identified to relocate to the new governmental center in Hagåtña, only several were included in the SEIS as being impacted by the military buildup.

Additionally, comments were given by various Guam agencies on the SEIS projected impacts (which are available at oneguam.com). Comments from Guam agencies were also discussed during an Economic Advisory Committee (EAC) meeting held in July 2014. These comments included some additional assumed staffing needed in anticipation of the military buildup. For all agencies that the SEIS identified impacts on staffing levels for (due to the military buildup), the projected number of additional FTEs (by agency) are included in the following detailed calculations. The summary table below identifies square footage needs for each agency, dependent on additional staffing anticipated in conjunction with the military buildup. Space needs per anticipated additional FTE were calculated using an average space per occupant measurement derived in previous calculations.

Guam Agency	Number of FTE Staff	Existing Square Feet	Square Feet Needed (Avg)	Max Year Additional Staffing Needed – 2014 SEIS	Additional Staffing – GovGuam Comments on 2014 SEIS or July 2014 EAC	Square Feet Needed (Avg.) – Based on Additional Staffing for Military Buildup
BBMR	20	**	4,778	N/A	N/A	4,778
BSP	27	**	6,391	1 FTE	N/A	6,628
DLM*	55	27,449	16,208	2 FTEs	10 FTEs	19,155
DOA	124	30,547**	37,341	N/A	16 FTEs	42,159
DOL	138	**	39,732	11 FTEs	N/A	42,899

DRT	177	46,245	52,669	N/A	N/A	52,669
GEDA	35	13,001	9,091	N/A	N/A	9,091
Governor's Office	75	**	26,563	N/A	N/A	26,563
MCoG	15	**	3,511	N/A	N/A	3,511
Office of AG	139	**	39,919	N/A	N/A	39,919
TOTAL	**805**	**	**236,203**	**14 FTEs**	**26 FTEs**	**247,372**

* Expected to go into the planned Land Resources Building
~~(includes CLTC, but does not include ALC staffing)~~
** Incomplete due to missing information from GovGuam
~~*Assume 1,000 sf office space and 1,200 sf support space for Governor and Lieutenant Governor*~~

Bureau of Statistics and Plans

According to the 2014 SEIS, impacts from the buildup on Guam's Coastal Management Program would be largest in 2021 at 16 additional permits (per year) and would decline to 5 additional permits per year by 2028. New staff required for monitoring and enforcement makes up a large portion of the combined total employment. The impact to staffing would be largest in 2021, with the need for an additional 0.9 FTEs, dropping to an additional 0.6 FTEs by 2028.

As a result of the military buildup action, BSP's Coastal Management Program would require an additional one (1) FTE. Dividing the number of employees (27) by the 6,391 sf (average) facility size needed (which was derived during previous calculations), space needed per employee averaged out to be 237 sf. With the additional need of one (1) FTE in conjunction with the buildup action, the new BSP facility size needed would be 6,628 sf total.

Source: Draft Supplementatl Environmental Impact Statement for the Relocation of Marines from Okinama to Guam, 2014

Department of Land Management

According to the 2014 SEIS, the impact on permitting operations would be greatest in 2019, when 113 additional permits are anticipated, declining to 14 additional permits per year by 2028. New staff required would be highest in 2019 at 1.7 additional FTEs, dropping to 1.4 FTEs by 2028. New staff would be primarily related to increased demands from land use commission hearings.

As a result of the military buildup action, DLM would require an additional two (2) permitting FTEs. Dividing the number of employees (55) by the 16,208 sf (average) facility size needed (which was derived during previous calculations), space needed per employee averaged out to be 295 sf. With the additional need of two (2) FTEs in conjunction with the buildup action, the new DLM facility size needed would be 16,797 sf total.

At the EAC meeting in July 2014, DLM stated current manpower is reaching stress levels to meet its mandate of serving as primary first tier reviewing and approving agent of all business licenses, contractor license clearance, clearing/grading permit applications, building and final occupancy permits and various intra-agency clearance procedures. DLM stated that they assume an addition of 10 new positions for a total of five years will be required. Dividing the number of current employees (55) by the 16,208 sf (average) facility size needed (which was derived during previous calculations), space needed per employee averaged out to be 295 sf. *Due to comments that came directly from DLM, and for the purposes of this memo, the total need assessment using 10 additional FTEs (not 2 FTEs) will be used*[4]. With the assumed need of ten (10) FTEs in conjunction with the buildup action, the new DLM facility size needed would be 19,155 sf total.

[4] ~~DLM was the only agency of the ten Guam agencies identified for relocation that gave a number of anticipated additional FTEs different than what was identified in the SEIS. That number was based on internal calculations / needs.~~

Source: Draft Supplementatl Environmental Impact Statement for the Relocation of Marines from Okinama to Guam, 2014; DLM Comments on the 2014 Draft SEIS.

Department of Administration

Impacts on DOA were not addressed in the 2014 SEIS. New staff levels required for DOA were also not included within agency comments on the SEIS. During the July 2014 EAC meeting, DOA identified the need for an additional 16 FTEs (2 Computer System Analyst II, 1 Messenger Clerk, 1 General Accounting Supervisor, 1 Management Analyst II, 2 Accountant II, 2 Accounting Technician II, 3 Treasury Cashiers, 2 Buyers II, 2 Personnel Specialist II).

As a result of the military buildup action, DOA assumes it would require an additional sixteen (16) FTEs. Dividing the number of employees (124) by the 37,341 sf (average) facility size needed (which was derived during previous calculations), space needed per employee averaged out to be 301 sf. With the additional need of sixteen (16) FTEs in conjunction with the buildup action, the new DOA facility size needed would be 42,159 sf total.

Source: DOA Comments on the 2014 Draft SEIS.

Department of Labor

According to the 2014 SEIS, impacts on DOL would be highest in 2018, with an additional 2,291 additional Alien Labor Processing and Certification Division (ALPCD) applications, -requiring an additional eleven (11) FTEs to help process H-2B visa's and new labor-eligible workers. This impact drops to zero (0) additional FTEs beginning in 2026.

As a result of the military buildup action, DOL's ALPCD would require an additional eleven (11) FTEs. Dividing the number of employees (138) by the 39,732 sf (average) facility size needed (which was derived during previous calculations), space needed per employee averaged out to be 288 sf. With the additional need of eleven (11) FTEs in conjunction with the buildup action, the new DOL facility size needed would be 42,899 sf ~~total~~.

Source: Draft Supplementatl Environmental Impact Statement for the Relocation of Marines from Okinama to Guam, 2014

Legislative Office Space and Leases

Offices for the 15 Senators of the Guam Legislature are considered to be undersized and inappropriately disconnected from one another (located in various buildings). The Office of the Governor and the Guam Legislature have expressed interest in relocating the legislative offices to a consolidated location in central Hagåtña, either in the future renovated Congress Session Hall, or above the United States Post Office branch in Hagåtña, where several of the Senators are currently located.

While there are no set standards for legislative offices, square footage needs identified for the Governor and the Lieutenant Governor's office spaces were estimated at 1,000 sf each, while support / conference spaces identified for the Governor and Lieutenant Governor were estimated at 1,200 sf each. For the purposes of this facility scoping exercise, an office space estimate of 900 sf and a support / conference space estimate of 700~~350~~ sf per Senator will be used. An estimate of 700 sf support / conference space per Senator should be large enough to host legislative / senatorial staff members as needed. The estimates shown below do not account for the Council Chambers and the Session Hall.

15 Senatorial Positions x 900 sf (each) =		13,500 sf
Legislature Executive Director x 325 sf =		325 sf
Conference / Staffing space (per 15 Senators) x 700 sf =		10,500 sf
	Subtotal	24,325 sf
30% common space calculation =		7,297.5 sf
	Total	**31,622.5 sf**

Leased Legislative Space and Expenditures / Revenue

The current building where *I Liheslaturan Guahan* (Guam Legislature) resides is leased to the Legislature by a private owner for $504,000 for a two-year term (equivalent to $21,000 per month). This building (155 Hesler Place, Hagåtña) holds several Senatorial offices, as well as the Session Hall and a public hearing room. Additionally, several other Senators of Guam have offices located within the Unites States Post Office building in Hagåtña, which is owned by GovGuam. The total amount spent on office leases for the remaining senators is $568,560 for a two-year term (equivalent to $23690 per month). The total amount spent by the Guam Legislature for leases is $1,072,560 for a two-year period (equivalent to $44,690 per month).

~~space occupied and Costs associated- any other lease expenditures~~

Legislative Income from Leased Space

The Guam Legislature is currently the owner of the parking lot directly south of Plaza de España, adjacent to the Manuel F. Leon Guerrero Administration Building. This parking lot, which is commonly used by many visitors, residents and employees of GovGuam, is currently being leased to the Judiciary of Guam (JOG) to accommodate the parking needs of its patrons and employees at the Guam Judicial Center. The lot, which is suitable for roughly 106 vehicles (90 of which are for JOG use), is leased to the JOG at a rate of $XX,XXX a month. A portion of this parking lot (approximately 15-16 vehicles) may be utilized by the Academy of our Lady of Guam, according to the Parking Lot Use License Agreement.

Source: Guam Legislature and Judiciary of Guam Parking Lot Use License Agreement, 2014

Any other Legislative leases to other entities?

Although the Guam Legislature ~~pays $XX,XXX a month ($XXX,XXX annually) to~~ lease~~s out~~ the building at 155 Hesler Place for $504,000 for a two-year term (equivalent to $21,000 per month), there is some level of income received back through land owned by the Legislature which is leased out to other parties.

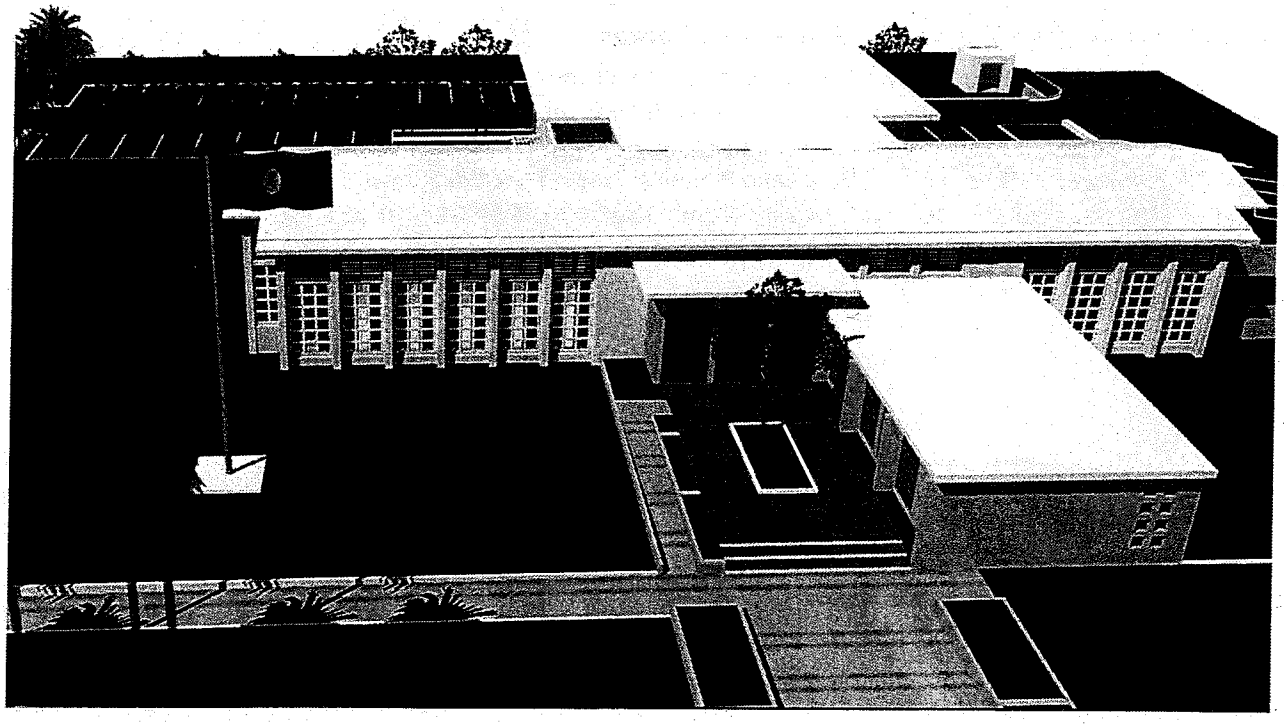
Planned Legislative Building Reconstruction and Renovation

The Guam Legislature Building (Old Guam Congress Session Hall) is slated to be renovated and reconstructed in 2015 / 2016, and architectural plans have been developed that identify office spaces, conference spaces, and support / common areas within the building. The building is slated to have a gross building footprint of 13,884 square feet, with a total net floor area (first and second floor) of roughly 19,615 square feet of space.

As the plans stand today, there is office space within the soon-to-be reconstructed Guam Legislature building for the Speaker of the Legislature, eight other senators, the executive director, legal counsel, clerks and various other support staff. The plans also account for roughly 50 off-street parking spaces and roughly 32 on-street parking spaces.

The office reserved for the Speaker of the Legislature is roughly 435 square feet, including a bathroom and entryway. All other senatorial offices are a bit smaller in size. These office space allocations for the Senators of the Legislature are similar to, or even a bit smaller than the assumed office space size used in the calculations within this facility scoping memorandum.

It is assumed that the reconstructed building would not have enough space to accommodate all 15 Senators, therefore some of the Senatorial offices may in fact have to be incorporated into the new Governmental center buildings. Below are draft renderings developed for the reconstructed Guam Legislature Building.



Source: Rehabilitation and Reconstruction of the Guam Legislature 30% Submittal, GPT, 2010

Planned Land Resources Building (DLM)

As stated previously, plans are in place to construct a new GovGuam Land Resources building within Hagåtña. This new building would potentially house land services agencies such as DLM (all divisions), CLTC, and the Ancestral Lands Commission (ALC).

If plans are approved, funding was acquired, and the new land resources building is constructed, it is assumed that DLM (as well as CLTC and ALC) would not be included in the Plaza de España governmental relocation efforts in Hagåtña. The new land resources building is planned to be constructed in central Hagåtña, along West O'Brien Drive on Block 24. The building's architectural drawings identify 5 levels (stories) with a three story parking structure. The building's plans also detail a large public meeting hall on the first floor, plenty of support space, as well as significant common space and storage areas (including a land records repository on the second floor). The plan also includes a multi-story parking structure.

Broad calculations for the planned land resources building are provided below, which identify approximate total square footage for each floor, and approximate total square footage for the facility. It is important to note that these calculations may show square footage estimates that are different than the calculations identified in this facility scoping memo for DLM. According to DLM personnel, the building's size was projected to fit DLM, ALC and CLTC staffing levels at full capacity. As of 2015, DLM, ALC and CLTC are not staffed at full capacity, and only expect to utilize three of the five stories. The remaining two stories could be utilized by other GovGuam agencies that deal with similar land services, creating for a complimentary work environment for Guam land resource agencies, and minimizing additional spatial needs.

Land Resources Building Square Footage Estimates

Level 1 – Estimated 9,920 sf (to host ALC, CLTC, and a public meeting hall)
Level 2 – Estimated 9,920 sf (to host DLM Land Records Division, including a 2,832 sf repository)
Level 3 – Estimated 9,920 sf (to host DLM Land Survey Division)
Level 4 – Estimated 9,920 sf (to host DLM Land Planning Division, including an 806 sf storage room)
Level 5 – Estimated 9,920 sf (to host DLM Land Administration, GIS Division, and 333 sf server room)
Total – Estimated **49,600 sf** for land resources building



Source: Government of Guam Land Resources Building Concept Master Plan 90% Submittal, DLM, 2009

220154 Palacio Reconstruction and Site Feasibility Study

The Palacio Reconstruction and Site Feasibility Study, which was completed in ~~December 2014~~June 2015 for the Guam Preservation Trust (GPT), details a summary of office space leased out by GovGuam, and the total cost of expenditures for those leases. While this facility scoping memorandum only proposes the relocation of 10 or less Guam agencies/departments, the Palacio Reconstruction and Site Feasibility Study summarizes 44 Guam agencies or departments, most of which currently lease office space and several of which would be considered for relocation to Hagåtña. Out of the 44 total agencies listed, 36 agencies lease out a total area of 201,499 square feet of office space for $4,382,146 annually. The image below is taken from the Palacio Reconstruction and Site Feasibility Study, and details each agency that is currently leasing space, how much square footage they are leasing, and how much those leases cost the government per year.

	DEPARTMENT/AGENCY	TOTAL AREA LEASED (SQ. FT.)	FY 2015 LEASE COST
1	BUREAU OF BUDGET AND MANAGEMENT RESEARCH (BBMR)	-	-
2	BUREAU OF STATISTICS AND PLANS (BSP)	-	$21,000.00
3	CIVIL SERVICE COMMISSION (CSC)	5,508	$69,650.00
4	COMMISSION ON DECOLONIZATION (COD)	240	-
5	CONTRACTORS LICENSE BOARD (CLB) and GUAM BUILDING CODE COUNCIL (GBCC)	2,490	-
6	CUSTOMS AND QUARANTINE AGENCY (CQA)	66,452	-
7	DEPARTMENT OF ADMINISTRATION	5,320	$474,924.00
8	DEPARTMENT OF AGRICULTURE (AGR)	28,375	-
9	DEPARTMENT OF CHAMORRO AFFAIRS (DCA)	22,711	$209,113.00
10	DEPARTMENT OF CORRECTIONS (DOC)	-	-
11	DEPARTMENT OF EDUCATION (GDOE)	731,718	-
12	DEPARTMENT OF INTEGRATED SERVICES FOR INDIVIDUALS WITH DISABILITIES (DISID)	15,181	$121,944.00
13	DEPARTMENT OF LABOR (DOL)	8,850	$201,105.00
14	DEPARTMENT OF LAND MANAGEMENT (DLM)	19,337	$357,106.00
15	GUAM BEHAVIORAL HEALTH AND WELLNESS CENTER (GBHWC)	60,904	$156,600.00
16	DEPARTMENT OF MILITARY AFFAIRS (DMA)	-	-
17	DEPARTMENT OF PARKS AND RECREATION (DPR)	3,809	-
18	DEPARTMENT OF PUBLIC HEALTH AND SOCIAL SERVICES (DPHSS)	55,744	$559,032.00
19	DEPARTMENT OF PUBLIC WORKS (DPW)	814,243	-
20	DEPARTMENT OF REVENUE AND TAXATION (DRT)	41,770	$999,588.00
21	DEPARTMENT OF YOUTH AFFAIRS (DYA)	41,516	$0.00
22	GUAM BOARD OF ACCOUNTANCY (GBOA)	1,050	-
23	GUAM COMMISSION FOR EDUCATOR CERTIFICATION (GCEC)	600	$6,000.00
24	GUAM COMMUNITY COLLEGE (GCC)	-	-
25	GUAM COUNCIL ON THE ARTS AND HUMANITIES AGENCY (CAHA)	3,190	$23,925.00
26	GUAM EDUCATIONAL TELECOMMUNICATIONS CORPORATION/PBS GUAM (GETC)	-	-
27	GUAM ELECTION COMMISSION (GEC)	4,302	$134,250.00
28	GUAM ENVIRONMENTAL PROTECTION AGENCY (GEPA)	15,194	-
29	GUAM FIRE DEPARTMENT (GFD)	7,925	$114,000.00
30	GUAM MEMORIAL HOSPITAL AUTHORITY (GMHA)	-	-
31	GUAM POLICE DEPARTMENT (GPD)	80,634	$404,165.00
32	GUAM PUBLIC LIBRARY SYSTEMS (GPLS)	66,000	-
33	GUAM REGIONAL TRANSIT AUTHORITY (GRTA)	3,000	-
34	GUAM VISITORS BUREAU (GVB)	-	-
35	MAYORS' COUNCIL OF GUAM (MCOG)	9,954	$111,382.00
36	OFFICE OF PUBLIC ACCOUNTABILITY (OPA)	5,086	$115,943.00
37	OFFICE OF THE ATTORNEY GENERAL/DEPARTMENT OF LAW (OAG)	25,000	$932,016.00
38	OFFICE OF THE CHIEF MEDICAL EXAMINER (CME)	1,982	-
39	OFFICE OF THE GOVERNOR (GOV)	7,866	$40,000.00
40	PUBLIC DEFENDER SERVICES CORPORATION (PDSC)	12,000	$271,200.00
41	REGISTRATION BOARD FOR PROFESSIONAL ENGINEERS, ARCHITECTS, AND LAND SURVEYORS (PEALS)	-	-
42	UNIFIED COURTS OF GUAM (JUDICIARY)	-	$279,450.00
43	UNIVERSITY OF GUAM (UOG)	-	-
44	VETERANS AFFAIRS OFFICE (VAO)	15,222	-
	TOTAL:	2,181,973	$5,802,393.00
	SUBTOTAL UNDER CONSIDERATION FOR RELOCATION TO HAGATNA:	201,499	$4,382,146.00

Source: Palacio Reconstruction and Site Feasibility Study, GPT, 2015~~Source: Palacio Reconstruction Feasibility Study, 2014~~

Palacio Reconstruction Feasibility Study – Design Scheme Facility Calculations

The Palacio Reconstruction and Site Feasibility Study, completed and submitted on June 1, 2015 includes various alternative concepts or design schemes for the governmental relocation. Four~~ive~~ schemes are provided, each with different proposed building layouts and massing. Detailed below are the square footage and parking calculations for each design scheme.

Scheme 1

Bldg. Number	No. of Floors	Gross Floor Area
Palacio~~B-1~~	2~~7~~	12,000 SF~~71,120 SF~~
~~B-2~~	~~4~~	~~36,528 SF~~
~~B-3~~	~~3~~	~~27,756 SF~~
~~B-4~~	~~2~~	~~10,645 SF~~
~~B-5~~	~~2~~	~~5,578 SF~~
~~B-6~~	~~4~~	~~50, 287 SF~~
~~B-7 (Palacio)~~	~~2~~	~~12,000 SF~~
Total	-	**~~213, 915~~12,000 SF**

Parking	No. of Floors	Parking Spaces
~~Structure P-1~~Surface A	~~4~~	42~~11~~
Surface B	-	38
~~Structure P-2~~	4	~~788~~
Total	-	**~~809~~99 Spaces**

Scheme 2

Bldg. Number	No. of Floors	Gross Floor Area
B-1	2~~7~~	~~71,120 SF~~36,760 SF
B-2	2~~1~~	20,750 ~~9,562 SF~~
B-3	2	20,750~~49,718~~ SF
~~B-4~~	~~2~~	~~16,718 SF~~
~~B-5~~	~~2~~	~~16,718 SF~~
~~B-6~~	~~1~~	~~50, 287 SF~~
~~B-7 (Palacio)~~	2	12,000 SF
Total	-	**~~204,266~~90,260 SF**

Parking	No. of Floors	Parking Spaces
Surface A~~Structure P-1~~	~~4~~	42~~11~~
Surface B	-	19
Structure	3	329
~~Structure P-2~~	4	~~577~~
Total	-	**~~788~~390 Spaces**

Scheme 3

Scheme 4

Bldg. Number	No. of Floors	Gross Floor Area
B-1	27	36,760 SF71,120 SF
B-2	2	20,750 SF56,890 SF
B-3	2	20,750 SF14,966 SF
B-4	2	14,96623,250 SF
PalacioB-5	21	12,000 SF28,430 SF
B-7 (Palacio)	2	12,000 SF
Total	-	**198,372113,780 SF**

Parking	No. of Floors	Parking Spaces
Surface AStructure P-1	-4	42211
Surface B	-	19
Surface C	-	49
Surface D	-	17
Structure P-2	34	329577
Total	-	**456788 Spaces**

Bldg. Number	No. of Floors	Gross Floor Area
B-1Almacen	35	47,849-260 SF
B-2Cuartel - 1	24	20,750 SF47,233 SF
B-3Cuartel - 2	23	20,750 SF24,954 SF
B-4Atalaya	22	12,49122,600 SF
Palacio Presidio	23	47,74212,000 SF
Tienda	1	28,430 SF
Palacio	2	12,000 SF
Total	-	**220,699123,360 SF**

Parking	No. of Floors	Parking Spaces
Surface AP-1 / P-2	-4	42211 / 577
Surface B	-	90
Structure	3	329
P-3 / P-4	-	10 / 9
Total	-	**461807 Spaces**

Scheme 5

Source: Palacio Reconstruction and Site Feasibility Study, GPT, 2015

Key Findings

- A total of **10 GovGuam agencies/departments** and **805 GovGuam employees** potentially planned for relocation to Hagåtña were analyzed in this facility scoping memorandum.
    - Assume DOL and DLM are going into their own buildings, and are not included in the total employee relocation; then a total of **8 GovGuam agencies/departments** and **612 GovGuam employees** potentially planned for relocation.
    - Assume GEDA and MCoG remain in their current locations, and are not included in the total employee relocation; then a total of **6 GovGuam agencies/departments** and **562 GovGuam employees** potentially planned for relocation.
    - Total number of employees potentially planned for relocation will help derive amount of parking and size of structure needed to support the new governmental center.
- A total of **236,203 square feet** (average) of space needed to accommodate all 805 GovGuam employees potentially planned for relocation to Hagåtña.
    - Assume DOL and DLM are going into their own buildings, and are not included in the total employee relocation; then a total of **180,263 square feet** (average) of space is needed for potential agency/employee relocation of the remaining 8 agencies.
    - Assume GEDA and MCoG remain in their current locations, and are not included in the total employee relocation; then a total of **167,661 square feet** (average) of space is needed for potential agency/employee relocation of the remaining 6 agencies.
- A total of **247,372 square feet** (average) of space needed to accommodate all 805 GovGuam agencies/employees potentially planned for relocation to Hagåtña, under the **Military Buildup scenario** which required additional staffing for several agencies (BSP, DLM, DOA, and DOL).
    - Assume DOL and DLM are going into their own buildings, and are not included in the total employee relocation; then a total of **185,318 square feet** (average) of space is needed for potential agency/employee relocation under the **Military Buildup scenario**.
    - Assume GEDA and MCoG remain in their current locations, and are not included in the total employee relocation; then a total of **172,716 square feet** (average) of space is needed for potential agency/employee relocation under the **Military Buildup scenario.**
- DOA, DOL, DRT, and the Office of the Attorney General each have over 100 employees and therefore require the largest spaces, respectively. It should be noted that it is unclear how many of these total agency employees would be moved to Hagåtña.
    - DOA, DOL, DRT and Attorney General have a combined employee workforce of 578.
    - Assume DOL (and DLM) are going into their own buildings, and those agencies' staff are not included in the total employee relocation count; then a total workforce from DOA, DRT and the Office of the Attorney General would be **440 staff** (72% of the total 612 employees in the remaining 8 agencies).
    - Assume GEDA and MCoG remain in their current locations, and those agencies' staff are not included in the total employee relocation count; then a total workforce from DOA, DRT and the Office of the Attorney General would be **440 staff** (78% of the total 562 employees in the remaining 6 agencies).

- As of 2015, GovGuam spends roughly **$307,149 monthly** and **$3,685,793 annually** on leases, for the **129,898 square feet** of leased office space for these 10 agencies (not including Legislature).
- According to the Palacio Reconstruction Feasibility Study, as of 20154, GovGuam spends roughly **$4,382,146 annually** on leases, for the **201,499 square feet** of leased office space for 36 agencies.
- ~~As of 2015, GovGuam spends roughly $xxx,xxx on leases for the xx,xxx square feet of leased office space for the Guam Legislature. Additionally, the Guam Legislature makes roughly $xx,xxx in revenues from parking space that is owned and leased out by the legislature.~~As of 2015, the current building where *I Liheslaturan Guahan* (Guam Legislature) resides is leased to the Legislature by a private owner for $504,000 for a two-year term (equivalent to $21,000 per month). The total amount spent on office leases for the remaining senators is $568,560 for a two-year term (equivalent to $23690 per month). The total amount spent by the Guam Legislature for leases is $1,072,560 for a two-year period (equivalent to $44,690 per month).
- The Palacio Reconstruction and Site Feasibility Study's design schemes propose various structures within the Capital District to house agencies/departments for the governmental relocation. The schemes have various space provisions ranging from ~~198,372~~12,000 square feet to ~~224,820~~123,360 square feet. ~~All~~ Several of these schemes would potentially provide for enough space for the agencies identified in this facility scoping memorandum (without DLM and DOL). ~~However, some of the schemes provide massing that is too large for Hagåtña's Capital District / Plaza de España (7 stories).~~
- DOA has several satellite facilities; one for the General Services Agency (GSA) in Piti, and another for the Treasurer of Guam in Barrigada. It is unclear if DOA employees located at these two facilities would be included in the potential relocation to Hagåtña.
- Assume 1,000 sf of office space and 1,200 sf of support space for each the Governor and Lieutenant Governor; and 450 sf of office space and 350 sf support space for each Senator. It should be noted that there is potential for the reconstruction of the Governor's Palacio at Plaza de España, which may house the Governor, Lieutenant Governor, and some supporting staff.
- The planned Land Resources Building is larger than the estimated facility space needs required for the current staffing levels at DLM/CLTC. Consideration to incorporate another small size (35 employees or under) GovGuam agency/department (such as DCA/HRRA or GEDA) into the Land Resources Building should be considered. This could reduce monthly / annual lease expenditures.
- An estimate of roughly ~~16,000~~31,600 **square feet** of space is needed for the Senators of the Guam Legislature, including all 15 Senatorial offices, support space for each Senator, and common space. While there is a plan to redevelop the Guam Legislature Building, it is assumed that the reconstructed building would not have enough space to accommodate all 15 Senators, therefore some of the Senatorial offices may in fact have to be incorporated into the new Governmental center buildings.
- Existing square footage calculations for most GovGuam agencies are incomplete. Floorplans and/or existing square footage for BBMR, BSP, DOA, DOL, Governor's Office, MCoG, and the Office of the Attorney General remain to be collected and analyzed.
- The Palacio Reconstruction and Site Feasibility Study has several schemes that incorporates a large parking structure in place of the Hagåtña Detention Center and Police Precinct. If that facility were to be removed, vetting and feasibility for removal / re-siting would have to be conducted.

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Agency/Department	Function/Role
Governor of Guam / Governors Office	Head of executive branch of GovGuam
Liheslaturan Guahan (Guam Legislature)	Legislative branch of GovGuam
Bureau of Statistics and Plans	Economic, social and physical data and research
Department of Agriculture	Protect and promote the agricultural resources and economy
Department of Chamorro Affairs	Preservation, development and promotion of Chamorro culture
Department of Homeland Security	Mitigate, prepare and respond to all types of emergencies
Department of Labor/AHRD	Occupational training and employment
Department of Public Works	Capital projects, streets and highways, public transit, solid waste
Department of Land Management	Planning, permitting and inspections
Department of Parks and Recreation	Operates and maintains public parks, manages and maintains historic sites
Department of Revenue and Taxation	Revenue collection and taxation
Guam Environmental Protection Agency	Administration of environmental program and policies
Guam Fire Department	Public safety, fire, emergency medical services
Guam Police Department	Public safety, law enforcement
Guam Housing and Urban Renewal Authority	Administration of housing programs and policies
Guam Power Authority	Electric power service
Guam Preservation Trust	Preservation of historical sites and and cultural
Guam Public Library System	Library services
Guam Regional Transit Authority	Regional public transportation services
Guam Waterworks Authority	Water and wastewater treatment and distribution
Judicary of Guam	Court services
Port Authority of Guam	Operation and maintenance of ports
Guam Economic Development Authority	Economic development programs and capital improvement projects

Guam Agency	Leased Square Feet*	Estimated Monthly Lease Expenditures (2015)	Estimated Annual Lease Expenditures (2015)
BBMR	-	-	-
BSP	-	$1,750	$21,000
DLM / CLTC	18,337*	$46,425	$557,106
DOA	5,320*	$39,577	$474,924
DOL	8,850*	$16,759	$201,105
DRT	41,770	$83,299	$999,588
GEDA	10,793	$29,056	$348,672
Governor's Office	7,666*	$3,333	$40,000
MCoG	9,954	$9,282	$111,382
OAG	25,000*	$77,668	$932,016
TOTAL	129,898	$307,149	$3,685,793

*It is unclear if the leased square footage identified accounts for all existing agency square footage

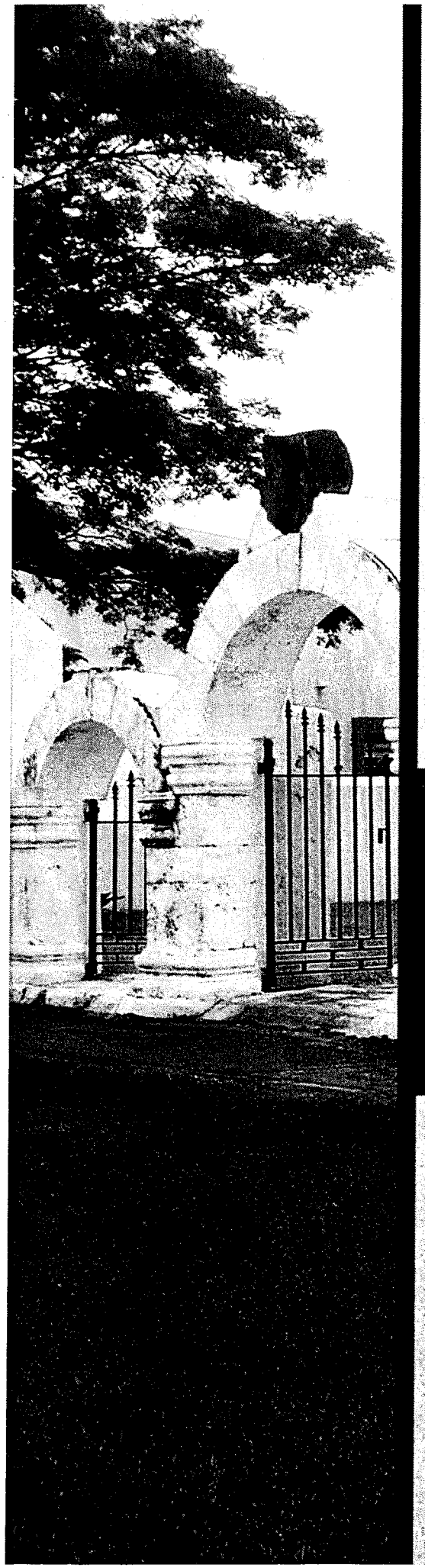
Source: Palacio Reconstruction and Site Feasibility Study, GPT, 2015

Table 4.1. Estimated Square Footage Needed by Department

Agency	Square Feet Needed (Avg.)
BBMR	4,778
BSP	6,628
DLM / CLTC	19,155
DOA	42,159
DOL	42,899
DRT Director's Office	2,431
Office of the Governor	26,563
OAG	39,919
TOTAL	184,532

Source: DLM; DOA; DRT; Palacio Reconstruction and Site Feasibility Study, GPT, 2015; FY2015 Budget Act and 2014 4th Quarter Guam Agency Staffing Patterns; Matrix Design Group, 2015

- **GovGuam Agencies Analyzed**
  - Office of Governor (OOG)
  - Department of Administration (DOA)
  - Office of the Attorney General (OAG)
  - Department of Land Management (DLM)
  - Guam Economic Development Authority (GEDA)
  - Mayor's Council of Guam (MCOG)
  - Bureau of Budget Management and Research (BBMR)
  - Bureau of Statistics and Plans (BSP)
  - Department of Labor (DOL)
  - Department of Revenue and Taxation (DRT)
  - Chamorro Land Trust Commission (CLTC)



HAGÅTÑA
MASTER PLAN

Preserving Our Past. Shaping Our Future.

Market Study Memorandum

Hagåtña Restoration and Redevelopment Authority and
Matrix Design Group

June 2015

Matrix
DESIGN GROUP

Doc. No. 35GL-20-1498.

Please see the next page.

Introduction and Overview

The real estate market in Hagåtña, and the ability to support redevelopment opportunities within the community, will be affected by a number of factors. Issues such as population, housing, job growth, construction activity and other factors can impact the ability to support redevelopment in the community. This section provides an overview of some key factors affecting redevelopment opportunities in Hagåtña.

Methodology

In order to understand the market potential for redevelopment projects in Hagåtña, a variety of sources were used to gather relevant market data. Several real estate brokers were interviewed, providing real estate market context to the analysis. In addition, a number of business owners, including real estate developers, investment property owners and property managers, were interviewed to provide additional context regarding the Hagåtña marketplace and the broader Guam market. Members of the Hagåtña Revitalization and Redevelopment Authority (HRRA) were interviewed, together with representatives of various GovGuam agencies, gaining additional information regarding factors which will influence redevelopment opportunities.

In addition to personal interviews, a variety of on-line data sources were used, providing additional context to the analysis. These on-line sources included, but were not limited to the Guam Multiple Listing Service, the Guam Visitors Bureau, specific Realtor websites, GovGuam departmental websites, plus the Guam Hotel and Restaurant Association.

Population Trends

Between 2000 and 2010, Guam's population grew by 2.9%, growing from 154,805 to 159,358 over the ten year period. However, the growth was not consistent across Guam. Of the 19 locations tracked by the U.S. Census Bureau, only seven saw population increase between 2000 and 2010. Mongmong-Toto-Maite experienced the highest rate of growth, increasing by 16.8%, while Dededo saw the highest increase in population, adding 1,963 residents.

Six of the 19 locations tracked by the Census Bureau experienced population declines more than 10% between 2000 and 2010. Santa Rita experienced the largest decline, losing more than 1,400 residents. Inarajan experienced the largest percentage decline, losing more than 25% of its residents between 2000 and 2010.

	2000	2005	2010	Change 2005-2010	Change 2000-2010	Change 2005-2010	Change 2000-2010
Agaña Heights	3,940	3,911	3,808	(103)	(132)	-2.6%	-3.4%
Agat	5,656	5,324	4,917	(407)	(739)	-7.6%	-13.1%
Asan-Maina	2,090	2,134	2,137	3	47	0.1%	2.2%
Barrigada	8,652	8,847	8,875	28	223	0.3%	2.6%
Chalan Pago-Ordot	5,923	6,418	6,822	404	899	6.3%	15.2%
Dededo	42,980	44,375	44,943	568	1,963	1.3%	4.6%
Hagåtña	1,100	1,086	1,051	(35)	(49)	-3.2%	-4.5%
Inarajan	3,052	2,659	2,273	(386)	(779)	-14.5%	-25.5%
Mangilao	13,313	14,358	15,191	833	1,878	5.8%	14.1%
Merizo	2,163	2,020	1,850	(170)	(313)	-8.4%	-14.5%
Mongmong-Toto-Maite	5,845	6,377	6,825	448	980	7.0%	16.8%
Piti	1,666	1,571	1,454	(117)	(212)	-7.4%	-12.7%
Santa Rita	7,500	6,820	6,084	(736)	(1,416)	-10.8%	-18.9%
Sinjana	2,853	2,746	2,592	(154)	(261)	-5.6%	-9.1%
Talofofo	3,215	3,162	3,050	(112)	(165)	-3.5%	-5.1%
Tamuning	18,012	19,012	19,685	673	1,673	3.5%	9.3%
Umatac	887	841	782	(59)	(105)	-7.0%	-11.8%
Yigo	19,474	20,193	20,539	346	1,065	1.7%	5.5%
Yona	6,484	6,545	6,480	(65)	(4)	-1.0%	-0.1%
Total	154,805	158,399	159,358	959	4,553	0.6%	2.9%

Source: U.S. Census Bureau

Hagåtña has the second lowest population on Guam—only Umatac is smaller, with a population of just 782 at the time of the 2010 Census. Hagåtña experienced a loss of population between 2000 and 2010. According to the Census Bureau, Hagåtña's total population declined from 1,100 to 1,051. The loss of 49 residents represents a 4.5% population decline over the ten year period.

Housing Occupancy and Vacancy

According to the U.S. Census, Hagåtña had a total of 396 housing units in 2010. Of these units, 286 were reported as occupied, and 110 were reported as vacant. Owner occupied units accounted for 76 of the 286 occupied units, with renter occupied units accounting for the remaining 210 occupied units. This equates to an overall vacancy rate of 27.8%. According to the Census, there were no vacancies in homeowner units—all vacant units were rental units, other than those which were seasonal or vacation homes.

Occupancy and vacancy on Guam were similar to Hagåtña, though rental vacancy rates were somewhat higher in Hagåtña than on Guam in total. At the time of the 2010 Census, Guam had 50,567 housing units, of which 42,026 units were occupied, or 83.1% of the total—indicating a 16.8% vacancy rate. Across Guam, the Census reported a 1.6% vacancy rate for homeowner units, and a 15.2% vacancy rate for rental units.

It is significant to note that the average household size in Hagåtña was much smaller than the average household size in Guam as a whole in 2010. The 2010 Census reported an average household size of 2.87 in Hagåtña, while the average household size in Guam was much higher at 3.67.

Subject	Hagåtña		Guam	
	Number	Percent	Number	Percent
HOUSING OCCUPANCY				
Total Housing Units	**396**	**100**	**50,567**	**100**
Occupied housing units	286	72.2	42,026	83.1
Population in occupied housing units	820	(X)	154,060	(X)
Average household size	2.87	(X)	3.67	(X)
Vacant housing units	110	27.8	8,541	16.9
For seasonal, recreational, or occasional use	6	1.5	411	0.8
Homeowner vacancy rate (percent)	0	(X)	1.6	(X)
Rental vacancy rate (percent)	22.3	(X)	15.2	(X)
HOUSING TENURE				
Occupied Housing Units	**286**	**100**	**42,026**	**100**
Owner-occupied housing units	76	26.6	21,140	50.3
Population in owner-occupied housing units	201	(X)	80,966	(X)
Average household size of owner-occupied housing units	2.64	(X)	3.83	(X)
Renter-occupied housing units	210	73.4	20,886	49.7
Population in renter-occupied housing units	619	(X)	73,094	(X)
Average household size of renter-occupied housing units	2.95	(X)	3.5	(X)

Source: 2010 U.S. Census

Guam Employment Trends

The employment situation on Guam has improved in recent years. Since 2009, almost 2,400 jobs were created. Private sector employment increased by 2,170 between 2009 and 2014, totaling 47,030 private sector jobs reported in September of 2014. The hotel and lodging sector experienced nearly a 19% increase in employment, creating more than 900 jobs between 2009 and 2014. The transportation and wholesale trade sectors also experienced gains of at least 7% over the period. Only the agricultural and manufacturing sectors experienced declines of 30% and 17% respectively.

Reported for September:	2009	2010	2011	2012	2013	2014	Change	Change
Private Sector								
Agriculture	300	330	240	140	150	210	(90)	-30.0%
Construction	6,210	6,770	6,080	6,310	6,900	7,060	850	13.7%
Manufacturing	1,720	1,790	1,770	1,710	1,700	1,420	(300)	-17.4%
Transportation & Utilities	4,650	4,520	4,250	4,540	4,770	4,990	340	7.3%
Wholesale Trade	2,000	2,090	2,130	2,250	2,190	2,140	140	7.0%
Retail Trade	11,520	11,500	11,400	11,560	11,560	11,820	300	2.6%
Finance, Insurance & Real Estate	2,520	2,590	2,630	2,530	2,510	2,440	(80)	3.2%
Hotels & Lodging	4,840	5,330	5,120	5,570	5,540	5,750	910	18.8%
All Other Services	11,100	11,510	11,010	10,840	10,970	11,200	100	0.9%
Total Private Sector	**44,860**	**46,430**	**44,630**	**45,450**	**46,290**	**47,030**	**2,170**	**4.8%**
Public Sector								
Federal Government	3,750	3,870	4,060	3,990	3,940	4,140	390	10.4%
GovGuam	11,490	11,880	11,900	11,820	11,510	11,310	(180)	-1.6%
Total Public Sector	**15,240**	**15,750**	**15,960**	**15,810**	**15,450**	**15,450**	**210**	**1.4%**
Total Payroll Employment	**60,100**	**62,180**	**60,590**	**61,260**	**61,740**	**62,480**	**2,380**	**4.0%**

Source: Guam Department of Labor Current Employment Reports

While employment with the Federal government increased more than 10%, GovGuam reduced employment by 180 between 2009 and 2014. Total government employment increased by 210 (4%) between 2009 and 2014.

In general, job creation increases real estate demand, whether the jobs are supported in existing vacant space, or if they are supported through new construction. Typically, office jobs require 200 to 300 square feet per employee, while uses such as wholesale trade require 800 to 1,200 square feet per employee. Assuming an overall average of 400 to 600 square feet per employee, the 2,380 new jobs in Guam between 2009 and 2014 would require between 950,000 and 1.4 million square feet of space.

Establishments and Employment in Hagåtña

Data from the U.S Census Bureau's County Business Patterns in 2008 and 2012 provides an indication private sector employment growth in Hagåtña over this period. According to the reports, employment in Hagåtña increased from 4,690 in 2008 to 6,213 in 2012, or 32% over the four-year period. The number of establishments in Hagåtña also increased from 378 in 2008 to 425 in 2012, an increase of 12.4%.

Hagåtña is a major employment center on Guam. Despite Hagåtña's small population base, it is estimated that total employment exceeds 10,000 jobs, including both private sector and public sector jobs[1]. This makes Hagåtña the second largest employment center on Guam, behind the island's primary tourist destination of Tamuning, which was estimated to have over 28,000 jobs in the same report.

Hagåtña is considered Guam's financial and government center. In addition, Hagåtña is home to a substantial number of jobs in the Professional, Scientific and Technical Services sector, and the Accommodation and Food Services Sector. According to County Business Patterns in 2014, the Professional, Scientific and Technical Services sector had the highest concentration of private sector jobs, accounting for more than one-quarter of jobs in Hagåtña. As shown in the Table below, three key sectors accounted for more than 60% of Hagåtña's private sector employment in 2012.

Hagåtña 2012 Private Sector Employment

Sector	Number	Percent
Finance and Insurance	1,124	18.1%
Professional, Scientific & Technical Services	1,575	25.4%
Accommodation & Food Services	1,046	16.8%
Totals	**6,213**	**60.3%**

Source: County Business Patterns 2012

As discussed above, job creation typically increases demand for real estate, either in existing vacant space or new construction. Assuming an overall average of 400 to 600 square feet per employee, the estimated 1,520 increase in the number of private sector jobs in Hagåtña between 2009 and 2014 would require between 600,000 and 900,000 square feet of space.

[1] An Analysis of Impediments to Fair Housing Choice Guam, 2011

Doc. No. 35GL-20-1498.

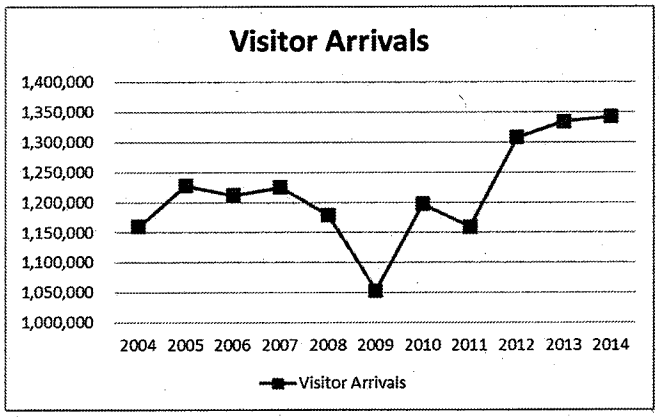
Tourism Activity

The tourism industry is regarded as the leading sector of Guam's economy. According to Governor Calvo, "Tourism remains Guam's primary industry, and we must encourage its growth with string resolve. We will to this by improving Product Guam as a destination that is not only attractive for our visitors, but a better home for Guam residents to live."[2]

According to the Guam Department of Labor's Current Employment Report for September 2014, the Hotel and Lodging sector alone accounted for 5,750 jobs on Guam.

One of the key measures of tourism is the number of visitor arrivals. The Guam Visitor's Bureau publishes monthly an annual statistics on visitor arrivals by air and sea. The report provides detailed data on visitor's country-of-origin, and includes separate summaries for military visitors.

Between 2004 and 2014, the number of Guam visitors was generally on an upward trend. As shown in the graphic to the right, Guam's visitor arrivals increased from 1.16 million in 2004 to 1.34 million in 2014, representing an increase of almost 16% over the period. As illustrated in the graphic, visitor arrivals fell to 1.05 million in 2009, the only time during the past ten years that visitor arrivals were less than 1.1 million. Visitor arrivals have increased steadily over the past three years, from 1.15 million in 2011 to nearly 1.35 million in 2014.



Further, the Tourism 2020 Plan, prepared in 2012, projects arrivals will increase to 1.75 million by 2020, with no changes to existing visitation policies. In the event that a China Visa Waiver (CVW) program is implemented, total arrivals could reach 2.0 million by 2020. While Guam has seen significant growth in the number of arrivals since the recent low in 2009, it is unlikely the island will reach the 1.5 million arrivals goal in 2015, as established in the Tourism 202 plan.

The increased number of visitor arrivals has had a positive effect on Guam's hotel industry. The Guam Hotel and Restaurant Association (GHRA) publishes hotel occupancy and rate data on a regular basis. Data in this section reflects the GHRA Summary Statistical Report for August of each year, to allow for a consistent year-over-year comparison. As shown in the Table below, the weighted average occupancy rate for Guam's hotels increased steadily between 2009 and 2014. As shown in the Table, the occupancy rate in 2009 was 60%. This rate reflects a hotel market that is underperforming. In general, occupancy rates between 60% and 70% indicate a balanced market, where available rooms are sufficient to meet demand.

[2] Guam Tourism 2020 Plan

Weighted Average Occupancy Rate

Year	Rate
2009	60%
2010	72%
2011	71%
2012	76%
2013	78%
2014	78%

Source: GHRA Summary Statistical Reports

GovGuam's Bureau of Labor Statistics (BLS) prepares short term employment growth forecasts by industry. The most recent available information uses 2014 as the base year, and projects growth through 2016. According to BLS, there are more than 10,000 jobs on Guam related to two key tourism sectors—Accommodations and Food Service. The Accommodations sector had an estimated 5,480 jobs in 2014, while the Food Service sector had an estimated 4,982 jobs. These sectors are expected to see significant growth through 2016. BLS estimates the Accommodations sector will increase 8.4%, or 5,940 jobs by the end of 2016. The Food Service sector, which also includes Drinking Places, is projected to increase 4.0%, or 5,182 jobs by the end of 2016.

BLS also prepares longer term forecasts. The most recent long term forecast was prepared in 2012, and included employment growth projections through 2022. In 2012, the Accommodation sector had employment of 5,371 and the Food Services sector had employment of 4,849. BLS' long term projections indicated growth of 13.8% in the Accommodation sector, to an employment level of 6,114 by 2022. The long term forecast for the Food Service sector was more aggressive, with projected growth of more than 30% through 2022, to an employment level of 6,305.

Occupancy rates exceeding 70% are generally considered indicative of a market need for additional rooms. Guam's weighted average occupancy rate has been above 70% since 2010, and was at 78% in both 2013 and 2014. Thus, indicating potential for the market to support additional rooms. A new resort, the Dusit Thani Guam Resort, is expected to open in April, 2015, with 419 guest rooms, and is expected to employ as many as 350 people. The addition of 419 rooms represents an increase of 5.7% in Guam's supply of 7,366 hotel rooms.[3]

In December of 2014, Governor Eddie Baza Calvo signed legislation providing incentives to enhance the hotel sector on Guam. According to a press release, Public Law 32-232 "provides for special tax incentives specific to hotels as part of the Guam Economic Development Agency's Qualifying Certificate program. These incentives aim to spur construction of an additional 1,600 hotel rooms, as well as allow for the improvement and expansion of existing rooms." The law provides tax rebate incentives up to 10% of construction costs for new hotel rooms. The law will sunset after five years or when the 1,600 room target is achieved.

Increased occupancy rates is in part a result of lower room rates. The Table below provides a summary of the weighted average room rate from 2009 through 2014. According to the GHRA, rates increased significantly between 2010 and 2011, only to fall significantly in 2012. However, the overall trend has been steadily increasing rates, from $109 in 2009 to $145 in 2014.

[3] Guam Hotel & Restaurant Association Summary Statistical Report, August 2014

Weighted Average Room Rate

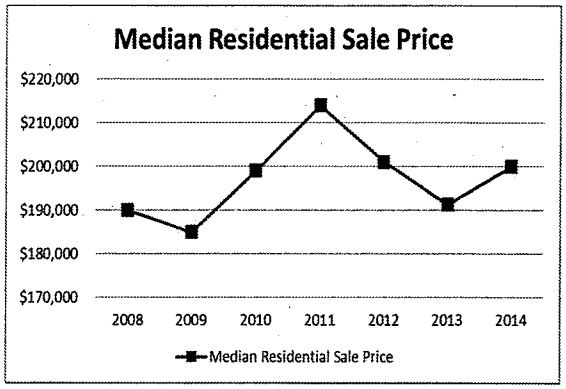
Year	Rate
2009	$109
2010	$112
2011	$151
2012	$124
2013	$136
2014	$145

Source: GHRA Summary Statistical Reports

Guam Housing Market Activity

The residential housing market in Guam has seen erratic activity levels in recent past. When the military buildup was first announced, there was reportedly significant activity in residential housing, both in terms of re-sale of existing units and in the development of new housing units, particularly multi-family. In the years after the buildup was announced, speculative purchases and development activity increased overall market activity and median pricing. However, as development was delayed and downsized, activity levels and pricing declined back to more of a "steady state". All of the realtors interviewed indicated the market is expected to increase again in the 2016/2017 timeframe, as the buildup is implemented.

The number of residential sales on Guam was nearly 950 in 2008. After that time, the number of transactions generally declined, and in 2012, just 667 residential sales were reported, representing an approximate 30% decrease between 2008 and 2012. The average number of residential sales between 2009 and 2012 was just 728.



While the number of sales declined, the median sale price performed erratically between 2008 and 2014. Median price slightly declined from $190,000 in 2008 to $185,000 in 2009, then peaked in 2011, before falling in 2012 and 2013. The median sale price recovered in 2014, to a level consistent with 2010 and 2012, as shown in the graphic to the right.

Median pricing for single family homes is consistently higher than the median price for condominium units. Over the past three years, median condominium prices were between 23% and 30% lower than single family residences. During that time, median condominium prices have increased, while median single family home prices slightly declined.

	All Sales	Single Family	Condominium
2012	$201,000	$215,500	$150,000
2013	$191,350	$200,000	$139,900
2014	$200,000	$212,775	$165,600

Source: Cornerstone Valuation Group Website

In terms of total transaction volumes, total sales increased nearly 23% between 2012 and 2014. Total sales volume of $189 million was the highest reported since 2008. While total sales volume increased by 23% ($35 million) over this period, single family homes sales increased by less than $5 million, or 3.5%. Condominium sales volume accounted for the vast majority of the increase in total sales volume. The volume of condominium sales in 2014 were more than 125% higher than the 2012 volume, increasing from $24.1 million to $54.8 million.

	All Sales	Single Family	Condominium
2012	$153,900,000	$129,800,000	$24,100,000
2013	$163,000,000	$132,000,000	$31,000,000
2014	$189,100,000	$134,300,000	$54,800,000

Source: Cornerstone Valuation Group Website

Hagåtña Land Values

Discussions with Guam Realtors indicated ranging values for land in Hagåtña of $10 to $20 per square foot. This equates to an approximately $425,000 to $850,000 per acre. Published reports indicate that when the military buildup was first announced, some land traded in the range of $1.5 to $2 million per acre.

A review of current listings and recent sales offers some insight into values in Hagåtña. Three land lease listings and three comparable leases in Hagåtña were identified. Two listings were in the more industrialized area of Hagåtña (Anigua), just east of Adelup. One listing was located on Santa Cruz Lane, between Adelup and the commercial core of Hagåtña. Two land lease comparable transactions on West Soledad closed in 2013 and 2015. The final listing is a small site in the commercial core. Only the Santa Cruz Lane property was available for sale—the other properties are lease offerings and actual closed leases. For purposes of this analysis, annualized lease revenue is capitalized at a 10% rate to provide an implied value per acre.

The more industrial listings in the Anigua, which are related offerings by the same owner, represent the low end of the value range, with an implied value of $466,000 per acre. The land lease at 131 West Soledad is the lowest priced property, with an implied value of $418,000 per acre. This may be reflective of the fact that this is an actual lease, rather than an offering or "asking price." The asking price for the property was much higher, at $1,500 per month, as compared to the actual lease price, at $800 per month, according to the MLS.

The Santa Cruz Lane property, which is located closer to the commercial core of Hagåtña, has an implied value just over $1 million per acre. The Martyr Street property is located in the commercial core of Hagåtña, close to the Bank of Guam, has the highest implied value at more than $2 million per acre.

Property	Offering	Square Meters	Square Feet	Monthly Rent	Yearly Rent	Yearly Rent/AC	Implied Value/Ac
Anigua	Lease	1,920	20,667	$1,843	$22,116	$46,614	$466,143
Anigua	Lease	1,213	13,057	$1,164	$13,968	$46,600	$466,002
131 W. Soledad	Lease Comp	929	10,000	$800	$9,600	$41,818	$418,176
W. Soledad	Lease Comp	464	4,995	$1,164	$13,968	$57,557	$575,568
Santa Cruz Lane	Sale	455	4,898	$925	$11,100	$110,000	$1,100,000
Martyr Street	Lease	515	5,543	$2,200	$26,400	$207,449	$2,074,488

Source: Guam Multiple Listing Service

Hagåtña Commercial Lease Market

In order to gain better understanding of the market value for commercial properties in Hagåtña, particularly office properties, data was acquired from the Guam Multiple Listing Service (MLS). Data provided by the MLS includes 55 total transactions occurring between 2011 and early 2015. These 55 transactions represent 50,500 square feet of leased space. The smallest transactions (13) were less than 200 square feet each. The six largest transactions were all between 2,200 square feet and 4,000 square feet.

From a price perspective, smaller spaces were clearly the most expensive. For spaces under 200 square feet, rates averaged $37.94 per square foot annually. In contrast, the average lease rate for all other spaces was $16.62 per square foot annually—less than half the lease rate for small spaces. It is significant to note that all of the smallest office leases are located in the same facility—the GCIC Building at 414 West Soledad. This facility appears to be the only shared office facility which offers spaces 250 square feet or less. In addition to an office, small users at the GCIC Building are also provided a receptionist, conference room, copier and all utilities.

Overall pricing trends have been slightly negative. In 2012, there were twenty transactions totaling 17,650 square feet, at an average annual lease rate of $24.20 per square foot. This was heavily influenced by nine transactions at the GCIC Building, many of which were at rates exceeding $37 per square foot. In 2013, there were 14 transactions totaling 13,100 square feet, at an average annual lease rate of $21.26 per square foot. Activity levels in 2014 were similar to 2013 levels, with 16 transactions totaling 16,700 square feet, averaging rates of $21.33 per square foot.

As discussed above, the transactions reviewed in Hagåtña indicate absorption of just over 50,000 square feet over a four year period, indicating an average lease-up of 12,600 square feet annually. Current Guam MLS data indicates there are 13 facilities available for lease in Hagåtña. The available spaces range between 170 to 10,700 square feet, totaling just under 25,000 square feet. Given absorption of 50,500 square feet over the prior four years, 25,000 square feet presently on the market constitutes a two-year supply of available space. However, this statistic does not take into account any impacts of tenants relocating from one space to another.

Annual lease rates for the available 50,500 square feet of commercial space vary significantly. The low end of the range—$12.00 per square foot annually—is represented by a second floor office space at 230 West Soledad, while the high end of the range—$37.65 per square foot annually—is represented by a 1,7500 square foot ground floor retail space at the GCIC Building.

From a building sale perspective, the MLS reports very limited activity since 2012. Only two commercial building sales transactions were reported to the MLS in Hagåtña. The first was a 3,800 square foot former radio station at 508 West O'Brien Drive, which sold for $760,000, or $200 per square foot in October 2012. The facility had significant parking (32 spaces), which makes it attractive for high-traffic uses. The second sale was an 8,320 square foot office facility at 530 West O'Brien Drive, purchased in April 2013 for $1.32 million. This purchase price equates to just over $158 per square foot.

Building Permit Trends

In 2013, new construction activity on Guam saw the highest activity levels in both the residential and commercial sectors. According to data from the Guam Department of Public Works, 479 residential permits were issued in 2013, with a value approximately $480 million. This activity level was more than the combined total of permits issued in 2011 and 2012.

Calendar Year	Residential			Commercial		
	Permits	Value	Average Value	Permits	Value	Average Value
CY 2006	300	59,290,000	197,633	15	7,011,000	467,400
CY 2007	353	79,610,000	225,524	17	20,716,000	1,218,588
CY 2008	318	55,856,000	175,648	9	21,353,000	2,372,556
CY 2009	282	44,993,866	159,553	14	14,167,827	1,011,988
CY 2010	323	58,100,082	179,876	13	8,327,000	640,538
CY 2011	229	42,052,198	183,634	24	7,745,000	322,708
CY 2012	179	27,133,918	151,586	8	9,886,200	1,235,775
CY 2013	498	79,479,920	159,598	61	29,077,816	476,686
CY 2014*	130	21,849,786	168,075	22	59,084,675	2,685,667
Totals	**2,612**	**468,365,770**	**179,313**	**183**	**177,368,518**	**969,227**
Average	**290**	**52,040,641**	**179,313**	**20**	**19,707,613**	**969,227**

Source: Department of Public Works, Government of Guam
*2014 Data through August

Permit activity in the commercial sector was also high in 2013. A total of 61 permits were reported, with a value more than $29 million. This activity level was almost twice the total of the prior two years combined.

Discussions with local developers indicated much of the development activity is focused on redeveloping existing structures, rather than developing new buildings. While some new facilities have been built (such as the Burger King restaurant), many projects involve repurposing and/or expanding existing structures, such as the Proa Restaurant, the Department of Homeland Security building, and the Island Tinting/Dial Rent-to-Own project. Concerns regarding development within Hagåtña focus on small parcels, flooding hazards, and parking availability.

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Comprehensive Economic Development Strategy

The 2011 Guam Comprehensive Economic Development Strategy (CEDS) was updated in January of 2014. The CEDS includes specific reference to the Hagåtña Restoration and Redevelopment Authority in its evaluation. The CEDS identifies projects intended to move forward in the restoration and capitalization of unique historical and cultural sites in the Hagåtña area for better public use and purpose. The CEDS indicates:

> *"The projects listed move towards the purposes of alteration, improvement, modernization, reconstruction and rehabilitation of existing structures in Hagåtña. The HRRA will also integrate economic zoning and infrastructure development, which will then provide incentives to entice businesses to locate or relocate to Hagåtña."*

The CEDS contains a list of 34 potential HRRA-related projects, with a total estimated cost more than $540 million. One project, the land reclamation project, accounts for more than 50% of the total, at a projected $290 million. The project is described as "Develop a 72.5 acre standby wharf and tourist commercial and retail facilities." Other large projects included in the CEDS for the HRRA include Paseo Stadium redevelopment ($41.2 million), river channeling ($30 million), car park development ($24 million), and underground relocation of electric power ($18 million). These projects total more than $110 million. While these projects would help make Hagåtña a better environment for economic development, publicly funded projects exceeding this amount are unlikely in Hagåtña, given fiscal issues on Guam.

A total of seven projects identified in the CEDS are estimated to cost less than $1 million each, totaling $4.4 million. The list contains twelve projects which have an estimated cost of $2 million each. These twelve projects have an aggregate estimated cost of $11.9 million. The Table below provides a summary of the twelve projects which are estimated to cost less than $2 million each.

Project	Cost
Feasibility Study for Parking Meter System	$200,000
Heritage Trail Enhancement	$500,000
Guam Museum Renewal Power	$500,000
Plaza de España Arboretum Restoration	$600,000
Paseo de Susana Canoe House & Launch	$700,000
Wireless Hotspot	$900,000
Transportation Circulation System	$1,000,000
West Bay Recreation Area I Development	$1,200,000
Renewal Energy Street Lighting	$1,200,000
West Bay Recreation Area II Development	$1,500,000
Plaza de España Almacen Reconstruction	$1,800,000
Soledad Road Expansion	$1,840,000
Total	**$11,940,000**

Source: Comprehensive Economic Development Plan, January 2014 Update

Economic Development Strengths and Opportunities

There are a number of factors which support economic development on Guam in general, and in Hagåtña specifically. These factors provide the basis for potential future economic development investments in Hagåtña, which can set the stage for both redevelopment and new development.

HRRA

The HRRA was created by Public Law 24-110, and has broad powers to influence restoration and redevelopment in Hagåtña. These powers include the ability to take control of incremental property tax revenues for the benefit of the redevelopment and/or restoration of Hagåtña. This is similar to the use of taxes in a Tax Increment Financing District (TIF). Further, the HRRA has the ability to use its power for the betterment of Hagåtña, as described in its enabling legislation:

> *"That whenever the redevelopment of Hagåtña cannot be accomplished by private enterprise alone, without public participation and assistance in the acquisition of land, in planning and in the financing of land assembly, in the work of clearance, and in the making of improvements necessary therefor, it is in the public interest to employ the power of eminent domain, to advance or expend public funds for these purposes, and to provide a means by which Hagåtña may be redeveloped, restored or rehabilitated."*

Among the powers granted to the HRRA in its enabling legislation are the powers of condemnation and eminent domain. These powers could be valuable in expediting the redevelopment of property, particularly in those cases where small parcels of land need to be aggregated to allow for development.

GEDA

The Guam Economic Development Authority (GEDA) is the central agency focused on creating economic development opportunities on Guam. GEDA owns and operates a 177-acre industrial park, and manages a variety of incentive programs. Among the incentive programs managed by GEDA are a Capital Access Program, a Credit Guarantee Program and a Loan Participation Program. GEDA is also responsible for administering the Qualifying Certificate program, which offers a variety of tax rebates and incentives for specific targeted economic development projects.

Legislation Which Supports Tourism Development

As discussed above, the Guam Legislature enacted a law in 2014 to provide incentives to enhance the hotel sector on Guam. Public Law 32-232 is intended to incentivize developers to create as many as 1,600 new hotels rooms through special tax incentives, as part of the Guam Economic Development Agency's Qualifying Certificate program. Projects which improve and/or expand existing rooms are also eligible under this program. The law will sunset after five years or when the 1,600 room target has been achieved. While the majority of Guam's hotel rooms are located in Tumon, a business-focused hotel of 120 to 200 rooms could be viable. Recent additions to the food service sector have started to create a "critical mass", whereby there is an increased level of activity in the evenings, making Hagåtña more attractive as a destination for business travelers.

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Koturra

The Koturra effort is being spearheaded by GEDA, with a focus on merging economic development and cultural preservation into a focused strategy for cultural tourism. According to the GEDA website,

> *"Koturra has a threefold project focus; the first being Economic Development, the second is Cultural Preservation and the third being Artistic Accessibility. The Koturra proposal will be the first project of its kind for Guam and will be a flagship for The Guam Economic Development Authority as part of the Authority's strategy for continued economic development and economic diversity. Guam's downtown area will be a cultural destination not only for our community but for the millions of visitors who come to Guam seeking family friendly and educational attractions, specifically for information about our unique heritage and history."*

Significant Employment Concentration

Hagåtña is Guam's second largest employment center, behind only Tumon in terms of the number of jobs provided. With more than 10,000 public and private sector jobs, Hagåtña offers an established customer base which can attract and support additional economic activity. While Hagåtña has historically seen lower levels of economic activity during evenings, recent additions to the food service sector, and the planned activity associated with the new museum, are helping to transform Hagåtña into more than an 8:00 AM to 6:00 PM activity center.

Adelup

As the focal point of the Governor's office and a number of GovGuam agencies, Adelup is a prominent location for many Guam residents. In addition to government offices, the site also supports an active sports field, as well as the Latte of Freedom monument and the Hall of Governors. However, the potential restoration/redevelopment of the Plaza de España, and the possible relocation of government offices from Adelup, could make the Adelup site available for development. While Adelup is at the western end of Hagåtña, it's redevelopment into a tourism destination could serve as an anchor for redevelopment.

Anticipated Heritage Tourism Associated with Museum

The Guam Museum is under construction in the heart of Hagåtña's commercial core. The site, which was formerly open space, will feature an iconic architectural façade, created with a focus on Guam's history and culture. The Museum is expected to attract almost 250,000 visitors annually, according to the 2006 Guam National Museum Feasibility Study. These visitors will be a source for potential additional retail and restaurant sales in Hagåtña. A separate 2007 study entitled Feasibility Study on Small Business Opportunity around the Guam Museum identified three key requirements for success:

- Relocate government offices to Hagåtña and re-establishing Hagåtña as the center of culture and government;
- Ensure visitation by the tourists; and
- Minimize cost and ensure consistency of the Hagåtña product coordinating around the Guam National Museum.

Chamorro Village

The night market, which occurs at the Chamorro Village each Wednesday night, is an established tourism anchor in Hagåtña which brings thousands of tourists and residents to Hagåtña each week. Consideration should be given to ways to leverage this well-established economic development and cultural tourism program to enhance its impact on Hagåtña. Possible approaches could include: changing the requirements for permanent tenants at Chamorro Village; adding a second night market each week (possibly on the

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weekend); increasing the hours for the Wednesday night market; expanding the footprint of the Chamorro Village; and improving parking and pedestrian access.

In November of 2013, the Guam Department of Chamorro Affairs (DCA) had an appraisal prepared for the Chamorro Village Marketplace. The purpose of the appraisal was to estimate the market rental rate for Chamorro Village, in order to update the rules and regulations for businesses operating within the Marketplace. Among the updates planned was an increase in fees charged for businesses locating at Chamorro Village.

According to the appraisal, prepared by Micronesian Appraisal Associates, Chamorro Village includes a total of 38 detached buildings. Predominant uses include retail outlets, take-out kitchens, restaurants, master crafters, a produce vendor and a resource center. The property is located within a designated flood hazard area. The appraisal notes that during the weekly night market, held on Wednesday evenings, more than 80 vendors participate.

The appraisal identified an average market rental rate of $1.50 per square foot per month, or $18.00 per square foot per year. This rate is consistent with commercial lease data provided by the MLS, which indicates that spaces over 200 square feet in size leased for an overall average of $16.62 per square foot in Hagåtña from 2012 through 2014.

One issue which bears consideration is the charge for individual vendors to participate in the weekly Night Market at Chamorro Village. Based on information from DCA, retail vendors pay just $35 per week to rent space at the Night Market, while food vendors pay $100. Tenants in permanent spaces pay rates in the range of $12 to $13 per square foot, well below the market rental rate identified in the appraisal. Further, based on limited financial data provided by DCA, overall Chamorro Village property is losing approximately $30,000 per month. It is recommended that existing leases be reviewed for termination provisions, in order to allow DCA to negotiate rates which are more consistent with the market. In addition, DCA should immediately begin the process of obtaining necessary approvals to increase fees for short term rentals associated with the Night Market, as envisioned when the 2013 appraisal was prepared.

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Economic Development Threats and Weaknesses

While there are a number of opportunities and strengths associated with economic development opportunities in Hagåtña, there are also a number of weaknesses and threats which need to be reduced, eliminated or mitigated in order got economic development activities to be successful. Key concerns are summarized below.

Sewer Plant

The primary wastewater treatment facility is located just off-shore from Hagåtña's commercial core. This presents concerns both from an aesthetic perspective, and sometimes also produces noxious odors which are inconsistent with efforts to promote tourism and economic development in Hagåtña. The plant also contributes to concerns among both residents and tourists regarding use of the beachfront areas in Hagåtña. Though relocation of the plant will be expensive, consideration must be given to how the plant's continued operation in its current location might negatively affect key HRRA projects.

Industrial Land Uses along Hagåtña's Waterfront

Along a significant portion of the shoreline (east of Tenth Street, west of Santa Cruz Lane and north of Marine Corps Drive), there are a number older industrial uses. While these uses contribute to the economic activity of Hagåtña, they are clearly not the highest and best use of shorefront property. Unless these properties are redeveloped or moved to higher and better uses, the redevelopment potential for properties east and west of this area, including Adelup, could be negatively impacted. Existing industrial users in this area could be relocated to other existing industrial commercial areas, as their activities/operations do not appear to rely on the waterfront.

Limited Activity after Work Hours

As one of Guam's largest employment centers, Hagåtña has a built-in consumer base for many goods and services. However, once these employees leave at the end of the work day, Hagåtña's limited population of less than 1,100 does not provide the same built-in consumer base. While the addition of several food service venues has increased activity in the evenings, Hagåtña remains at a competitive disadvantage to other locations, which have a more well-established evening economy.

Poor Maintenance on Existing Public Amenities

As Guam's historic capitol, Hagåtña has a number of unique venues. Amenities such as the Guam's Statue of Liberty, Paseo de Susana Park, Paseo Stadium and other public amenities show significant signs of deferred maintenance, vandalism, and overt neglect. The poor maintenance of these public amenities reflects on the government's lack of commitment to maintenance and/or an inability to provide sufficient financial support to adequately maintain keep public amenities. The perception that the government doesn't support adequate maintenance of public amenities could serve as a deterrent to attracting private investment capital to Hagåtña.

Flooding

One of the common themes that was raised during multiple interviews was the issue of flooding in Hagåtña, and how it has a negative effect on the attractiveness of the commercial core as a place to invest or do business. While there are obvious constraints due to Hagåtña's location on the shoreline and the associated flood zone designation, flooding issues will undoubtedly have an impact on potential investment in and around the commercial core of Hagåtña.

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HAGÅTÑA
MASTER PLAN

Preserving Our Past. Shaping Our Future.

Summary of Issues, Opportunities and Charrette Activities

Hagåtña Restoration and Redevelopment Authority and
Matrix Design Group

March 2015

Matrix DESIGN GROUP

Doc. No. 35GL-20-1498.

Please see the next page.

Introduction

This summary report provides an overview of the issues, opportunities, and alternatives identified during two days of charrette activities conducted with multiple stakeholders within Hagåtña, as well as during numerous one-on-one interviews with government of Guam agency staff and local business owners.

Individual interviews were conducted during October 2014 and February 2015 with Government of Guam agency staff and multiple property and business owners in Hagåtña. During these interviews, existing issues and concerns, as well as opportunities for future development, restoration, and revitalization were identified and documented.

In addition to the individual interviews, design charrettes were conducted on February 24 and 25, 2015, to gather more data from the community in a group setting. At these charrettes, redevelopment and mitigation ideas were explored and graphically depicted as part of collaborative, hands-on exercises.

This summary report includes input received from various stakeholders during the interviews and documents the potential alternatives developed during the charrette activities. The focus of these efforts was the identification of existing issues and missed and/or potential opportunities for redevelopment and revitalization of the Capital District, the Paseo de Susana, Adelup, and the Hagåtña River.

Issues and Opportunities

The issues and opportunities activity provided a platform for individuals to express their concerns as well as their ideas for improvement in Hagåtña. The issues and opportunities identified from over 30 one-on-one interviews, as well as those resulting from the two day charrette, were all displayed for participants to review and comment on. These issues and opportunities identified are detailed in the following sections.

Natural Environment

Issues

Issues related to the natural environment centered on concerns over shoreline erosion and beach preservation. These concerns were related to increased development, as well as to the impacts of natural events, such as typhoons, climate adaptation, and storm surge.

The preservation of the shoreline and rivers was identified as high priority as was the fact that water has a significant connection to the cultural histories of the Chamorro people. It was also recognized that the underutilization of these properties was also an issue, as certain owners failed to make the best use of available properties and resources.

Opportunities

The importance of developing and enhancing outdoor recreation areas was a key opportunity identified by many different participants. In addition to the shoreline, the Agaña River, and the swamp areas were viewed as great opportunities for the creation of preserves, botanical gardens, and trails.

Development of the Hagåtña Riverwalk was strongly endorsed as an area for recreation, and an amenity that could be leveraged to create economic opportunities. In addition, the Agaña River was identified as an ideal area for mixed use development, mixed residential, and business.

Utilities

Issues

Concerns related to utilities centered mainly on insufficient stormwater management and flooding. This included concerns relating to the impacts of polluted stormwater discharging to area wetlands, watercourses and to the Bay.

Above ground utility placement was also identified as a problem, as they often encroach within sidewalks, impeding safe and convenient pedestrian movements and ADA accessibility. Guam Power Authority officials indicated that relocating existing overhead utilities underground was unlikely due to cost and proper handling of remains and artifacts that could be located underground.

Several participants also stated that the wastewater treatment plant was not only aesthetically unpleasant, but that odors from the plant could impact potential uses in the area. It was felt that certain desirable uses, such as hotels and restaurants would probably not choose to locate near the treatment plant due to frequent odors.

Opportunities

Guam Power Authority and Guam Waterworks Authority identified key projects underway for improving utilities including: wastewater rehabilitation from Adelup to Asan Park along Marine Corps Drive, a sanitary sewer evaluation, and the rehabilitation of a 28" wastewater relief line from McDonalds on Route 4 to Marine Corps Drive. A hybrid system that utilizes semi-underground utilities to improve service reliability was also identified as a potential. The Guam Power Authority acknowledged an additional opportunity with regards to the net metering process, which allows for electricity on Guam to be sold back to the grid.

The construction of ponding basins and flood control measures between runways, taxiways, and clear zones at Tiyan also was seen as an opportunity to contain stormwater and minimize pollution from the airport.

Transportation

Issues

The lack of transportation alternatives and the infrastructure needed to support them were identified as key deficiencies. These include:

- Lack of crosswalks and safe street crossing to Chamorro Village
- Lack of compliance with ADA standards
- Inadequate facilities for buses, both local and tour buses (parking, pull-outs, shelters)
- Lack of a connected and accessible local transit system
- Lack of designated bike routes and continuous sidewalks

Opportunities

Several opportunities for safer and more efficient pedestrian mobility were identified during the charrette including:

- a funicular (overhead tram-line or lift) in the Capital District to transport people to the Fort,
- elevated crosswalks or a pedestrian bridge to Chamorro Village, and;
- a typhoon-proof multi-modal bypass from Adelup to Tumon.

Ideas also included plans for handling traffic congestion and parking inadequacies through the construction of multi-level parking structures, the addition of alternative public transportation options (e.g. trolleys), a park & ride facility, public/private parking partnerships, peak hour roadway channelization, and the addition of parking meters.

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Historic/Cultural

Issues

One of the key concerns expressed during the exercises was preservation of the shoreline in order to protect and foster the traditions of the Chamorro seafaring culture. It was felt that maintaining areas along the shoreline at the Paseo de Susana as a way to preserve and perpetuate the traditional canoe culture needed to be recognized as an important part of any development or redevelopment plan.

It was also felt that the lack of historic architectural details on Hagåtña buildings diminishes the identity and sense of place within the community. It was pointed out that several historic places have been converted and/or removed, leaving minimal influence of the history or sense of pride unique to each place. Concern was also expressed over the lack of a cultural focus, i.e. pre-war Hagåtña versus post-war Hagåtña.

Opportunities

The historic and cultural places within Hagåtña provides much opportunity for establishing Hagåtña as a cultural center, or destination. Providing a connection between Latte Stone Park, the Palacio, the Plaza de Espana, and Paseo de Susana was a high priority among all charrette participants.

The old Hagåtña River path and Chamorro Village were identified as additional areas for enhancement, development, and expansion, as Hagåtña will be hosting Fest Pac 16. A boat house for showcasing the traditional canoeing culture through recreation, education, and training was identified as a potential improvement suitable for the west Hagåtña shoreline.

Housing

Issues

The predominant housing issue identified was a lack of affordable housing within Hagåtña. The rents on many of the properties are only affordable to the affluent, or to military families. A general consensus that people do not want to live in Hagåtña was also expressed by a significant number of people.

Opportunities

Participants felt that if there were more compact, walkable development within the Capital District, it could be appealing to some segments of the population, especially millennials and young professionals. Bringing in higher density residential options would help support nightlife in the area. Also, the Guam Association of Retired Person's expressed an interest in developing a senior living community near the Mayor's house.

Economic Development

Issues

Common issues identified included the underutilization of the marina, the lack of night life options, and the limited access to existing cruise ship tourism opportunities.

The close proximity of the wastewater treatment plant to the marina, as well as the lack of draw to the area were identified as deterrents to economic development in the area of the Paseo de Susana. It was stated that odors from the treatment plant and its general unsightliness would dissuade investors from choosing to develop in the area.

The lack of nightlife within Hagåtña was seen as a concern for economic development. The residential component within the Capital District is not currently adequate to support certain types of land uses, and without the amenities necessary to provide a high quality of life, people choose not to live in Hagåtña.

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There are existing cruise ships that visit Guam, but stops on Guam are of short duration, and the hours and clientele (primarily Japanese and Russian) are very limited. It was stated that the ships are typically only on island from 9am to 4:30pm, and that tour operators have arrangements to take them to specific locations. The main cruise ship travelers are usually retirees, military and recent college graduates on extensive tours with short stops on the island. Guam is not a final destination place for current cruise ship travelers.

Opportunities

Many opportunities for economic development were identified during interviews and over the course of the two days of charrette activities. Quite few of the opportunities included maximizing and building on the cultural assets that are already unique to Hagåtña. Taking advantage of the new museum to establish a local farmer's market along Museum Road would serve as an added draw within the community. With the strong historic connections between the Chamorro and fishing and boating, ideas to promote the fishing industry, expand the marina and develop a marina authority, and expand on the services offered by the Fisherman's Co-op were all identified as opportunities for enhancing economic development.

The creation of multiple centers with attractive focal points and historical context was identified as a good way to establish a sense of place while providing an incentive for sustainable practices within the community, acting as a catalyst for opportunities to shop local (grocery, clothing, home goods, etc).

The idea of dispersing tourism-centric locales so that there are multiple areas of economic activity was also suggested, as a way to promote local economy throughout Hagåtña, while helping to alleviate tourism congestion in a few areas during limited times. Developing and promoting other historic and culturally significant locations around Hagåtña, and increasing frequency of Chamorro Village activities could help to stimulate and sustain multiple areas.

Opportunities identified for the redevelopment of Adelup included the construction of an innovative high-tech hub, and the development of a large civic center, capable of hosting large events and conventions with 2,000 to 2,500 people. Other opportunities for economic development included, cruise ship potential through agreements with tour operators and the promotion of hotel development.

Urban Design

Issues

Key urban design issues identified within Hagåtña were related to the poor conditions of the pedestrian environment, and the lack of a sense of place or identity.

Pedestrians are hindered by the lack of or poor state of sidewalks and inadequate wayfinding. The lack of signage control makes navigating Hagåtña difficult and uncomfortable, and the lack of pedestrian infrastructure and aesthetics, including the lack of benches and waste receptacles acts as a disincentive to pedestrians.

The poor upkeep and maintenance of buildings and landscapes, and the lack of proper branding of Hagåtña present unique issues in that the residents within the community feel a disconnect with their environment, and visitors are not able to associate Hagåtña with a community.

Opportunities

Enhancing the urban environment by incorporating street amenities, and by establishing architectural design guidelines for constructing buildings with more character and historical context were identified as urban design opportunities. Encouraging DPW to enforce the clean-up of dilapidated buildings (that are identified as risks to public health) would provide an opportunity for improving the urban environment.

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The improvement of the urban fabric of Hagåtña was identified as an opportunity to bring talent back to Guam as many young professionals would be more willing to return if they had access to their culture, retail, and restaurants, which could be provided with a denser, mixed use type of development.

Land Use

Issues

Issues identified with land use in Hagåtña range from inappropriate uses of land to the lack of connections and accessibility. Current zoning allows too many uses within the same common areas. The location of industrial operations near the cliffs of south Marine Corps Drive, as well as the corrections lockup facility in the Capital District discourage development and negatively impact property values.

The lack of grocery stores within close proximity to central Hagåtña, impacts residential development, which in turn impacts opportunities for federal funding due to low populations. The dispersion of government facilities was identified as an issue due to the inefficiencies related to conducting government business.

The Navy covenant / Zoning restriction on the Paseo de Susana which restricts the use of the land to park space, recreational, or civic uses only, limits opportunities for development and places low value uses on the shoreline. Undivided interests exist within many of the privately owned residential lots in Hagåtña. This issue causes disputes over land ownership and causes encroachment when private land owners build structures that infringe upon publicly owned land, primarily along the waterfront areas.

Opportunities

Key opportunities identified for land use were largely related to the improvement and development of recreation areas, including mixed-use development along the Riverwalk, enhancement of Hagåtña Central Park facilities, and the development of more restaurants and eateries, especially along the shoreline.

Additional opportunities conveyed were the development of a main transit center, the centralization of government offices, and the redevelopment of Adelup.

Miscellaneous

Issues

Several issues identified by the various stakeholders were related to homelessness and squatters. Many abandoned buildings and homes in Hagåtña have squatters residing in them, which creates safety issues. Many fires are started in vacant building because of squatters, however the squatter population is over 1,000 and there is no comprehensive plan or funding to address the issue. The high population of homeless and squatters also contributes significantly to other social issues including, drugs, crime and prostitution. In addition, Police officers are only allowed to remove squatter from vacant properties if given direct authority by the specific land owners.

The lack of code enforcement, maintenance, and upkeep of properties add to the negative public perceptions of Hagåtña. The need for durable exterior finishes for buildings and homes to assist in building upkeep was also identified. Public service issues related to the lack of standards for obtaining permits, as well as the lack of a local fire and rescue department, and emergency refuge area within Hagåtña were defined as issues.

Opportunities

Miscellaneous opportunities identified by stakeholders included bringing the Attorney General back to Hagåtña; creating a Citizen Patrol Task Force like the one in Tumon; construction of a new police substation in Hagåtña; giving the people of Hagåtña ownership of the vision; organizing businesses along Marine Corps Drive and the industrial waterfront to clean-up the area and make it ADA accessible.

Alternative Plans Charrette Results

A charrette is a collaborative planning process that includes all interested parties and helps to support a Master Plan that represents transformative community change. Charrettes are open ended events that are used in the creation or further development of feasible alternatives. Charrette attendees worked together to identify the issues and opportunities described in this report, and to develop conceptual alternative plans for the Capital District and for the entirety of Hagåtña. These alternative concepts and their unique components are described in the following pages. Revised alternative plans will be developed from these concepts.

Block 2: Government Agency Charrette Alternatives (District Level Alternatives)

Alternative 1

Capital District Alternative 1

The first alternative (shown in Figure 1 on the following page) was heavily focused on public transit and transportation with emphasis on strategically locating transit facilities for vehicles and tour buses near Latte Stone Park. The transit facility would improve circulation in the area by creating a saw-tooth staging area for tour buses, and a two story, 400 space parking garage to service the government complex, the Academy of Our Lady of Guam students, the Basilica, and the local community. This alternative included the addition of a two-story and a three-story parking garage, while also maintaining surface parking.

This group created a government complex for relocating the government agencies currently operating at Adelup, and added a second floor to the post office for housing the remaining legislative offices. The second parking garage was proposed as an attached structure on the north side of the post office, with bottom floor commercial fronting the west side museum. This concept was mimicked on the east side of the museum with a two story structure with sub-level parking, fronted with commercial and retail. The group's plan was to rebuild the Palacio as it was, which would provide approximately 12,000ft^2 of space for the Governor's offices and associated functions. Mixed use development was identified as a needed component on either side of the museum to help support the government entities, tourism, and the financial areas proposed for the area between the Plaza de Espana and the Hagåtña River.

Another priority of this alternative was the preservation of a connected green space, and there was a strong desire to maintain the space around the new museum as green space. As depicted on the map, this alternative incorporates a contiguous green space which serves as a connection between the Latte Stone Park in the Capital District and the Paseo. Synchronized signals and a pedestrian bridge were proposed for safely moving pedestrians to and from the Paseo/Chamorro Village.

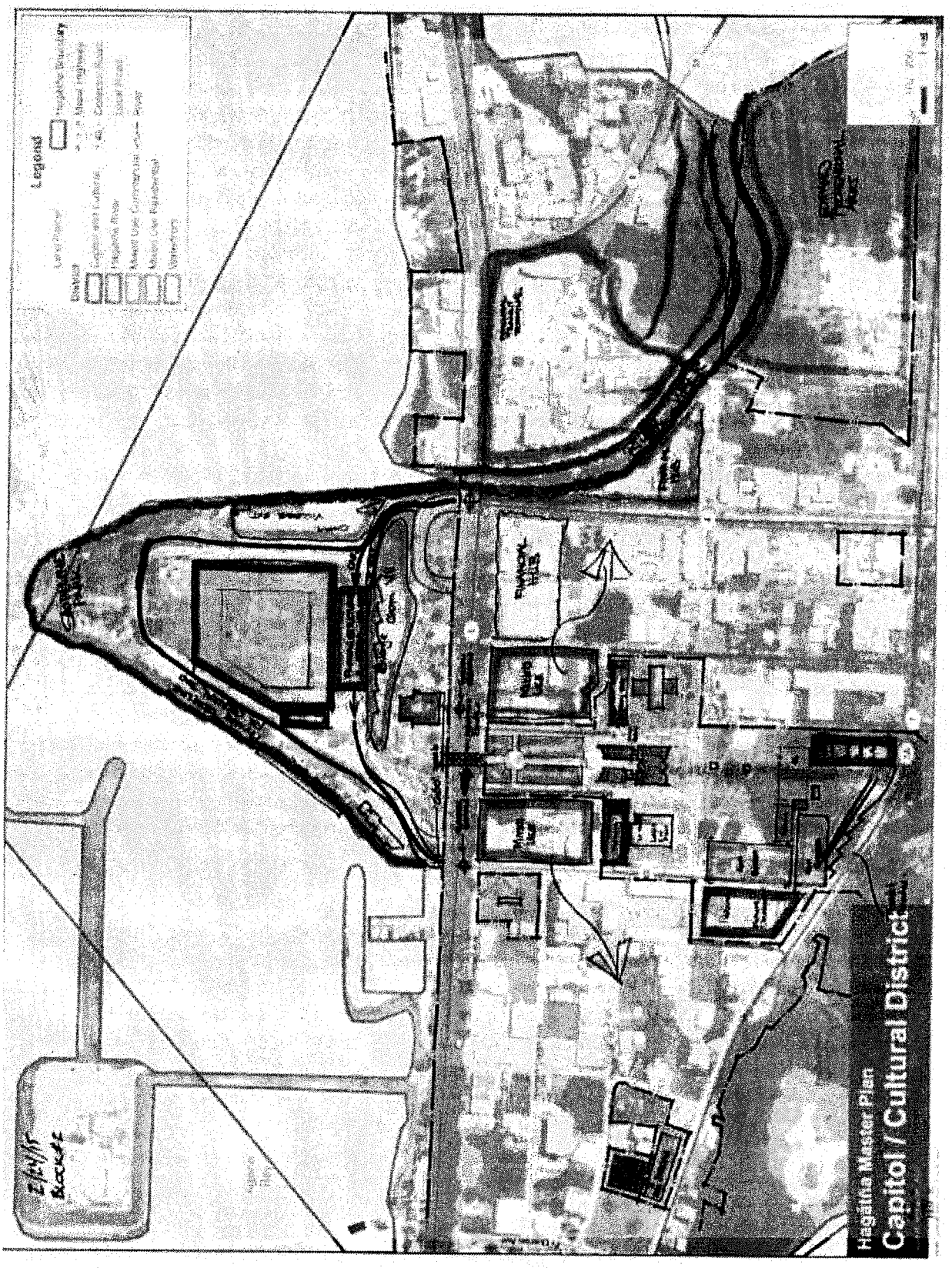
Paseo de Susana Alternative 1

This alternative called for the removal of the current softball field in order to push the baseball stadium and facilities further out onto the peninsula. This created space for a two story parking structure that could be connected to the baseball stadium, without taking up valuable space on the shoreline. Additional Paseo improvements included the expansion of Chamorro Village along the eastern shoreline, the expansion of the Fisherman's Co-op with a roadway realignment to accommodate additional Co-op parking. A continuous shoreline park, reserved for cultural and traditional uses, wrapping the entire peninsula was also included, providing a fishing pier near the expanded Co-op.

Riverwalk Alternative 1

A Riverwalk with financial institutions on the west side of Hagåtña River, and mixed use development on the east side of the river was identified as the best utilization of space for this alternative. This mixed use area was also determined to be a good location for an additional transit terminal. The land south of the river was reserved for the expansion of recreational uses.

Figure 1: Charrette Block 2, Alternative 1



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Alternative 2

Capital District Alternative 2

Alternative 2 (shown in Figure 2 on the following page) includes the consolidation of many government agencies within the Capital District to the west of the Plaza de Espana. The group's plan was to rebuild the Palacio as it was, which would provide approximately 12,000ft^2 of space for the Governor's offices and associated functions. The Palacio is to be built abutting the Azotea, using historical architectural detail. The plan also calls for the destruction of the former DOA building in order to construct a 50,000 ft^2 building for additional government offices northwest of the Palacio. A surface parking lot would be placed between the government offices and O'Brien Drive, and a section of Aspinall Ave was converted to a pedestrian walkway. The Federal lockup facility would be relocated, and existing building would be demolished to construct a parking garage to support the government offices. A second parking garage was included south of the Plaza de Espana to support the government workers, Academy, Basilica, Judiciary, and tourist parking. Tour buses would also be accommodated in this parking structure. The plan maintains a green space and civic spine that spans from Latte Stone Park to Chamorro Village. The restoration of the historic Senate Hall provides space for 5 senators, and the remaining 10 senators would be housed in a 20,000ft^{2}addition proposed for the Post Office. A new five-story facility for DLM, west of the central government core was proposed, which could accommodate additional agencies/ departments. Pedestrian streetscapes lined with native trees would be incorporated into main corridors providing a connection between the government buildings. A multi-story building with 30,000ft^2 per floor, for additional government agencies and mixed-use development was proposed for the site of the current library and GTA building.

Paseo de Susana Alternative 2

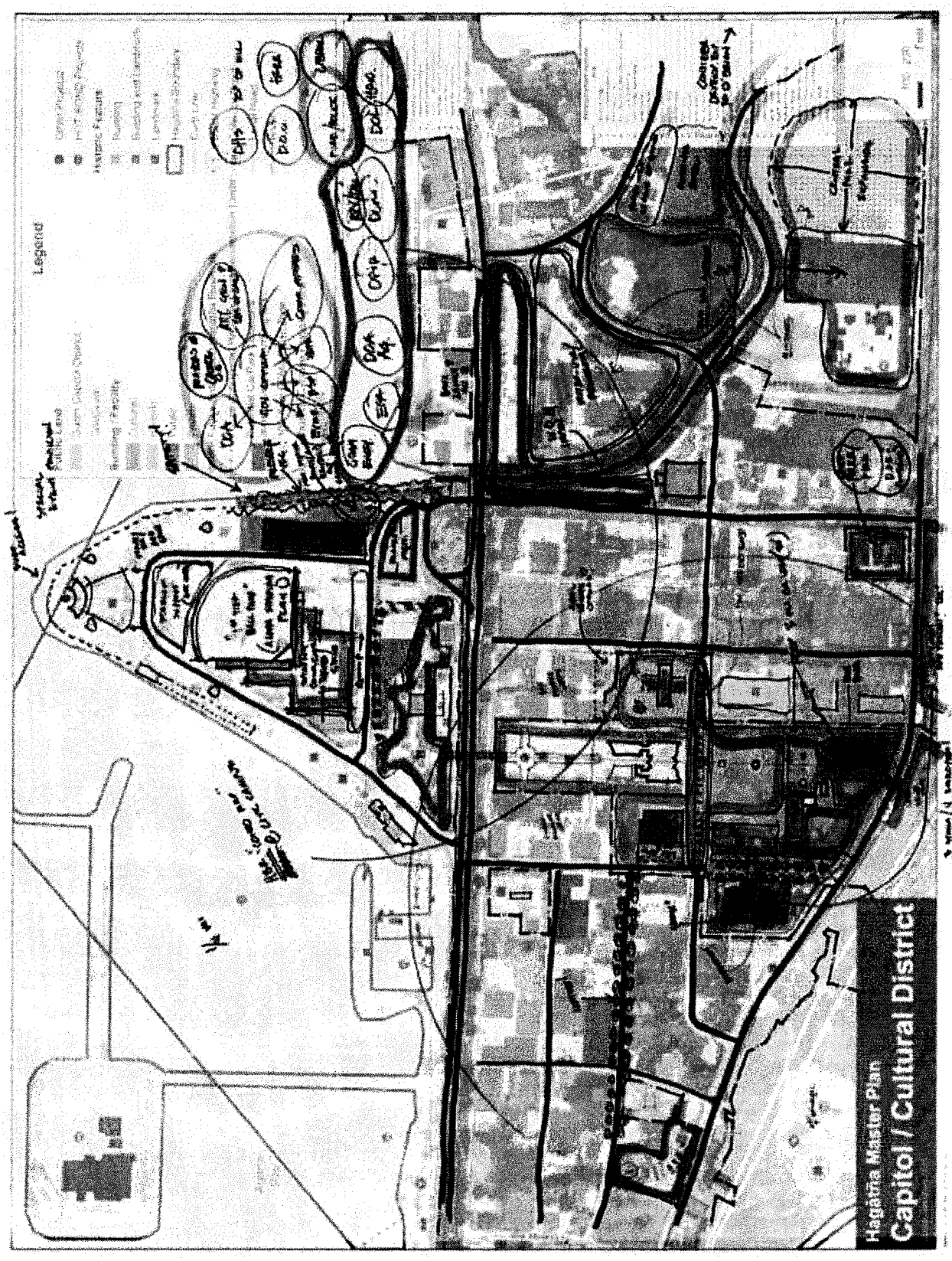
This plan establishes a Farmer's Market near Chamorro Village on the grassy area north of the Paseo Loop. There is a strong desire to expand Chamorro Village and improve on pedestrian flow, and this plan proposes the utilization of the parking area to the north for the Chamorro Village's expansion. The main pavilion would be expanded to provide more seating, and the front parking lot would be removed to accommodate additional pedestrian space. An elevated pedestrian bridge linking Chamorro Village to Skinner Plaza that goes over Marine Corps Drive is also included. A two-story parking garage with rooftop parking is included on the existing surface parking lot, with the adjacent shoreline being utilized as a canoe house and a launch site for non-motorized watercraft. The softball field is removed, and the baseball stadium is expanded to a "First Tier Ball Park", multi-use sporting facility. A special event pavilion was proposed for the northern tip of the Paseo for concerts, weddings and other events.

Riverwalk Alternative 2

Development of the Riverwalk begins with the complete channelization of the Agaña River. The Riverwalk could begin at the proposed Great Seal of Guam Park, and extend 3,000ft^2 along the river. Riverwalk development with park space maintained along the river's edge and the expansion of Central Park, to increase recreational activities in the area south of the river was proposed. The two areas would be connected via pedestrian trails. The land on the south and east sides of the river was defined as mixed use/residential, with the inclusion of a hotel, which is planned by the Young Men's League of Guam, with possible development all the way to O'Brien Drive. Commercial space has been included along the south side of Marine Corps Drive on both sides of the river, and continues south on Route 4.

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Figure 2: Charrette Block 2, Alternative 2



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Block 4: Business Owners Alternatives (Hagåtña Wide Alternatives)

Alternative 1

This alternative plan (shown on Figure 3 on the following page) provides a mix of housing for all income levels, and incorporates more grocery and convenience stores into Hagåtña. A linked trail from Adelup to the Onward Hotel in Tamuning equipped with ramadas and canoe houses would help beautify the shoreline and create opportunities for economic development. Three areas were identified for canoe houses; one in west Hagåtña, one at the Paseo, and one in east Hagåtña.

West Hagåtña Alternative 1

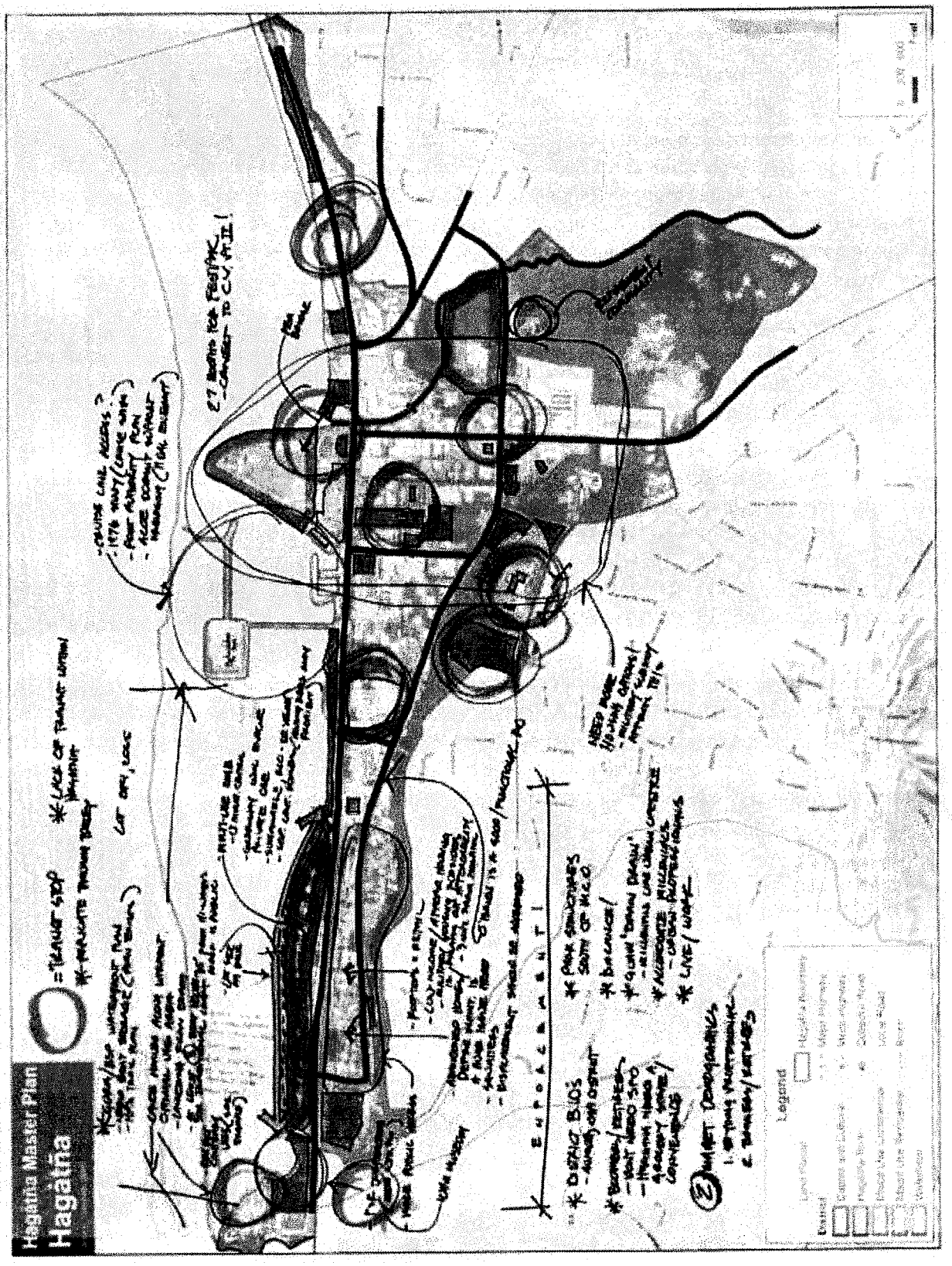
Shoreline should be redeveloped with a commercial waterfront and revitalized uses, which could include a mix of internal businesses, multi-use development, and green belts. This area needs to be ADA accessible. Land on the south side of Marine Corps Drive should be developed as mixed-use retail and residential. The expansion of the marina to accommodate opportunities for cruise ships should be considered.

Central Hagåtña Alternative 1

The wastewater treatment plant needs to be relocated to Cabras Island in Piti. Existing cultural areas and green spaces should be maintained. A pedestrian bridge linking the Paseo to the shore line over the Agaña River was proposed. A trolley system that loops around and provides transit service to people within Hagåtña would also be established.

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Figure 3: Charrette Block 4, Alternative 1



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Alternative 2

This alternative plan (shown on Figure 4 on the following page) concentrates on the importance of the waterfront to Hagåtña. The alternative also reflects the importance of connectivity between green space and the capital district buildings, and the redevelopment of the Paseo and Take Island.

West Hagåtña Alternative 2

A multifamily waterfront development similar to Hagåtña Point should be located in west Hagåtña.Adelup would also serve as a good location for residential use if the government offices relocate to the Capital District. Additional multifamily residential should be constructed along the shoreline east of Adelup, and incompatible uses in the area should be removed. The south side of Marine Corps Drive should be used to develop commercial and retail establishments. A waterfront trail, similar to the one in Saipan should be constructed along the waterfront.

Central Hagåtña Alternative 2

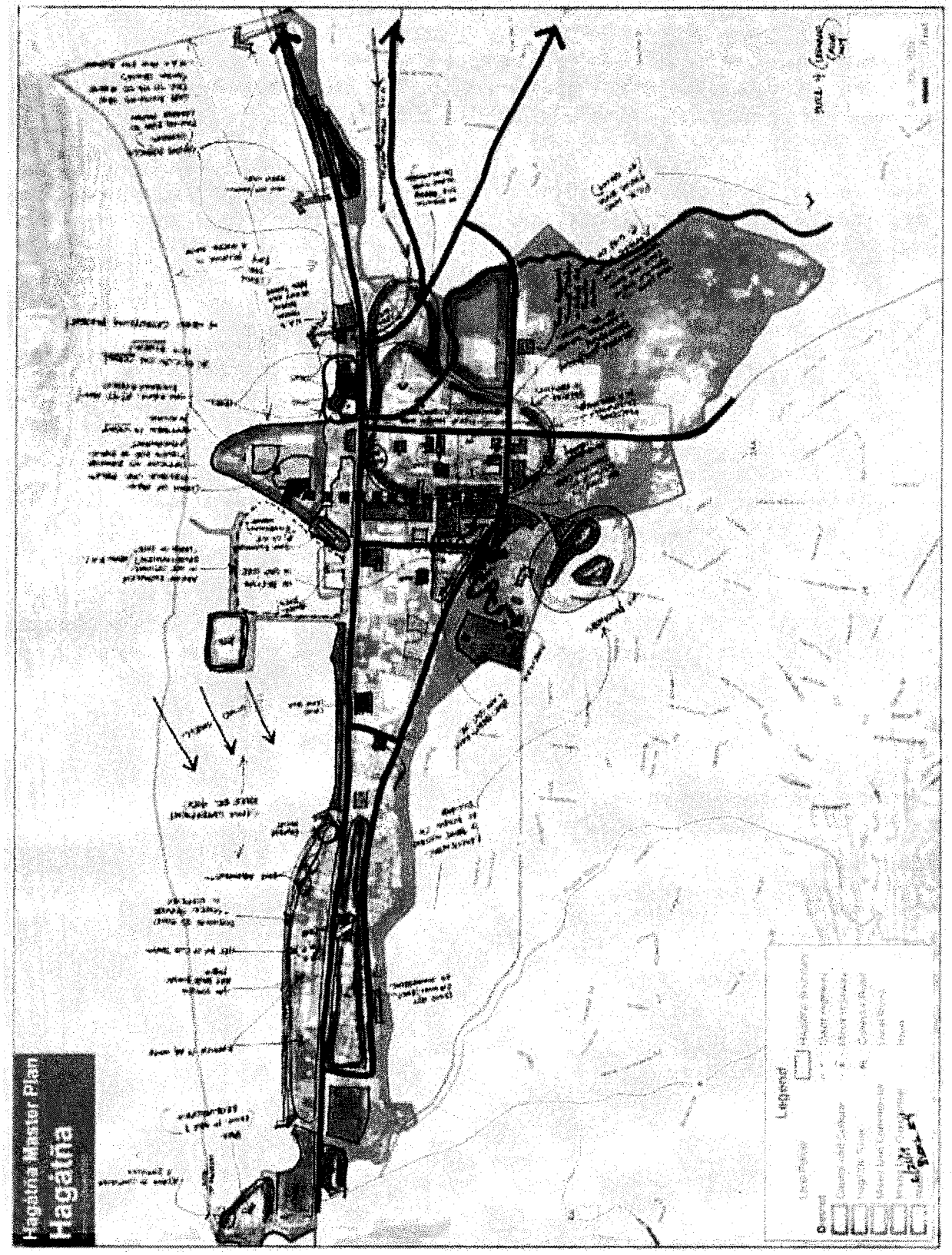
This plan expressed the need for a hotel on the property immediately across the river from the Paseo, on the shoreline. Stormwater outfalls pose health problems in the bay area, and to develop the area, the bay and drainage issues would need to be cleaned up and corrected.

An improved hill trail for connecting Latte Stone Park to Fort Santa Agueda needs to be constructed. It was proposed that the government core center around the old Palacio should be developed, and the DOA and Federal lockup building should be demolished. The removal of Aspinall Ave was also proposed for removal to make room for new government offices. This plan calls for maintaining the connected greenspace between Latte Stone Park and the Paseo. The addition of a Guam Regional Transit Center and school bus transfer station was located across O'Brien Drive form the recreational facility. More compact walkable development and adaptive reuse is needed to add interest and create affordable options because new construction is so expensive.

Parking at the Paseo needs to be improved, and the expansion of the Fisherman's Co-op was suggested. The wastewater treatment plant should be relocated to make room for a hotel on the site. The Paseo needs to be cleaned up and developed to include creative flexible use fields, and both fields should be kept at the site. This alternative proposes that revitalization should be focused on shoreline development rather than the on the Riverwalk. The area needs a catalyzing project to spur development in the area.

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Figure 4: Charrette Block 4, Alternative 2



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Block 5: Collaborative Alternative (Hagåtña Wide Alternative)

Collaborative Alternative

This alternative plan (shown on Figure 5 on the following page) was a compilation of ideas from the previous charrette blocks / participants and concentrates on district connectivity and mixed-use development in Hagåtña, as well as the incorporation of recreation along the shoreline.

West Hagåtña Collaborative Alternative

Alternative 2 had a couple of different ideas for the redevelopment of Adelup, the first being to preserve Adelup as a cultural area, and to provide continuous connection via greenspace along the entire shoreline from Adelup to the Paseo and beyond. Another option for Adelup was to create a civic center with multi-purpose rooms with a companion hotel. There was also an idea to convert the site back to a school. Areas along Marine Corps Drive are defined as residential/ commercial mixed-use and commercial/retail, with a proposed entertainment district on between the greenbelt and Marine Corps Drive.

The area southwest of the Paseo between Marine Corps Drive and W. O'Brien Drive was identified as a good area for soft commercial, lower density, with opportunities for accommodating offices of land management.

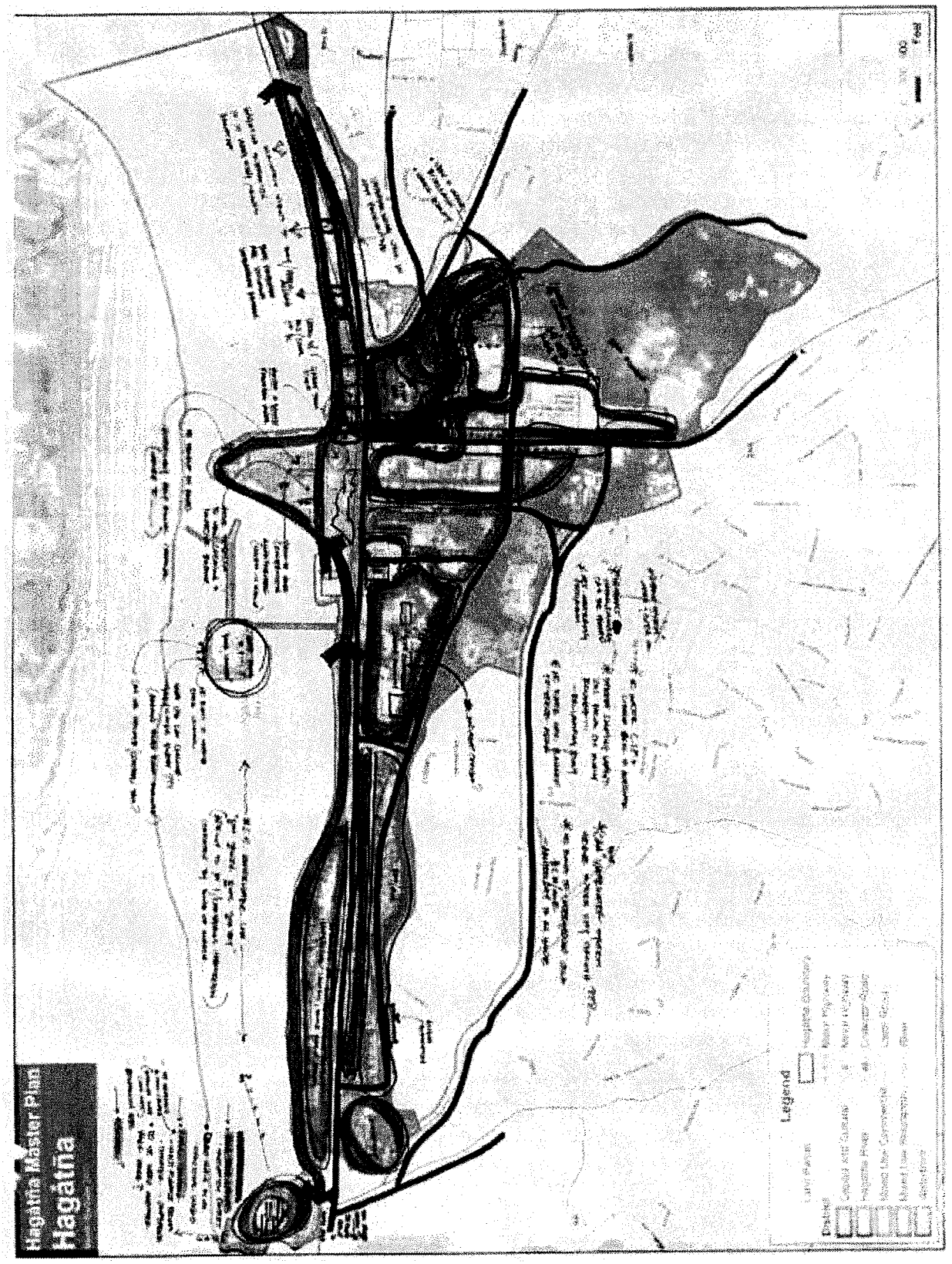
Central Hagåtña Collaborative Alternative

Ideas for the Paseo included plans to move the stadium to a new location, and to keep the area as green space. Transit was not desired on the Paseo, and ideas for a farmer's market were proposed. The shoreline east of the Paseo was identified as a good location for a hotel with first floor mixed-use/commercial. This group felt that it was important to maintain views and public access along the majority of the shoreline east of the Paseo.

Ideas for the Riverwalk area included mixed-use commercial/residential along the northern and northeastern banks of the Agaña River. There was also a desire to provide a connection between the Riverwalk and the Central Park recreational facilities.

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Figure 5: Charrette Block 5



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Summary of Charrette Alternatives

Overall, the charrette participants identified many issues and opportunities to keep in mind during the conceptual design and development of the master plan alternatives. Concepts that were common to all blocks of the two-day charrette include:

- Maintain greenspace and connections from Latte Stone Park to Chamorro Village
- Outdoor recreation hubs at Paseo de Susana and Central Park
- Waterfront development - Chamorro Village Expansion, seafaring emphasis, and fishing pier
- Riverwalk development with multiple uses to connect Central Park to Capital district
- Emphasis on access to Hagåtña shoreline, marina expansion, and moving treatment plant
- Adelup redevelopment – Civic Center, park, and / or high tech innovation hub
- Significant Increase in Parking and live/work spaces (mixed use development)
- Improve housing options, availability in Capital district, and affordability
- Incorporation of Government Center in Capital district, surrounding Plaza de Espana
- Improve pedestrian environment, alternative transit modes, and transit hubs
- Improve district between Adelup and Paseo de Susana – new "Entertainment District"

During discussions at the charrette and afterward, the vision for Hagåtña had been updated to:

> *"Re-establish Hagåtña as the Capital City of Guam, and the governmental, cultural, and commercial heart of the island supported by vibrant residential mixed use areas."*

This vision correlates to a new master plan goal identified to "recreate Hagåtña as the Capital City of Guam," and a new master plan planning principle to "develop a sustainable community."

Other Master Plan Goals	Other Master Plan Planning Principles
■ Healthier economic environment	■ Create Enjoyable Pedestrian Experiences
■ Create a cultural destination	■ Encourage Residential Growth
■ Increase in open space and environmentally friendly designs	■ Preserve and Enhance the Historical and Cultural Resources
■ Showcase the Historically significant elements of the City	■ Develop the Hagåtña Shoreline and Related Recreational Opportunities
■ Promotion of the heritage and culture	■ Protect the Natural Environment (Sustainable Planning)
■ of the City	■ Develop a Consistent Urban Architecture
■ Create a cleaner and safer environment	■ Enhance Circulation
■ Improve Infrastructure	■ Promote Economic Growth
■ Maintain and promote pedestrian friendly areas	■ Provide for Social Equity
■ Improve Circulation through and within the City	
■ Establish the City as the central area for Government	
■ Preservation of the character of the City	
■ Increased recreational opportunities	

This new vision, along with all master plan goals and planning principles, and the alternatives developed during the charrette will help in the review and final development of Hagåtña Master Plan alternatives.

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Appendices

The following pages are appendices that contain information, design concepts and notes from the two-day charrette.

Located in Appendix A is the charrette agenda, detailing the two days of charrette activities.

Located in Appendix B are the notes taken during the charrette kick-off and during the several separate "blocks" over the two days of charrette activities.

Located in Appendix C is the complete listing of the issues and opportunities identified from activity results during all blocks of the charrette activities.

Appendix A

Charrette Agenda

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HAGÅTÑA MASTER PLAN

AGENDA

Alternative Plans Charrette

Dates: February 24 and February 25, 2015

Day One: February 24, 2015

BLOCK 1 (All participants)

9:00am – 11:00am

1. Welcome / Introductions
2. Project Overview
3. Purpose of Charrette
4. Map Atlas / Baseline Conditions
5. Planning Assumptions
6. Map Atlas Stations

BLOCK 2 (GovGuam Agencies)

1:00pm – 3:30pm

Design Charrette - Alternative Plans development

a. Vision and Goals
b. Issues and opportunities
c. Design alternatives / district plans development

BLOCK 3 (Legislature)

4:00pm – 6:00pm

Design Charrette - Alternative Plans development

d. Vision and Goals
e. Issues and opportunities
f. Design alternatives / district plans development

Day Two: February 25, 2015

BLOCK 4 (Property Owners / Business Owners)

9:30am – 1:00pm

Design Charrette - Alternative Plans development

a. Vision and Goals
b. Issues and opportunities
c. Design alternatives / district plans development

BLOCK 5 (All participants)

3:00pm – 6:00pm

Design Charrette - Alternative Plans development

a. Vision and Goals
b. Issues and opportunities
c. Design alternatives / district plans development

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Appendix B

Charrette Notes

Doc. No. 35GL-20-1498.

- Date / Time: February 24, 2015 / 9:00 – 11:00 pm

- Location: Hagåtña Restoration and Redevelopment Authority Office

- Attendees by Organization: Charrette Session 1 (Kick-off)

NAME	ORGANIZION
Charlie Onedera	Legislature
Enrique Agustin	GRTA
Felix Benavente	DPW
Tina Mafnas	BSP
Jesse Rojas	BSP/GCMP
Gregory Perez	HRRA
Edwin Reyes	GCMP
Phil Roberto	Sen. James Espaldon
Esther Camacho	BSP
Sen. James Espaldon	Legislature
Raeann Lefever	GEDA
Joe Wesley	GEPA
Doris Ada	GVB
F. Ammas	OOGG
Monica Guerrero	BSP
Matt Sgro	GEDA
Telo Tatogu	GVB
Ernest Santos	DLM
Larry Toves	GEDA
Rob Limtiaco	HRRA
Paul Shimizu	Shimbros/Ambros
Vince Arriola	Legislature
Simeon Palermo	DCA
Leonard Calvo	Calvo Enterprises
Dan Murrell	Triple J
Tria Paulino	Matrix Design Group
Celeste Werner	Matrix Design Group
Ina Anderson	Matrix Design Group
Rick Rust	Matrix Design Group
Trina Spangle	Matrix Design Group

- Meeting Purpose: The purpose of this meeting was to provide an overview of the Master Planning process, and to explain the goals of the activities being conducted over the two-day charrette.

Significant Facts, Statements, or Findings:

- Comment was made that the "vision" should include a residential component; condos, affordable housing.
- Parking garages, parking meters, and bus pullouts are needed in Hagåtña.
- There is a concern over vulnerabilities to new investments with regards to effects of climate change, sea level rise, and storm surges.
- BSP indicated that they would be willing to work with Dr. Kim (Hawaii) a climate change/adaptation study.
- There are issues with stormwater run-off and water quality, especially around Agaña Bay and the airport.
- The swamp area is thought to be contaminated with PCBs and war remnants and remains. It was acknowledged an EPA Monitoring Plan has been identified by the Army Corp of Engineers for the swamp area.
- GVB proposed that a daytime Chamorro Village for Saturdays or Sundays should be considered.
- The need for a centralized gathering place in Hagåtña for emergency situations is necessary.

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- **Date / Time:** February 24, 2015 / 1:00 – 3:30 pm

- **Location:** Hagåtña Restoration and Redevelopment Authority Office

- **Attendees by Organization:** Block 2 (GovGuam Agencies / Departments) – Table 1

NAME	ORGANIZION
Gary Giles	DoL
Enrique Agustin	GRTA
Felix Benavente	DPW
Tina Mafnas	BSP
Celeste Werner	Matrix Design Group
Dan Schnepf	Matrix Design Group
Rick Rust	Matrix Design Group
Trina Spangle	Matrix Design Group

- **Meeting Purpose:** The purpose of this meeting was to discuss issues and opportunities with GovGuam agencies and departments and obtain insight on their ideas for the possibilities in Hagåtña.

Significant Facts, Statements, or Findings:

General:

- Concerns over flooding at bus stops, and the lack of shelter and restroom facilities was expressed.
- 80% of riders start at Chamorro Village; first choice location for transit center.
- There is a lack of communication with transit authorities regarding special events and the use of barricades; causes substantial problems for transit.
- Guam needs transit police to protect transit assets
- Would like to see a transit center behind the Agaña Shopping Center or by Julale, and a separate maintenance facility.
- Mentioned P.L. 30-05 regarding transit, facilities, and parking meters
- Expressed the desire for high-tech facilities, but has concerns over long term support and maintenance.

Governmental district:

- Heavy focus on public transit and transportation with emphasis on strategically locating transit facilities that could accommodate tour buses, transit, and visitor parking.
- Improve circulation by adding a saw-tooth staging area for tour buses that gets them off the street.
- Construct a two-story parking garage to service the government complex, students of the Academy of Our Lady of Guam, the Basilica, and he local community.
- Want to see covered walkways connected to transit

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- Construct a government complex fir relocating government agencies currently operating at Adelup.
- Construct a second floor on top of the existing post office to house additional legislative offices with an attached three-story parking garage with bottom floor commercial space fronting the west side of the museum.
- Directly across from the post office parking structure, on the east side of the museum, construct a two-story office building with sub-level parking, and fist floor retail that mimics the post office parking structure.
- Rebuild the Palacio as it was to provide 12,000ft^{2}of space for the Governor's offices and associated functions.
- Mixed use development was identified as a needed component on either side of the museum, to support the government entities, tourism, and the financial areas proposed for the area between the Plaza de Espana and the Agaña River.
- Believe the old DOA building should be torn down (eminent domain)
- It was important to maintain a connected greenspace from Latte Stone Park and the Paseo, and to keep the areas around the museum as green space.
- Synchronized traffic signalization and a pedestrian bridge were identified as critical elements for safely moving pedestrians to and from the Paseo/Chamorro Village.

Chamorro Village / Paseo area:

- This plan called for the removal of the softball field on the Paseo, and the moving of the baseball field further out towards the tip of the peninsula. Doing this created enough room for a two-story parking structure that could be connected to the baseball stadium, without taking up valuable space on the shoreline.
- Additional Paseo improvements included the expansion of Chamorro Village along the eastern shoreline, as well as the expansion of the Fisherman's Co-op with a roadway realignment to accommodate additional Co-op parking.
- A continuous shoreline park, reserved for cultural and traditional uses, wrapping the entire peninsula was also included, with the addition of a fishing pier near the expanded Co-op.

Riverwalk Development:

- Financial institutions were proposed for the west side of the Agaña River, while mixed-use development was identified as the best utilization of space for the east side of the river.
- The mixed-use area was also identified as a good location for an additional transit terminal.
- The land south of the river was reserved for the expansion of recreational uses.

Doc. No. 35GL-20-1498.

- **Date / Time:** February 24, 2015 / 1:00 – 3:30 pm

- **Location:** Hagåtña Restoration and Redevelopment Authority Office

- **Attendees by Organization:** Block 2 (GovGuam Agencies / Departments) – Table 2

NAME	ORGANIZION
Joe Wesley	Guam EPA
Esther Camacho	BSP
Jesse Rojas	BSP
Edwin Reyes	BSP
Monica Guerrero	BSP
Joe Santos	HRRA
Paul Calvo	Guam Energy Office
Glenn Leon Guerrero	DPW
Vince Arriola	Guam Legislature
Larry Toves	GEDA
Ian Anderson	Matrix Design Group
Tria Paulino	Matrix Design Group
Bren Cox	Matrix Design Group

- **Meeting Purpose:** The purpose of this meeting was to discuss issues and opportunities with GovGuam agencies and departments and obtain insight on their ideas for the possibilities in Hagåtña.

Significant Facts, Statements, or Findings:

Governmental district:

- Develop a governmental core around the former Palacio that will house rebuilt Palacio, government offices, cultural heritage, and civic uses.
- Important to tie in historical and cultural heritage
- Rebuild Palacio as it once was. Will be approximately 12,000 square feet, built abutting Azotea, historical architecture, house Governor's offices and associated functions.
- Demolish former DOA building and build a 50,000 square foot government offices building on northwest side of Palacio.
- Agencies that should be located here should include DOA, BBMR, BSP, Committee Affairs, Attorney General, and Mayor's Council.
- Surface parking lot behind Palacio between government office building and O'Brien Drive.
- Close down Aspinall Ave between current DOA building and Federal lockup. Turn this into a pedestrian walkway and line it with native trees.

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- Relocated Federal lockup facility (possible closer to Judiciary facilities) and demolish buildings on that lot, including former GovGuam data center. On this space, build a parking garage to support government offices.
- Construct a covered walkway from parking garage to new government offices.
- Build a parking garage south of Plaza de España, across O'Brien Drive from Latte Stone Park. This structure will supplement government office parking, support Academy and Basilica parking, support Judiciary parking, and serve as tourist parking, including tourist bus pull-in spaces.
- Maintain a green space and civic space "spine" that stretches from Latte Stone Park to Paseo. Tie in to Plaza de España, Latte Stone Park, Guam Museum, Skinner Plana, Chamorro Village, etc. Revitalize roadway between Plaza de España and Guam Museum to be more pedestrian-oriented and increase attractiveness of it.
- For the Legislature, the restoration of the historic Senate Hall will provide space for 5 senators. There is some additional government land on the north side of the building. If adjacent land could be acquired, then additional Senator Offices could be built there. An additional 20,000 square foot expansion was proposed to attach to the Post Office that could house additional Senator Offices. Parking for this would be the lot on the north side of the Post Office.
- To the west of the central government core, development of the proposed DLM building at O'Brien Drive and Padre Palomo would allow space for other government agencies / departments. The proposed building would be 5 stories tall and include an attached parking garage at 3-4 stories. This would house DLM, and could potentially house other agencies / departments, or certain functions of them, such as GEPA, DPR, DOL, DRT, Energy Commission, and DOA. Hesler Place between this building and the government core was proposed to be revitalized as a pedestrian streetscape and lined with native trees to tie it into the government center.
- To the east of the government center, a multi-story mixed-use and government offices building was proposed on the site of the library and the GTA building. This would be about 30,000 square feet of space per floor. Some ideas for entities to house in this building were the library, Chief of Police, GFD administration, DOE administration / superintendent, and other administrative functions.
- Would need to include bylaws for preventive maintenance to make sure facilities were maintained and attractive. Could distribute responsibility / costs between tenants.

Chamorro Village / Paseo area:

- Chamorro Village was originally established for the purpose of holding a farmers market, but this function does not exist there. It needs to be brought to the Village in some capacity. The farmers market could be established on the grassy area to the north of Paseo Loop.
- There is a strong desire to expand Chamorro Village and address spacing and deficiencies in pedestrian flow. The parking area to the north of the existing buildings

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could be used for construction of new buildings that would allow more traffic and reduce congestion. The main pavilion should be expanded to allow more people and more seating. The front parking lot should be removed and the space used as pedestrian space. Some surface parking needs to be maintained in the back to allow for vendors to unload / load.

- An elevated pedestrian bridge linking Chamorro Village to Skinner Plaza that goes over Marine Corps Drive is desired.
- A parking garage built on the surface parking lot east of Paseo stadium would allow for more efficient parking. Two stories with rooftop parking was one suggestion.
- The shoreline area adjacent to the proposed parking garage should be revitalized to reduce unwanted activities that may occur. Increased lighting and vegetation preservation to provide a natural look and walking trails. This would be a good location for a canoe house and non-motorized watercraft launching area.
- Expand the Paseo Stadium area. Look into developing as a multi-use sporting facility. Move the stadium further north and expand it to a "First Tier Ball Park" (Aloha Stadium Plan). Develop stadium commercial facilities and an arts / theater / stage area between new stadium and Chamorro Village. This would include some surface parking south of the building. Remove the softball field and create baseball stadium support facilities such as batting cages. On the northern tip of Paseo, build a special event pavilion for concert venues, weddings, and other events.

Riverwalk Development:

- The Army Corps of Engineers has plans to create a Great Seal of Guam Park at the mouth of the Agaña River. This could serve as the start to the Riverwalk. The Riverwalk could extend roughly 3,000 feet along the river. Riverfront would be the area in-between Marine Corps. Drive to the north, Route 8 to the east, O'Brien Drive to the south, and Route 4 to the west.
- The first step to develop a Riverwalk is to complete channelization of the Agaña River. This would greatly reduce the flooding issue in the area and FEMA could re-designate the area as no longer in a floodplain, which would reduce insurance rates and reduce hindrance to developing.
- The area abutting the River would be greenspace and pedestrian access. Would like to see commercial development along Marine Corps. Drive and Route 4. South and east of that would be mixed-use and residential development, multi-family.
- On the south side of the River, where the pool and tennis courts area, expand this into a Central Park area and increase recreational activities. Tie this into the River and link it via pedestrian trails.
- The Young Men's League of Guam has plans to expand their property and possibly develop a hotel.
- Developing the Riverwalk area has the benefit of only a few large landowners, instead of many small landowners.

- **Date / Time:** February 25, 2015 / 9:30 am – 1:00 pm

- **Location:** Hagåtña Restoration and Redevelopment Authority Office

- **Attendees by Organization:** Block 4 (Property Owners / Business Owners) – Table 1

NAME	ORGANIZION
Charles T. McJohn II, Marketing Manager	Agaña Shopping Center
Dan Murrell	Triple J Enterprise
Phil Roberto	The Venue
Mick Cellis	Private Citizen
Frank Arriola	Office of the Governor
Greg Perez	HRRA / Perez Brothers
Rob Limtiaco	HRRA
Joe Santos	HRRA
Celeste Werner	Matrix Design Group
Ian Anderson	Matrix Design Group
Tria Paulino	Matrix Design Group
Bren Cox	Matrix Design Group

- **Meeting Purpose:** The purpose of this meeting was to discuss issues and opportunities with business owners and obtain insight on their ideas for the possibilities in Hagåtña.

Significant Facts, Statements, or Findings:

- There should be a mix of housing for all income levels. Military housing subsidies and allowance rates are pushing out affordability of homes for the average family. Good housing in Hagåtña has become too expensive because of this. The housing market in Hagåtña should be aimed at young professionals and families, but also cater to other groups. There is a "brain drain" on Guam, where many young people leave Guam for college and take their knowledge and ambition with them. Don't want to come back because they want the urban lifestyle that is not offered in Guam. Can create this in Hagåtña with live/work areas, walkability, mixed-use, entertainment.
- Hagåtña needs more grocery / convenience store locations.
- There are concerns about homeless populations and empty lots where homeless are living. Safety concerns both for the homeless, and for people visiting the area. Squatters living in buildings. There are many run-down properties that need to be removed and can be built with new uses that are attractive. One concern is where the homeless will go once this occurs. Landowners have the authority to remove homeless, but they don't because of this concern.
- GovGuam owns from the high water mark to 35 in from the line.

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- Studies were done to develop a linked trail from Adelup to the Onward Hotel in Tamuning – walkways, ramadas, economic development, traditional canoe houses. Could build off of this and beautify the shoreline. Create trail system and green space.
- Three areas were identified for canoe houses – one in west Hagåtña, one at Paseo, one in East Hagåtña. The land was already surveyed for these uses.
- The beach front is very important and needs to be appropriately utilized.
- Create Business Improvement Districts – way to enforce land uses and development
- DPW has the authority to demolish buildings for safety reasons.

West Hagåtña:

- The shoreline area has industrial uses and run-down facilities. Prostitution and drunkenness are undesirable activities that are associated with this area.
- The shoreline area should be redeveloped with commercial waterfront and revitalized uses. This could include a mix of internal businesses, multi-use development, and greenways. Needs to be ADA accessible.
- Lot sizes down there are an issue because of so many land owners. There is an opportunity to get landowners together and have an open dialogue with them to promote revitalized development. They would be likely to buy in to get the best use of their land and increased land values. Once new building starts and the area begins to shift to more desirable uses, other owners are likely to follow suit.
- On the south side of Marine Corps Drive, development should be mixed-use retail and residential.
- Many properties along O'Brien Drive need demolition or rehabilitation.

Central Hagåtña:

- The wastewater treatment plant should be relocated to Cabras Island in Piti.
- Maintain existing green spaces and cultural areas.
- Provide a pedestrian bridge from Paseo across the Agaña River to the shore.
- Look at expanding the marina to accommodate cruise ship opportunities.
- A study was done in 1976 to look into cruise industry in Hagåtña, but was determined to be too cost prohibitive.
- Hagåtña lacks usable public transit. Would be good to establish a trolley system that has destinations throughout Hagåtña, such as Latte of Freedom / Adelup, Fort Santa Agueda, Latte Stone Park, Guam Museum, Paseo / Chamorro Village, beach, shopping.

Doc. No. 35GL-20-1498.

- **Date / Time:** February 25, 2015 / 9:30 am – 1:00 pm

- **Location:** Hagåtña Restoration and Redevelopment Authority Office

- **Attendees by Organization:** Block 4 (Property Owners/ Business Owners) – Table 2

NAME	ORGANIZION
Leonard Calvo	Calvo Enterprises, Inc.
Celeste Werner	Matrix Design Group
Ian Anderson	Matrix Design Group
Tria Paulino	Matrix Design Group
Bren Cox	Matrix Design Group

- **Meeting Purpose:** The purpose of this meeting was to discuss issues and opportunities with business owners and obtain insight on their ideas for the possibilities in Hagåtña.

Significant Facts, Statements, or Findings:

- Calvo Enterprises owns about 14 properties in Hagåtña.
- Fractional ownership in Hagåtña will be a hindrance to development
- Residential is best suited at the edges of Hagåtña and maybe the outlying villages. It is difficult to find the best location for residential.

East Hagåtña:

- Developing new office / retail space in their lot next to Citibank.
- Would like to see a hotel developed on property owned by Calvo Enterprises and the Joneses. Would be a joint venture between owners. This property is just across the River from Paseo, on the shoreline.
- There are several stormwater outfalls in East Hagåtña that come down from the area around the airport. They drain garbage and dirtiness into the bay and cause health concerns for swimmers. The bay needs to be cleaned up to spur more use and development.

Central Hagåtña:

- A hill trail needs to be improved at Latte Stone Park to connect to Fort Santa Agueda on top of the hill.
- Should develop a government core center around the old Palacio. Tear down old DOA building and federal lockup, remove Aspinall Ave, and build new government offices. Don't recommend locating DRT there because of increased traffic it would cause.
- Redevelop the library.
- New construction is difficult in downtown core.
- Retain green space connection from Latte Stone Park to Paseo.
- Flooding issues are a turnoff for development

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- Develop a Guam Regional Transit Center and school bus transfer station across O'Brien Drive from the recreational facility.
- Fisherman's Co-op should be expanded.
- Expansion of the marina is not likely because of a low return on investment.
- Parking is difficult and needs to be improved.
- Develop a walkable, interesting downtown with adaptive reuse of existing buildings to make them affordable instead of complete rebuilds.
- PCB in river may be an issue.
- Relocate the wastewater treatment plant and build a hotel on that location.
- Clean up Paseo and make it more desirable. Create flexible use fields, multi use. Look at examples of Fan Francisco AT&T Park, Embarcadero. Keep both fields at Paseo. Will be difficult to remove fields due to public attachment to them. Softball is VERY popular.
- Should focus more on oceanfront development and use as opposed to Riverwalk. Need a catalyzing project to spur development.

West Hagåtña:

- Smell from wastewater plant along waterfront will be a deterrent to future development.
- Hagåtña Pointe is a successful multifamily development on the waterfront. That project was able to expand its footprint by working with DPR to maintain DPR's land between the building and the beach for attractive green space. Would like to see more of this.
- Think residential would be a good use for Adelup if government offices relocate. Also park space.
- The Latte of Freedom is not successful. Needs to be marketed better and have more accessibility for visitors.
- Develop multifamily residential along the waterfront east of Adelup. There are some existing apartments now. Get rid of undesirable business uses.
- Create waterfront trail. Look at example from Saipan.
- Erosion along shoreline is an issue for development.
- On the south side of Marine Corps Drive, develop as commercial.

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- **Date / Time:** February 25, 2015 / 3:00 pm – 6:00 pm

- **Location:** Hagåtña Restoration and Redevelopment Authority Office

- **Attendees by Organization:** Block 5 (All participants)

NAME	ORGANIZION
Antonio Gumataotao	Guam Power Authority
Jude Calvo	Guam Waterworks Authority
Joe Wessley	Guam Environmental Protection Agency
Larry Toves	Guam Economic Development Authority
Vince Arriola	Guam Legislature
Rick Agustin	Guam Regional Transit Authority
John Calvo	HRRA Board
Joe Santos	HRRA
Celeste Werner	Matrix Design Group
Ian Anderson	Matrix Design Group
Tria Paulino	Matrix Design Group
Bren Cox	Matrix Design Group

- **Meeting Purpose:** The purpose of this meeting was to discuss issues and opportunities with stakeholders in Hagåtña and obtain insight on their ideas for the possibilities in Hagåtña.

Significant Facts, Statements, or Findings:

- GWA has some money from EPA to do some rehab for existing water pipes. But they are only doing rehab, no expansion.
- GWA is doing an assessment to expand sewer rehab along Route 4.
- Trying to get this done by 2017 before the funding expires.
- Studying conditions of sewer along Marine Corps Drive from Adelup to Gov. Carlos Camacho Rd. Will hopefully be done by end of March.
- There are two GPA substations that serve Hagåtña, neither of them are in Hagåtña.
- No major GPA CIP projects in Hagåtña.
- No plans / funds to put power lines underground. The cost is about $2 million per mile - $18 million for all of Hagåtña. New developers could include this in their development though.
- GWA is going to build a new concrete water tank that is smaller than the current tank they have that serves Hagåtña.

West Hagåtña:

- Several ideas for Adelup redevelopment
    - Cultural uses / park space
    - High tech enterprise venue / development – lacking on Guam

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  - Demo main building – structural concerns
  - Civic center / convention center – small scale, companion hotel, multi-purpose rooms, theater, conference center
- Waterfront development should be an extension of an entertainment district that is commercial-centric with some residential above.
- South of Marine Corps Drive should be commercial on street front and then residential mixed-use behind that.
- Develop a "soft commercial" district that is lower density (2-3 stories), between 5th Street and Aspinall Ave.

Central Hagåtña:

- Wastewater plant will be major hindrance to development. There are no current plans to improve odor control. Look into moving it to Piti.
- Ideas for Paseo:
  - Improve park
  - Relocate ball fields
  - Passive park conversion
  - Amphitheater
  - Farmers market
- Commercial core east of Museum all the way to Agaña Shopping Center.

East Hagåtña:

- Great Seal Park at mouth of Agaña River.
- Hotel / mixed-use / commercial on lot just east of river on waterfront.
- Going east, important to maintain views of water from the road, and maintain pedestrian beach access. Some properties are violating waterfront restrictions.
- Channelization improvements along River will allow increased development opportunities. Development of a Riverwalk.
- The River has a 60-foot right-of-way. Only need 30 feet for channelizing, so 15 feet on each side could be for pedestrian use.
- Commercial, residential, mixed-use along River.
- Connect Riverwalk to Central Park recreational area.
- Need to improve the water quality and circulation of the River before Riverwalk development.

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Appendix C

Charrette Issues and Opportunities Cards

Miscellaneous

Issues

No enclosed area of refuge

No local fire/rescue department

Consider climate when selecting materials

Need an alternative durable exterior finish (paint)

*Homeless

*No standard permit approach

*Lack of public restrooms

*Lack of maintenance and upkeep

*Lack of code/regulation enforcement

*Fractional lots

*Department of Parks and Recreation is understaffed to maintain lands

*Public perception of Hagåtña

Abandoned apartments & S.F. homes with Hagatna- Poor conditions, homeless squatters (cannot displace) (get land owner to get authorization for police to go in and address squatters)

Vacant lots- concerned about trespassing & homeless (prostitution, social issue)

Marine Corps Drive By-pass minor road (Soledad Rd.), many vacant, dilapidated structures with squatters

Often abandoned buildings have fires, need to enforce but have 1,000's of homeless; no place to disperse them

South of Marine Corps Drive area: suffering from deferred maintenance and squatters

DPW owns govt. land which Bank of Guam uses for parking

Opportunities

Bring AG Office back into Hagatna

*Citizen Patrol Task Force (like in Tumon)

*New Police substation

Give people ownership of vision- property owners

Business along Marine Corps Dr. & industrial waterfront want to get organized into a group & clean-up the area- make area ADA accessible

Natural Environment

Issues

Private property flood control when neighbors build-up

*Preserve Beach Front

*Shoreline Erosion

*Limited Boat Access to Waterfront

*Typhoon-Proof Public Facilities

*Climate Adaptation/Sea Level Rise

*Storm Surge

*Waterfront Under Utilized

*Agana River Under Utilized

Opportunities

Land reclamation dredging of the bay (increases waterfront activity/business)

*Utilize Beach Front

*Views from Cliffline

*Shorefront Boardwalk

*Riverwalk

Build San Antonio TX style riverwalk in Hagatna River

Old Hagatna River path

Convert Hagatna Swamp into Hagatna Water Park/Preserve (Ex: Tumon Bay Rec. & Preserve)

Change vacant greenspace, convert to gardens (Portland, or container homes)

Hagatna Spring- where river originates: horse riding trails, would be great for botanical trails to mall and recreation center

60' ROW along river can use 30' for sidewalks for riverwalk

Utilities

Issues

*Wetlands

*Stormwater Run-off

*Utility Poles in Sidewalks

*Lack of Storm Drainage System

*Water & Wastewater Infrastructure Poor Condition

*Location of Wastewater Treatment Plant

*Flooding

*Lack of Lighting

GPA says in 2010 would cost $2M/mile for lines, civil, conduit, elect. Manholes (area rich in human remains drives up costs for construction)

Opportunities

Relocate

*Underground Utilities

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*Multi-use Infrastructure (i.e. Surge Protection = Greenway, WQ= Parks)

Contain Tiyan stormwater in Tiyan (build ponding basins between runways, taxiways, and all clear zones)

Convert from overhead to underground power throughout Hagatna

Take away wastewater by using gray water to eliminate odor (like Harmon power plant)

New water tank (GWA) $6-$8M for 2M gallon concrete tank (several wells serve the area)

Sanitary sewer evaluation study (GWA); to be developed by end of March along Marine Corps Drive (underway)

Hybrid System (GPA) semi-underground utilities- help with reliable service

Net metering process, sell electricity to grid (GPA- on website)

Wastewater rehab from Adelup to Asan Park along Marine Corps Drive (GWA-complete by 2017)

USEPA funding (GWA) for rehab of 28" relief line for wastewater from McDonalds to Marine Corps Drive to assist with capacity increase- complete by 2017

Transportation

Issues

Poor (No) ADA compliance

*Tour Bus Parking

*Pedestrian Crossing at Chamorro Village

*Lack of Designated Public Parking

*Lack of Bus Pullouts

*Lack of Pedestrian Amenities (Bus Shelters, Bathrooms)

*Lack of Crosswalks

*Lack of Transit System

*Lack of Parking

Road network- Main & alternative supply routes

Opportunities

Trails in Government House area

Funicular (aerial tram) to fort

Park & Ride

More parking at government center

Peak hour roadway channelization (one-way in, one-way out)

Personalized rapid transit (segways)

Multi-modal bypass from Adelup to Tumon (typhoon proof)

*Trolley System

*Shoreline Boardwalk (expand outside of Hagatna, make multi-modal)

*Public/Private Parking Partnership

*Bike Lanes

*Parking Meters

Elevated pedestrian crosswalk along Rte. 1

GRTA has license with Tumon, could do same thing with Hagatna

Would like a pedestrian bridge near river on east side, Marine Corps Drive & Route 4 connect

Historic/Cultural

Issues

Traditional canoe culture

Recognize, support and enhance shoreline structures for purpose of perpetuating, Traditional seafaring culture

*What is the Cultural Focus – Era Period

*Poorly Signed & No Loop Route for Heritage Trail

*Loss of Historical Architectural Characteristics

Opportunities

Revitalize the Paseo with trails and new related uses

*Palacio

*Paseo

*Guam Museum

*Spanish Bridge

*Maintaining Historic District "Context"

Add Automated Guided Tour for Trail

Abundance of Historic/Cultural Resource

Old Hagatna River path

Identify and recognize areas for seafaring practices

Fest Pac 16 improvements- Build 26 potentially temporary buildings: Chamorro Village #2

Showcase canoeing culture through recreation & training along west Agana shoreline

Housing

Issues

People don't want to live in Hagatna

Lack of residential development

Opportunities

More residential will increase nightlife

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Provide a range of housing for different income levels

Preserve some residential along west Agana shoreline

Guam Association of Retired Persons want to develop senior living area near Mayor's office.

Economic Development

Issues

Private properties being bought by off-islanders and developed inappropriately (should be required to sell to GovGuam)

*Marina undersized

*Lack of nightlife options

Existing cruise ships (9am-4:30pm): retirees, elderly, college grads, military

Opportunities

Create a business improvement district

Create centers in Hagåtña with attractive functional focal points (sustainability)

North and Central Guam Land Use Plan (Coastal management program)

*Promote fishing industry

*Marina expansion

*Increased housing will bring more night activity

*Diffusion of tourism

*Move up space for small businesses

*Cruise ships

*Expand services at Fishermen's Co-op (restaurant)

*Hotel development

*Develop a marina authority

As improvements start in one area, that will stimulate others to improve their land

Farmer's Market along Museum Road

Create an innovative hub for high tech at Adelup

Potential Civic Center at Adelup, comparison for 2000-2500 people (field house- 4,000; Sheraton- 500)

Urban Design

Issues

Long-term maintenance and placement of landscaping

*Building Maintenance

*Lack of Design Guidelines

*Signage Hard to See

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*Lack of Signage Controls & Standards

* Hagåtña Branding – Signage

*Lack of Benches, Trash, Etc.

*Safety

*Poor Walkability/No Sidewalks

*Cultural View Shed Protections

Opportunities

Coordinate with and enhance Department of Agriculture Tree Ordinance Committee

Buildings with more character/identities

*Street Furnishing with Hagatna Branding

*Enhance Landscaping

Guam suffers brain drain-young professionals come back to Guam and want to be able to walk to bars, retail, Paseo, etc. (Millenniums, Gen Y, Yuppies)

DPW has authority to enforce clean-up of dilapidated buildings due to public health then to DRT to condemn it- deferred maintenance requirement

Land Use

Issues

*Current zoning allows too many uses

*Lack of usable greenspace

*Former Department of Administration building

*Location of Corrections lockup facility

*Underutilized waterfront

*Dispersed government facilities

*Low value land uses on shoreline

*Low population impacts federal funding opportunities

No grocery stores near main Hagatna so you can walk to the grocery stores

Covenant/deed from Navy on Paseo (civic, recreational, park)

Odor of diesel from auto mechanic shops near cliff south of Marine Corps Drive

Opportunities

Enhancement and expansion of recreational facilities

Expanding Agana Central Park recreational facilities

Central park for community with adequate parking (a city refuge)

Re-centralize government offices

Create a comprehensive enforcement system (most enforcement is H.S.W issues)

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*More restaurants / eateries

*Transit center

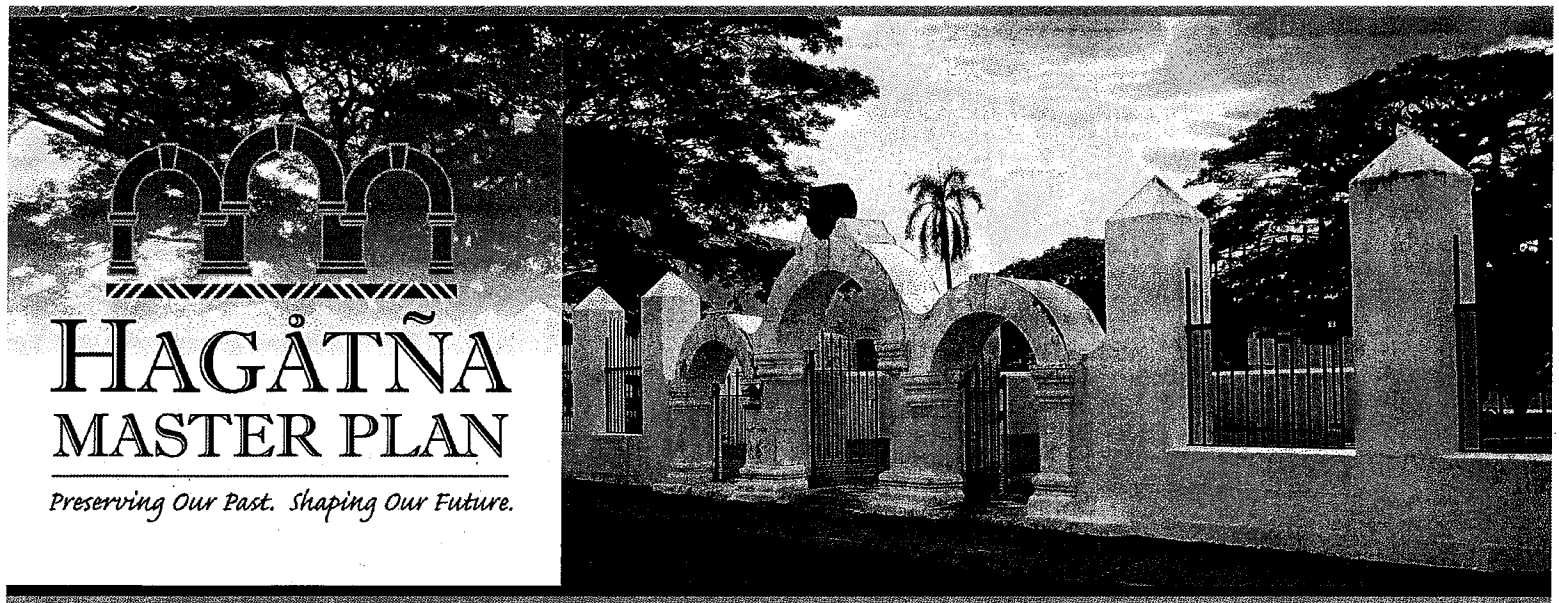
*Adelup redevelopment

*Restaurant development along shoreline

*Riverwalk Mixed-use development

Shoreline is under Parks & Recreation- Work with businesses to create public access areas

Please see the next page.



HAGÅTÑA MASTER PLAN

Preserving Our Past. Shaping Our Future.

You are invited to a public open house workshop regarding the Hagåtña Master Plan!

Two Dates:

October 16 - Friday

October 17 - Saturday

Time (both days):

1:00 - 6:30 pm

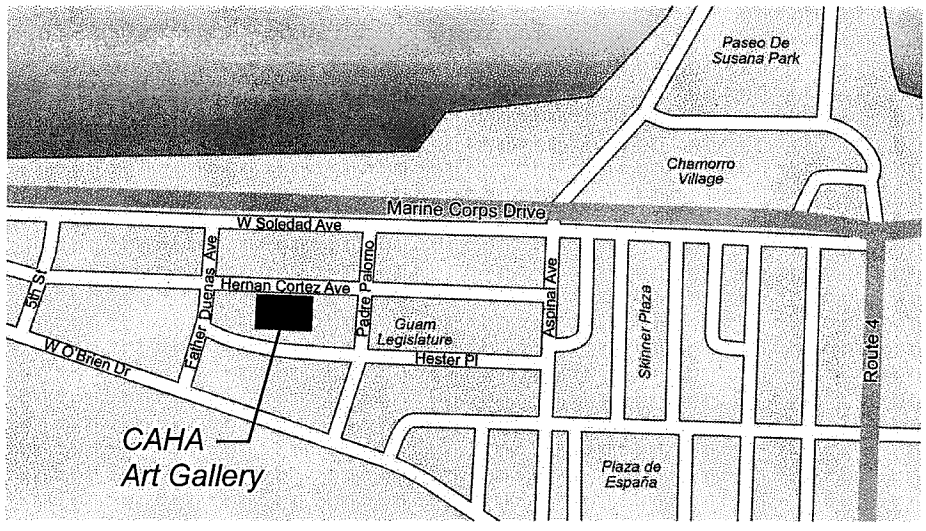
Location (both days):

CAHA Art Gallery
Terlaje Professional Building, 1st Floor
194 Hernan Cortez Avenue
Hagåtña, Guam

For more information:

Call 475-4278 or visit www.hagatnamasterplan.com

The Hagåtña Restoration and Redevelopment Authority (HRRA) is holding two public open house workshops as part of the development of the Hagåtña Master Plan. HRRA is looking for your input on land use and development, transportation, design and other important topics. Please join us between 1:00 and 6:30 PM on either day to give us your ideas on the future of Hagåtña.



Stay Up to Date on the Hagåtña Master Plan at www.hagatnamasterplan.com

Doc. No. 35GL-20-1498.

Hagåtña Master Plan Open House Overview

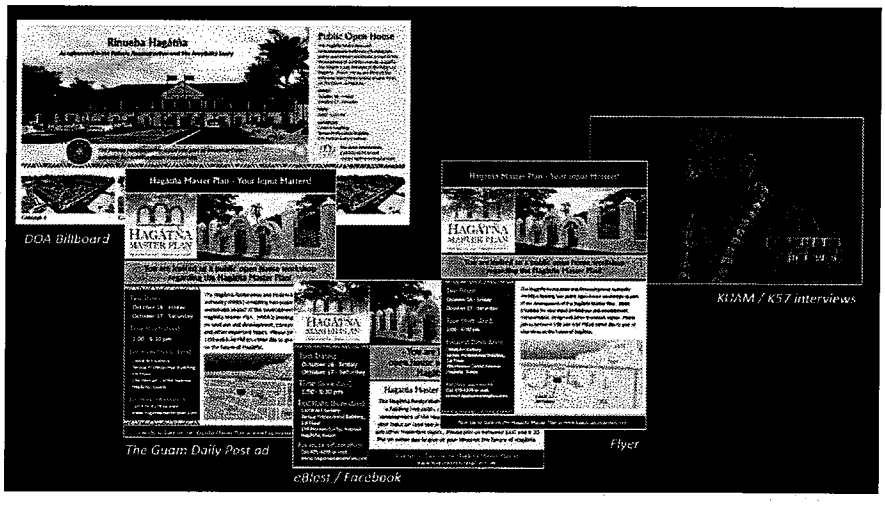
The Hagåtña Restoration and Redevelopment Authority (HRRA) held two public open house workshops as part of the development of the Hagåtña Master Plan. The public was invited to join HRRA and provide their ideas, concerns, or input on the future of the Capital City of Hagåtña. These workshops were held from 1:00-6:30 pm, Friday, October 16, 2015 and 1:00-6:30pm, Saturday, October 17, 2015 at the CAHA Art Gallery in the Terlaje Professional Building, 194 Hernan Cortez Avenue, Hagåtña. Participants were encouraged via direct invitation, open media, and various public service announcements to attend the Open House any time during the specified on hours on either day. In addition, the posters were also made available online on the project website for the public to view and provide comments.

Publicity & Noticing

Open House Flyers were attached to the front page of the Pacific Daily News which were distributed in the village of Hagatna on October 12, 15 & 17, 2015. Each run date had a distribution of 2,000 copies, thus totaling 6,000 copies.

A half-page black and white advertisement appeared in The Daily Post on Sunday, October 12, 2015.

Flyers were distributed to the Hagåtña Mayor's Office for any residents that visited his office as well as posted online on the Governor Eddie Calvo's Facebook page and Senator Rory Respicio's official website.



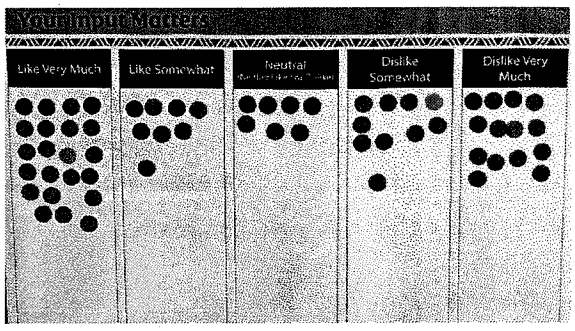
A media press release was issued to local newspapers and television news reporters the Wednesday prior to the open house.

A five-minute interview segment of KUAM News Extra with Jason Salas featuring Joseph Cameron, Executive Director of HRRA and Zenon Belanger, Vice-Chairman of HRRA Board of Directors as well as a 20 minute-interview on Newstalk K-57 with Phil Leon Guerrero aired on Friday, October 16, 2015.

Official invitations were delivered to the 33rd Guam Legislature and all Government of Guam Agencies. Email invitations were sent to all stakeholders that were interviewed or who had participated in the Hagåtña Master Plan's previous outreach activities. In addition, invitations were also sent to the Board of Directors of the Guam Chamber of Commerce, Guam Hotel and Restaurant Association, Guam Contractor's Association, Guam Association of Realtors, The Mayor's Council of Guam, Mayor of Hagåtña, Mayor of Mongmong-Toto-Maite, Mayor of Tamuning, Mayor of Sinajana, Mayor of Agana Heights, Mayor of Asan, and Mayor of Piti.

Open House Format

More than 100 community members attended the open house, which was organized as a series of information stations. Attendees were encouraged to visit these stations where project team members were available to answer questions and discuss the project. Attendees were given a project informational fact-sheet brochure and a comment card to provide input on Wayfinding Signage/Street Furniture, Land Use Focus Areas, Transportation, Barrio Identification, Land Use, and other important elements on the development of the Hagåtña Master Plan. In addition to the comment cards, dot stickers were given to attendees which they were able to utilize to cast their impression of the concepts presented in each station.



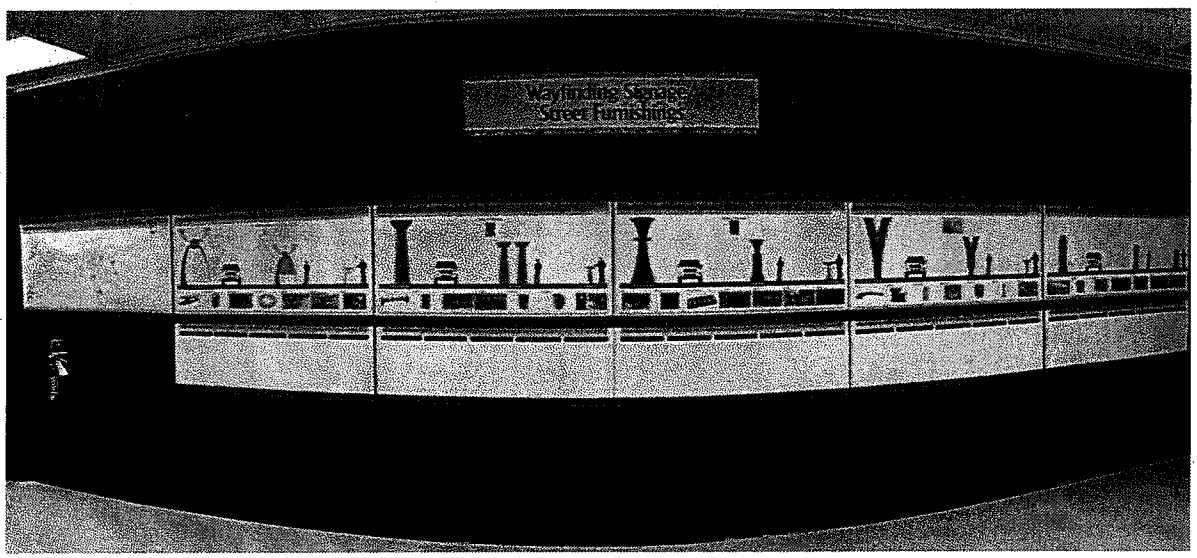
Information Stations

At each of the stations, members of the project team were available to discuss the project and answer any questions. The following list shows the information that was included at each station.

Welcome Table

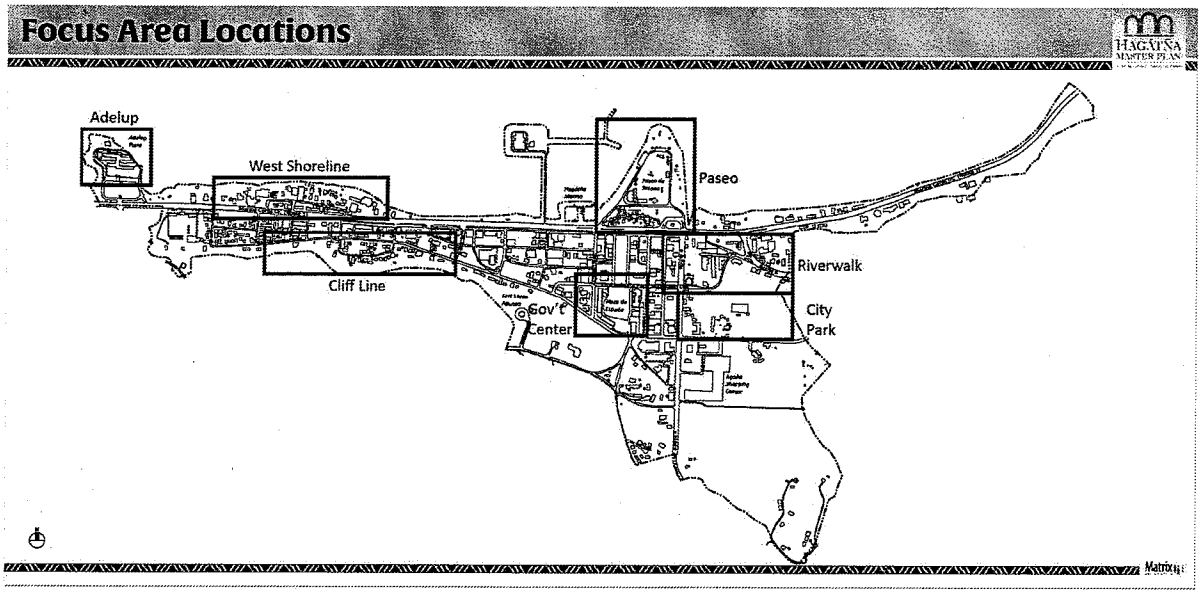
This station included sign-in sheets, an informational fact-sheet brochure, and a comment card to provide input. Members of the project team were available to explain the open house layout.

Wayfinding Signage/Street Furniture



This station featured five families (concept sets) of wayfinding signage and street furniture - Family 1: Modern Latte Stone, Family 2: Traditional Latte Stone, Family 3: Simplified Latte Stone, Family 4: Museum, Family 5: Off-The-Shelf. A Gateway Map was also featured at this station.

Land Use Focus Areas



The Land Use Focus Areas concentrated on Adelup, West Shoreline, Cliff Line, Riverwalk, City Park, and a Government Center. This station featured alternative plan options that included expansion options for community or business activity, residential development, commercial opportunities, and possible ideas for a Government Center.

Transportation

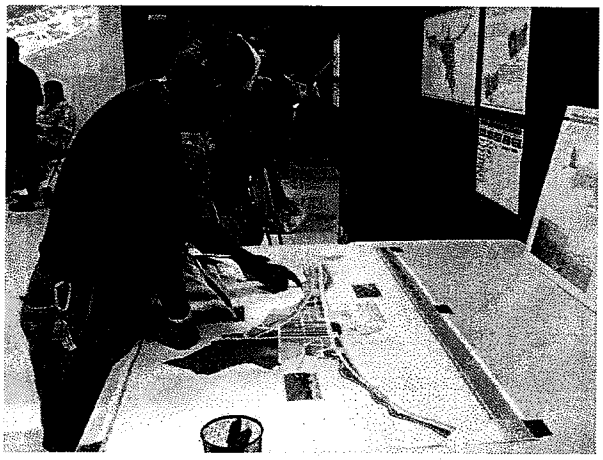
The Transportation station featured draft concepts for Parking Garages, a Trolley/Transit System and a map of proposed trails. These draft concepts are proposed to serve areas within Hagåtña to enhance transportation for tourism, students and residents for work, school, shopping, etc.

Barrio Identification

This station featured options for street and barrio identification signs as well as a new map of proposed historic barrio boundaries.

Land Use

In this station, attendees viewed a proposed map of five Districts for Hagåtña, Mixed-Use options, and two Land Use Alternatives: Mixed-Use Focus and Commercial-High Density Residential.



Public Comments



Your comments are VERY IMPORTANT to the development of the Hagåtña Master Plan.

Please return this comment form to the registration table or to a project representative.

- Over 250 comments received
- Main items commented on:
    - Wayfinding/Street Furnishings
        - Include lighting on signage, use solar power
        - Mix and match components from different families
        - Using natural and indigenous materials for street furnishings
        - Include recycling bins
    - Paseo alternative
        - Build new stadium with multi-purpose fields, not just baseball
        - Do not like detached parking structure that blocks views of the water
        - Increase other activities, such as cultural heritage/awareness, canoe rides, dancers, performances
    - Government center alternative
    - Riverwalk
        - Need to clean up the river before anything can happen
    - Adelup alternatives
        - Keep Adelup as government building
    - Parking and trolley system
        - Have private operation run system, and make it free

Other items of interest:

- Affordable housing along cliff line
- Have security cameras on signage to deter vandalism
- Change street names to historic Chamorro names
- Develop a Peace Officer force like in Tumon
- Botanical garden with child care and playground
- Sunday farmer's market
- Carabao carts for traditional experience

- Concrete lighting designed as bamboo-like torches with simulated flame for lights
- Install steps behind Latte of Freedom for fishing

The following is a verbatim listing of all the comments received.

Day 1:

Category	Comment
Adelup Alternative	Want steps behind Latte of Freedom for fishing
Adelup Alternative	Should strictly house government entities
Adelup Alternative 1	Designed by Richard Neutra
Barrio Identification	Ensure Padre Palomo Park is in the barrio
Barrio Identification	Earlier map of Barrios 1913-14
Barrio Identification	I like the Barrio ideas and prefer markers and signage that is more traditional. Good work!
Barrio Identification	Will Barrios be signified by design elements of a building?
Barrio Identification	I like the return of the Barrios
City Park Alternative	Prehistoric site by City Park, northwest corner
City Park Alternative	Federal Highways drainage through City Park ball fields
Cliff line Alternative	Cliffline development – historic properties, graveyard, e.g., $500,000 for archaeological study very costly. Historic burial area, excavation reburial historic monument
Cliff line Alternative	Incorporate historical burials
Cliff line Alternative	Want to see affordable housing along the Cliffline
Government Center Alternative	Want road closed between government buildings and Aspinall Ave
Government Center Alternative	Alt 1 is good. Puts park facility near an already congested area. Easier to transport west patrons to park facility versus east patron to west facility
Government Center Alternative	Parking structure by plaza – include a partially covered walkway
Miscellaneous	Remove Legislature Hall from historic register and demolish it. It does not serve purpose any longer
Miscellaneous	Coordinate with Federal Highway. Navy owns Marine Corps Drive right-of-way
Miscellaneous	Should not allow drinking at Paseo
Miscellaneous	Japanese pill box in Paseo near Fisherman's Co-op
Miscellaneous	Need to show map of historic sites
Miscellaneous	San Antonio burial site near Riverwalk. Talk to SHPO – John, Mark, Joseph
Miscellaneous	Sunday farmer's market
Miscellaneous	Culture and tradition – carabao carts (several, not just one) located on Paseo for tourism and people of Guam

Miscellaneous	Love the ideas and look forward to change!
Miscellaneous	Tsunami, inundation, liquefaction maps – need to fix maps for report
Miscellaneous	How will the proposed items be paid for?
Miscellaneous	Should have solar lighting
Miscellaneous	Will need transportation fixes to handle growth in future. Should just yes new pipeline right-of-way and add road
Miscellaneous	All of the objectives are highly recommended. However, framework should all have alternative usage when not in use. This way the structures would not pollute the site with useless future planning
Miscellaneous	I would have liked the station posters to be more identifiable
Miscellaneous	Thank you! Good job! It's exciting to see development and change
Miscellaneous	I truly appreciate being able to have input
Miscellaneous	Bring GovGuam agencies to Adelup – no need to expand to a community center.
Miscellaneous	Consider the historic sites, historic districts, Section of NHPA, the amount of burials that will be excavated, the current guidelines for reburials, visual impacts to historic properties, what about a boardwalk by the Japanese caves, Japanese pill boxes? Go with the 1901 look! NO CREDIT to who did what in the designs – bring public in early – kinda late, especially if any federal money or involvement will take place.
Miscellaneous	You should put in more local landmark names so the person can identify the area
Miscellaneous	Mixed use only includes structures, no flexibility for greenery
Miscellaneous	Create a map of government lands that could be used for pocket parks
Miscellaneous	Present to SHPO Historic District Advisory Council
Miscellaneous	Traditional/cultural properties definition
Paseo Alternative	Multi-purpose sports fields (soccer and softball) at City Park and Paseo
Paseo Alternative	Paseo should be a cultural center to showcase historic culture. Move parks and rec to Tiyan
Paseo Alternative	Possible conflict with cultural view with Chamorro Village parking garage
Paseo Alternative	Paseo parking garage up against waterfront will distract from the coastal beauty and take up good land use for something like a park. Should consider how Paseo is used now in concepts, such as kite surfing
Paseo Alternative	a lot of interest in showcasing cultural and historical villages and huts
Paseo Alternative	Add new platform to model at Paseo
Paseo Alternative	Would like to see a soccer field at Paseo instead of a baseball field
Paseo Alternative	Federal Highways reburial site in Paseo near potential parking garage from Route 1 fix (coming)
Paseo Alternative	Parking structure should be away from the main focus of the area

Paseo Alternative	Fishing and cultural demonstrations, carabao rides, proa rides, cultural attraction, cultural performances
Paseo Alternative	Arts and crafts - how to make a net
Riverwalk Alternative	Riverwalk area in/near ancient village. Will have areas with remains
Riverwalk Alternative	Riverwalk has too many structures and not enough greenery
Riverwalk Alternative	Should be named San Antonio Minondo Riverwalk
Riverwalk Alternative	Along river, create executive Palauan gardens, executive gardens, crosswalks connecting island gardens
Shoreline Alternative	Boardwalk along shore before, got damaged with typhoon
Street Signage	On street signs ©, would be nice if there are lights on top
Street Signage	Does our street signage want to portray more Spanish
Street Signage	Place lighting on top
Transportation	Will parking be: free? Street? Metered? Paid?
Transportation	Bus stops for mass transit, school buses, private school buses
Transportation	Send Ric Agustin (GRTA maps of transportation
Transportation	Love love love the transit idea. What a blessing that would be
Wayfinding Signage/Street Furniture	No planters. Use natural rock for natural plantings, fabric of the environment
Wayfinding Signage/Street Furniture	Identify historic district on map
Wayfinding Signage/Street Furniture	Want to see indigenous trees – Kafo, Fadang
Wayfinding Signage/Street Furniture	bamboo-like metal torch for street lights. Simulated torch flame
Wayfinding Signage/Street Furniture	Like Family 4, but not the lighting. Prefer the lighting from Family 2
Wayfinding Signage/Street Furniture	On Family 4, change lighting to Family 2
Wayfinding Signage/Street Furniture	Like Family 1 most- like lighting for Family 4
Wayfinding Signage/Street Furniture	Like to keep latte stone as a consistent symbol for street signage, Barrios, and gateway
Wayfinding Signage/Street Furniture	I love the designs with latte stones, so monumental in our history
Wayfinding Signage/Street Furniture	Family 1 - change lighting
Wayfinding Signage/Street Furniture	Ifit wood heavy and strong for benches

Day 2

Category	Comment
Adelup Alternative	Leave Adelup as-is, except remove the Latte of Freedom, it's ugly
Adelup Alternative	Should not remove government offices from Adelup. Hundreds of millions of dollars were spent renovating the buildings for government use. Adelup could be expanded to add more offices
Adelup Alternative	Somehow redesign Latte of Freedom
Adelup Alternative	Prefer recreational alternative because the environment is so corrosive
Adelup Alternative	No resort at Adelup. Outdoor recreation and traditional lifestyle
Adelup Alternative	Provide more range to concepts
Barrio Identification	Keep Barrios as they were originally, do not redo the boundaries. You would lose the historical significance. The districts are good though
Barrio Identification	Barrio Sign B is nice, but not practical with the weather
Barrio Identification	Move San Antonio Barrio out to Route 4
City Park Alternative	Set up pop ups for homeless shelter at 4-5pm and take down at 8am
Cliff line Alternative	Please leave waterfront unobstructed
Districts	Archbishop Flores' childhood home should be classified as a historic site and a historic district should be created. The home was damaged in a fire and is being restored. The Archbishop offices on the hill are also potential historic sites
Government Center Alternative	Should not relocate the federal lockup facility. Millions of dollars were spent to build it and tearing it down and relocating it would be wasteful. Have you spoken to the feds about relocating it>
Government Center Alternative	Build more government buildings on north side of O'Brien Drive and have a covered walkway from parking areas
Government Center Alternative	Leave area free of buildings/structures for recreational use, especially with precinct close for safety
Land Use Alternative	Like the Alternative 1 Mixed-Use
Land Use Alternative	Low income housing?
Land Use Alternative 2	Make Cliffline HDR to also allow commercial. When selling land, value is based on zoning. Commercial land sells more than residential
Miscellaneous	Do not put in any roundabouts
Miscellaneous	Need recycling bins
Miscellaneous	Museum location is not good
Miscellaneous	Do not support tearing down existing buildings to build new ones. Instead, should renovate and reuse
Miscellaneous	I am concerned about vandalism. Need to have security cameras. Provide such neat stuff without security is no good
Miscellaneous	Need a financial strategy - how to pay for relocation of the wastewater treatment plant

Miscellaneous	Change street names to historic names, Chamorro names
Miscellaneous	Attention to more residential housing is needed to turn Hagatna into a city
Miscellaneous	Enlarge marina and dredge
Miscellaneous	The breakwater near the marina is too small - dangerous
Miscellaneous	Slips at marina - Old Bays Club big monopoly
Miscellaneous	Hire Guam Peace Officer task force like in Tumon. Maybe G4S?
Miscellaneous	Higher end park with outsources construction and maintenance and provide parking
Miscellaneous	Youth football, soccer, softball
Miscellaneous	Incorporate historic site walk through Agana
Miscellaneous	Walking / jogging path designed for exercising through Riverwalk
Miscellaneous	Need to enforce laws
Miscellaneous	Remove feeding shelter out of Hagatna
Miscellaneous	Indigenous botanical garden with a child care work site and playground – put where corrections facility is located, or maybe near City Park and parking garage
Miscellaneous	There are a few points that I really liked – pedestrian bridges, mixed-use buildings with commercial / residential, well-lit sidewalks and street lighting, park areas.
Miscellaneous	Concerns for security of parking garages and park areas
Miscellaneous	In the past 25 years, hundreds of millions of dollars have been spent in capital improvement projects in Agana. It would be a terrible loss to all these past projects if they were to be demolished just to build newer nicer replacements. I would advocate using these buildings as long as possible and then replacing as needed, using the redevelopment master plan as a template.
Miscellaneous	Finish Governor Bordallo's plan for marina buildout – need fixes on mouth of channel.
Miscellaneous	Moylan property would be good for residential / mixed-use
Miscellaneous	West end good for residential
Miscellaneous	How did GovGuam condemn Adelup as unsafe (for school) and then move government there?
Miscellaneous	Chamorro Village – dingy, paint peeling off, mold; if you can't take care of grass, get rid of it; dark; feeling of sadness
Miscellaneous	Trash bins for businesses from waste disposal are in front of businesses.
Miscellaneous	Fractional ownership is an issue to redevelopment – legislature needs to address it.
Miscellaneous	Good job, excellent work / presentation!
Miscellaneous	Live, work, play – need residential in Hagatna; ROI difficult

Miscellaneous	2017 upgrading / rehabilitation CIPP pipe; Upgrade facility plan for wastewater treatment plan to improve to secondary treatment – USEPA; $58 million for Agat – 1.6 million gallons per day; relocate to Piti – Port Authority owns the land, no land acquisition. Need 12 million gallons per day; ocean outfall; upgrade lift station; upgrade to tertiary; $75-100 million to relocate; really need $500-600 million
Miscellaneous	Trash bins need covers that don't allow rain to seep in.
Miscellaneous	Need recycling and trash bins
Miscellaneous	Smyrna LCI Study in Atlanta – Altamira Finn
Miscellaneous	Mayor wifi
Mixed Use	Don't think mixed-use would work well on Guam because people don't like to go outside when it's hot
Mixed Use	Locals will not go out to walk/shop when it is hot outside. Might not work. Also, depends on cost of residential and what retail comes in
Mixed Use	Need to regulate types of businesses and phase out/eliminate light industrial (e.g., M1 permits)
Paseo Alternative	I don't know if the parking structure is next to the AOLG (alternative 1) will work good. Parking structure will have problems sometimes
Paseo Alternative	Needs a focus on Chamorro traditions, including a new canoe house
Paseo Alternative	Convert baseball park to cultural center
Paseo Alternative	Best concept - bridge to Chamorro Village. DO IT!
Paseo Alternative	To build a multipurpose 2-story pavilion for fishing derby, canoe races, surfing, and command center for rescue personnel during adverse weather affecting boats in and out of boat basin channel. Structure to use latte stone pillars and upper deck with stairs. Can go hand in hand with the fishing platform for fishermen to fix their hooks
Paseo Alternative	All pavilions should incorporate the latte columns. Flat roof for viewing surfers competition and boat rescue for fire fighters viewing
Paseo Alternative	Please leave waterfront unobstructed
Paseo Alternative 2	Paseo parking garage blocks amazing view of Guam's landscape
Paseo Alternative 2	Paseo parking structure by the water will distract ocean view
Paseo Alternative 2	Overpass crosswalk over Marine Corps Drive
Paseo Alternative 2	Parking building blocks views
Riverwalk Alternative	Hopefully clean up the river
Riverwalk Alternative	The current Hagatna River is an open flowing sewer. It is in high need of major Corps of Engineers work
Riverwalk Alternative	Fix Hagatna River - water quality, flood control
Street Signage	Love street sign #1, but prefer the head of street sign #2
Street Signage	Put solar panels on top, have the lettering vertical, top to bottom, stacked lettering, use solar up lighting from the ground

Street Signage	Signage has too much concrete usage. We should be more receptive to use natural materials despite storms and typhoons. Minimize concrete
Street Signage	Unable to vote for like or dislike, only asked to vote on options. Due to lack of visual presentation inside focus areas?
Transportation	Light rail or bus rapid transit system into area
Transportation	Like how Saipan has done its trails
Transportation	Trolley concept is ok, but depends who is running it. GovGuam should not operate it
Transportation	A trolley system should be run by a private company, not GovGuam
Transportation	Like idea of parking garages
Transportation	Trolley - will the current traffic be alleviated/reduced with the trolley implementation? Will adequate trolley/shelters be provided?
Transportation	Why no voting on the trails?
Transportation	Parking garages - not economically feasible; must be maintained properly to maximize overall benefit; instead of multiple garages, have a singular parking area to promote the trolley plan (e.g., Mayor's office, Paseo)
Waterfront Alternative	Love the idea of waterfront walk. The one in Saipan is terrific. I enjoy riding a bike along their walk and reading info about local issues and plants
Wayfinding Signage/Street Furniture	Family1 gateway monument is good, but it is too big to put one on each side of the street
Wayfinding Signage/Street Furniture	Family 1 lighting is nice, but it doesn't look typhoon-proof
Wayfinding Signage/Street Furniture	Love Family 2 traditional latte signage, but prefer Family 1 bollard, Family 3 trash bin, bike rack, and planters, and Family 4 tree grate
Wayfinding Signage/Street Furniture	Will monument signage be lit at night? Could use solar panels embedded in top. Lighting should be up lighting from the ground
Wayfinding Signage/Street Furniture	Family 1 - bollards will get algae on the bottom of them
Wayfinding Signage/Street Furniture	Like all the bike racks
Wayfinding Signage/Street Furniture	Tree grates - need to use appropriate trees that won't overtake the sidewalk with their trunks
Wayfinding Signage/Street Furniture	Need to provide lots of good description for each alternative on the website for online voting. People need to know which alternatives will tear down existing buildings before they vote
Wayfinding Signage/Street Furniture	Like well lights for up lighting trees, etc.
Wayfinding Signage/Street Furniture	Would like a more square light head on Family 2

Wayfinding Signage/Street Furniture	Like the bollard for Alternative 1 and other aspects, but not the gateway monument
Wayfinding Signage/Street Furniture	Family 2, don't like bench - like bench design from Family 3, which is better for rain. Question - how will you deter homeless from sleeping on benches? Add a cement piece in center of benches?
Wayfinding Signage/Street Furniture	Add a bumput in middle of benches to prevent people from sleeping on them
Wayfinding Signage/Street Furniture	Family 2 - light up latte stones so gateway/Barrio names light up - use solar panels embedded in top of latte
Wayfinding Signage/Street Furniture	Need a bench with a back
Wayfinding Signage/Street Furniture	Likes: Family 1 - bench, district kiosk, tree grate, planter, trash bin; Family 2 – gateway monument, bench, bollard, trash bin; Family 3 – planter, bench; Family 4 – lighting

Online

Category	Comment
Adelup Alternative 1	Parking for employees will be worse than what it already is. Especially if there is a round table meeting or conference of some sort
Adelup Alternative 1	Another business incubator space like Chamorro Village?!
Adelup Alternative 1	Very low density for the area and does not take advantage of the location and view
Adelup Alternative 2	Cute but overdoing Adelup
Adelup Alternative 2	Is it really a wise idea to keep building along the shoreline?
Adelup Alternative 2	Good use of space - Convention Center a great idea . Existing buildings have exceeded life span and must be demolished. Also, this is an area where the Mayor's office could be located
Adelup Alternative 3	Kinda simple
Adelup Alternative 3	Low cost to build, low cost to maintain. Least risky. Good idea. Pros outweigh the Cons
Adelup Alternative 3	Green space is good
Adelup Alternative 3	Love the idea for sports facilities ONLY if upkeep and maintenance is also factored into the budget. Can't count how many GovGuam driven facilities have let us down over and over again
Barrio Boundaries	It distinguishes old landmarks
City Park Alternative	Why only baseball fields? Rugby, Soccer and Football have had more participant count than baseball and softball for years.
City Park Alternative	While additional sporting areas are needed, soccer fields tend to be better for multi-purpose activities

City Park Alternative	These need labels. We cannot figure where this is and many others are hard to locate also. I cannot say if this is good or not because I do not know where it is which make my vote here inaccurate
City Park Alternative	About time
City Park Alternative	I can't picture this. Sorry
Cliff line Alternative	Should keep the cliff line simple
Cliff line Alternative	There is no explanation of where this is exactly...
Government Center Alternative 1	This area is great and the parking structure is great, but why not make the building much taller? We have dozens of agencies currently spending millions in rent money to private interests, when we could be using it to fund government buildings and ownership instead. Make it a 6-story building that can accommodate many government agencies
Government Center Alternative 1	I'd prefer using the historically significant building that is there already rather than removing the piece of history to build something to replace it
Government Center Alternative 1	Low density area
Government Center Alternative 2	Ditto to no. 39. The building that housed our first elected Chamorro Governor after 50 years of military and appointed governorship would be important to keep
Land Use Alternative 1	Hard to see
Land Use Alternative 1	Can't read legend
Land Use Alternative 1	They key is not legible, therefore this is not an accurate answer since I cannot read to agree or disagree
Land Use Alternative 2	Hard to see so dislike
Land Use Alternative 2	Same as before
Land Use Alternative 2	Fitto to no. 55, illegible key
Mixed Use	Mimics the cities in CONUS
Parking Garages	Why do we need so many parking garages???
Parking Garages	They will need to be kept so that patrons are safe
Parking Garages	Is this the only area where parking garages or car parks will be located?
Paseo Alternative 1	Looks clean and modern
Paseo Alternative 1	Will parking be sufficient for the expected surge in traffic?
Paseo Alternative 1	Where you gonna put the softball players?
Paseo Alternative 2	Waste of ocean front for a parking lot
Paseo Alternative 2	I think I like this much more than the previous plan
Paseo Alternative 2	Parking might be very needed. Would need security to be safe
Paseo Alternative 2	Parking structure blocks prime views. Bad. Bad. Bad.
Paseo Alternative 2	Even better!

Paseo Alternative 2	Looks nice too
Riverwalk Alternative 1	Really?
Riverwalk Alternative 1	An important part of Hagatna's river's charm and cultural significance is that it is not heavily built up
Riverwalk Alternative 1	Not clear
Riverwalk Alternative 2	Will the amphitheater be a government building? Under the Mayor or GovGuam?
Riverwalk Alternative 2	YES YES YES
Riverwalk Alternative 2	More continued green space is important to keep. Community activities in the area are performed
Riverwalk Alternative 2	Does government have to purchase amphitheater area?
Street Signage	Lighted and clear
Street Signage	Sign C, just screams "Graffiti me"
Street Signage	Would prefer natural material
Street Signage	Enough with the latte stone. We get it. We're from Guam
Street Signage	More traditional and distinguishes from Latte. Do not overuse Latte symbol. Loses its charm
Transportation	Heck yes
Wayfinding Signage/Street Furniture	Family 1: Too modernistic
Wayfinding Signage/Street Furniture	Family 1: Very modern and up to date
Wayfinding Signage/Street Furniture	Family 1: I would need to see the actual project to make a more accurate judgement
Wayfinding Signage/Street Furniture	Family 1: I like the modern latte but everything else looks too generic, like it was just taken out of a catalog
Wayfinding Signage/Street Furniture	Family 1: I like the idea of latte but not the circle in the middle or the color scheme
Wayfinding Signage/Street Furniture	Family 1: I like the following: bench design, trash bins, tree gate, and bollard
Wayfinding Signage/Street Furniture	Family 1: Too bulky, however, like the interpretive panel and the ball shape bollards
Wayfinding Signage/Street Furniture	Family 1: Latte shouldn't be used for trash bins!
Wayfinding Signage/Street Furniture	Family 1: Industrial looking
Wayfinding Signage/Street Furniture	Family 2: Not indigenous enough
Wayfinding Signage/Street Furniture	Family 2: Not quite as nice as modern

Wayfinding Signage/Street Furniture	Family 2: Traditional latte is ok but everything else looks like it came out of a catalog...no real design so am voting dislike very much
Wayfinding Signage/Street Furniture	Family 2: I like the following: gateway monument, district kiosk, and lighting
Wayfinding Signage/Street Furniture	Family 2: I think the sideways text will be difficult to read and I don't like purple
Wayfinding Signage/Street Furniture	Family 2: Overall very nice. Although benches should be concrete, should also provide benches with backs that could withstand Guam's weather conditions
Wayfinding Signage/Street Furniture	Family 3: Not recognizable as native
Wayfinding Signage/Street Furniture	Family 3: Too simple
Wayfinding Signage/Street Furniture	Family 3: This looks like it came out of one of those catalogs where you order plaques
Wayfinding Signage/Street Furniture	Family 3: The latte is unique and something to be very proud of, the stylized version is too abstracted. It completely loses its engineering principles.
Wayfinding Signage/Street Furniture	Family 4: Not indigenous enough
Wayfinding Signage/Street Furniture	Family 4: The benches, bins, racks, etc. look nice however the main piece not so much
Wayfinding Signage/Street Furniture	Family 4: Looks like a plaque, nothing really unique
Wayfinding Signage/Street Furniture	Family 5: Too modern and not recognizable as indigenous
Wayfinding Signage/Street Furniture	Family 5: Really off the shelf, should not even be considered ... what happened to more natural materials instead of all concrete and fiberglass
West Shoreline	Not sure what/where this would go
West Shoreline	I want the coast to be open, not developed

Please see next page

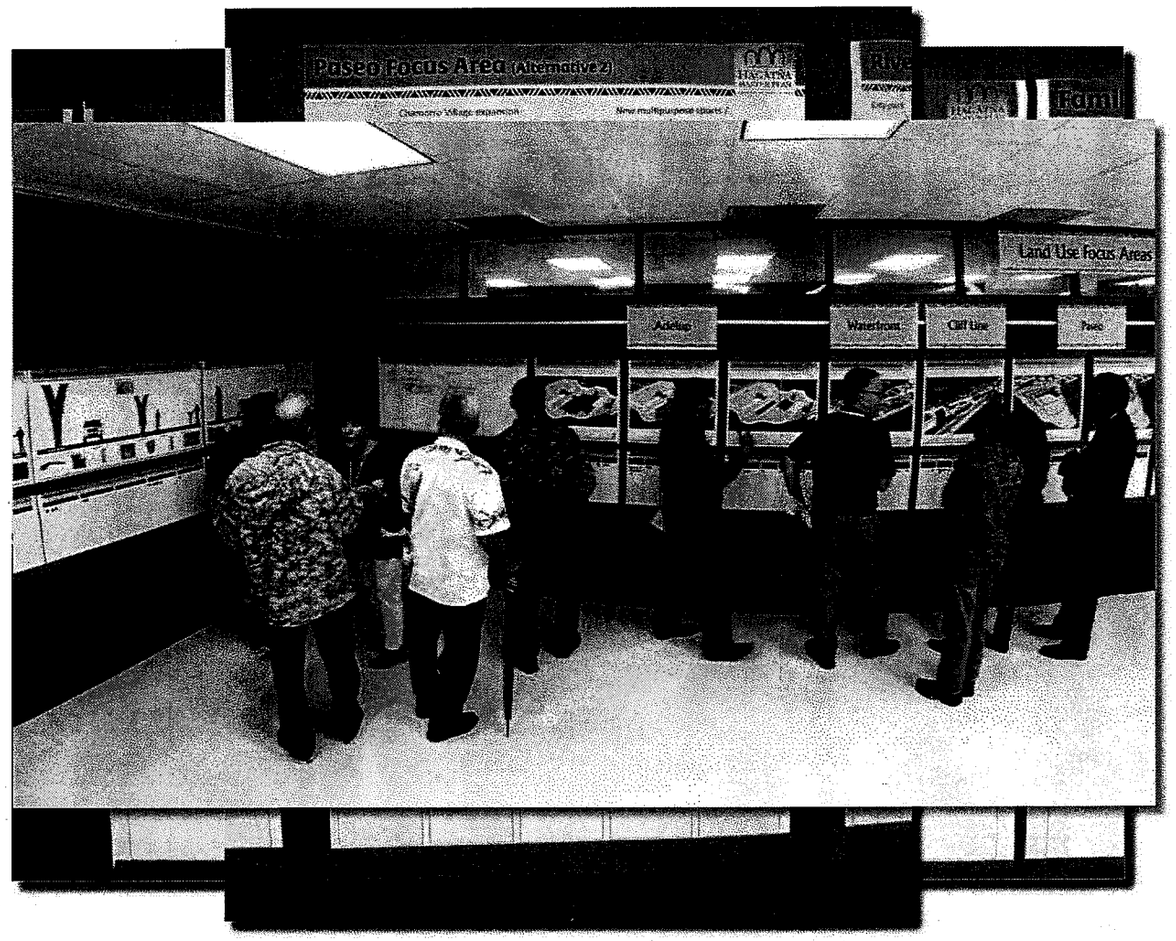
Public Open House Workshops

- **Second Public Open House November 29, 2017**
  - Over 35 attendees
  - Three key focus areas
    - *Government Center*
    - *Marina / Paseo*
    - *Riverwalk*
  - Preference survey results
  - 13 comments received



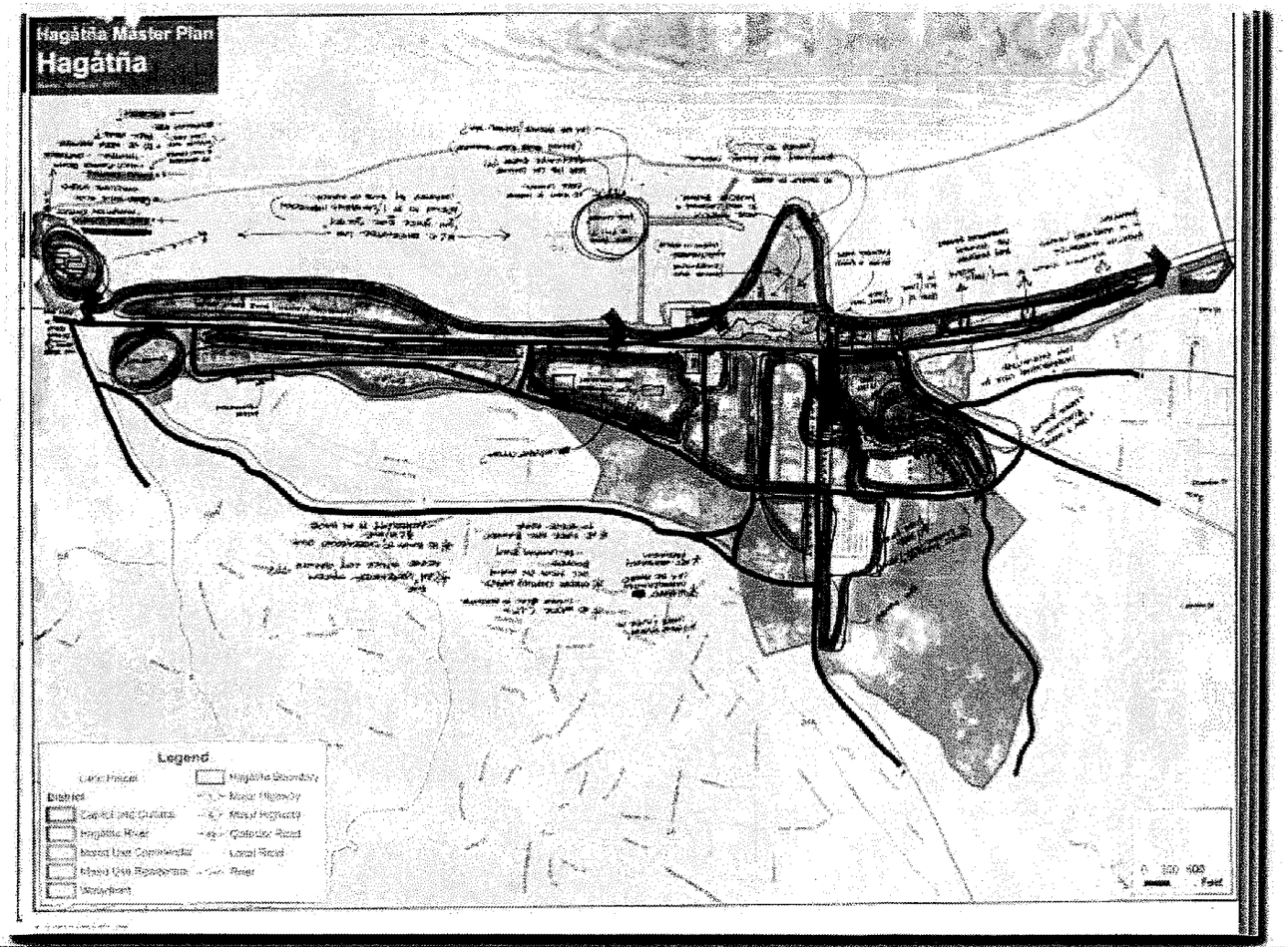
Public Open House Workshops

- **First Public Open House October 16 and 17, 2015**
  - Over 100 attendees
  - Presentation of alternatives and draft land use plan concepts
  - Preference surveys conducted
  - Over 250 comments received



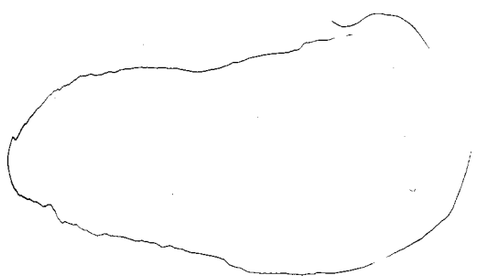
Alternative Plans Charrette

- **2-Day Charrette, Feb 2015**
  - Development of Master Plan framework and land use



Alternative Plans Charrette

- **2-Day Charrette, Feb 2015**
  - Alternatives based on community stakeholder interviews, alternatives charrette, and public input at workshops





Issues/Constraints and Opportunities

- **Opportunities**
  - Development of the Hagåtña River area
  - Promotion of Chamorro Culture
  - Expansion of Central Park
  - Shoreline Enhancement
  - Marina Expansion
  - Undergrounding Utilities
  - Tourism
  - Village Branding/Identity

- **Issues/Constraints**
  - Lack of Affordable Housing
  - Insufficient Parking
  - Lack of Transit
  - Lack of Transportation Alternatives
  - Homelessness
  - Abandoned Building and Homes
  - Lack of Enforcement
  - Long-term Maintenance and Upkeep

Additional Stakeholders

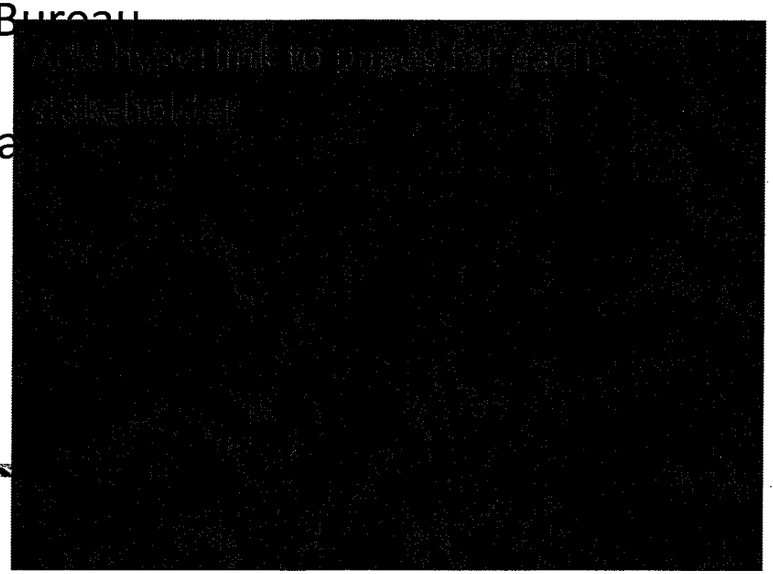
- Chamber of Commerce Board of Directors
- Guam Hotel and Restaurant Association
- Guam Contractor's Association
- Guam Association of Realtors
- The Mayor's Council of Guam

Stakeholder Interviews

- Business / Land Owners
- University of Guam
- Archdiocese of Agaña
- Academy of Our Lady of Guam

GovGuam Agencies / Departments

- Department of Chamorro Affairs
- BSP
- HRRA
- Guam Regional Transit Authority
- Port Authority of Guam
- Department of Revenue and Taxation
- Guam Visitors B[redacted]
- Department of [redacted]
- Judiciary of Gua[redacted]
- Department of [redacted]
- GEDA
- Department of [redacted]



Public Participation Program

- **Public Involvement Tools**
  - Project Branding
  - Project Website
  - Social Media
  - Print & Broadcast Media
  - eBlasts
  - Informational Brochures



Flyer

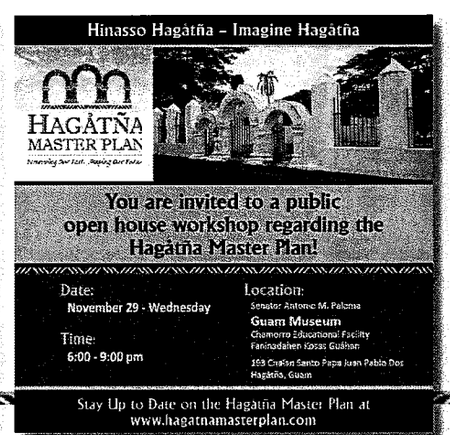


DOA Billboard

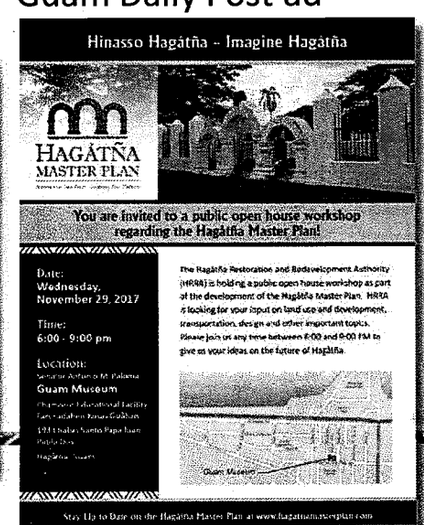
Guam Daily Post ad



eBlast

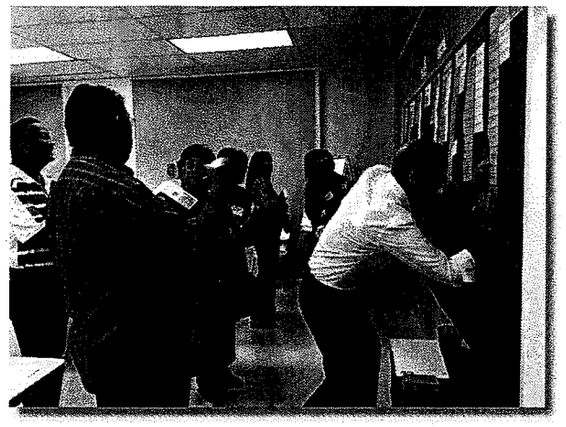


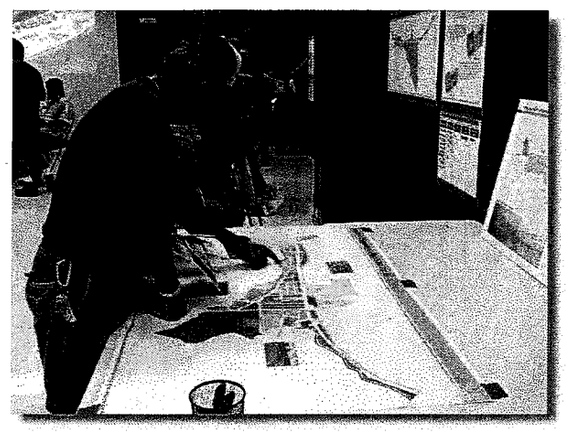
Facebook post



Public Participation Program

- **Public Input Opportunities**
  - Hagåtña Master Plan Subcommittee Meetings
  - Stakeholder Interviews
  - Community Charrettes
  - Public Workshops and Open Houses
  - Legislative Update Meetings and Hearings





HAGÅTÑA
MASTER PLAN

Preserving Our Past. Shaping Our Future.

Public Participation Program

Matrix
DESIGN GROUP

Doc. No. 35GL-20-1498.

HAGÅTÑA
MASTER PLAN
Preserving Our Past. Shaping Our Future.

AGENDA
Alternative Plans Charrette
Dates: February 24 and February 25, 2015

Day One: February 24, 2015

BLOCK 1 (All participants)
9:00am – 11:00am

1. Welcome / Introductions
2. Project Overview
3. Purpose of Charrette
4. Map Atlas / Baseline Conditions
5. Planning Assumptions
6. Map Atlas Stations

BLOCK 2 (GovGuam Agencies)
1:00pm – 3:30pm
Design Charrette - Alternative Plans development

a. Vision and Goals
b. Issues and opportunities
c. Design alternatives / district plans development

BLOCK 3 (Legislature)
4:00pm – 6:00pm
Design Charrette - Alternative Plans development

d. Vision and Goals
e. Issues and opportunities
f. Design alternatives / district plans development

Day Two: February 25, 2015

BLOCK 4 (Citizens / Business Owners)
9:30am – 1:00pm
Design Charrette - Alternative Plans development

a. Vision and Goals
b. Issues and opportunities
c. Design alternatives / district plans development

BLOCK 5 (All participants)
3:00pm – 6:00pm
Design Charrette - Alternative Plans development

a. Vision and Goals
b. Issues and opportunities
c. Design alternatives / district plans development

HAGÅTÑA
MASTER PLAN
Preserving Our Past. Shaping Our Future.

Hagåtña Master Plan Sign-In Sheet
DATE: Feb 24, 2015 - 1st Block
LOCATION: _____

NAME	ORGANIZATION	EMAIL	PHONE
Joe Wesley	GEPA	joe.wesley@epa.guam.gov	300-4798
Doris Ada	GVB	doris.ada@visitguam.org	648-1492
F Amacas	DOEG		727 4372
T Magnus	BSP/GCMP		475-9668
Monica Guerrero	BSP	monica.guerrero@bsp.guam.gov	472-4201
Matt Sgro	GEDA	Sgro.matthew@gmail.com	689-7472
Telo Taitague	GVB	telo.ta.taitague@visitguam.com	687-6111
ERNEST SANTOS	DLM		649-5263-X343
Felix Benavente	DPW	felix.benavente@dpw.guam.gov	646-3252

Matrix DESIGN GROUP

HAGÅTÑA
MASTER PLAN
Preserving Our Past. Shaping Our Future.

Hagåtña Master Plan Sign-In Sheet
DATE: Feb 24, 2015 - 19 Block
LOCATION: _____

NAME	ORGANIZATION	EMAIL	PHONE
Enrique Agustin	GRTA	rickmgustin@yahoo.com	3007260
Charlie Onedera	Legislature	charlesonedera@gmail.com	588-4300
JESSE ROJAS	BSP / GCMP	jesse.rojas@bsp.guam.gov	4754468
GREGORY S. PEREZ	HRRA	GREGPEREZ@JURAMENTADORES.COM	727-3233
Edwin Reyes	GCMP	edwin.reyes@bsp.guam.gov	475 9672
Phil Roberto	Sen James Espaldon	roberto.phil@gmail.com	473.4758
ESTHER CAMACHO	BSP	esther.camacho@bsp.guam.gov	475-9680
Sen Jmm Espaldon			
Raeann Lefever	GEDA	rLefever@investguam.com	647-4332

Matrix DESIGN GROUP

HAGÅTÑA
MASTER PLAN
Preserving Our Past. Shaping Our Future.

2/24 - 2nd Block

NAME	ORGANIZATION	EMAIL	PHONE
Edward Reyes	GCMP	edward.reyes@dsg.guam.gov	4734672
Esther Camacho			
Jesse Rojas			
Monica Guerrero			
Vince Arriola			

Matrix DESIGN GROUP

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MASTER PLAN
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2/24 1st block

NAME	ORGANIZATION	EMAIL	PHONE
Larry Toves	CCDA	ltoves@guamcda.com	687-4332
Rob Limtiaco	HRRA		
Paul Shimizu	Ambacs/Shimizus		
Vince Arriola	legislature		
Sen aguon	legislature		
Simeon Palumbo	DCA		
Pat Ungangco	AHRD		
Leonard Calvo	Calvo Enterprises		
Dan Murrell	Triple J		
Rob Limtiaco	HRRA commissioner	roblimtiaco@yahoo.com	998-1491

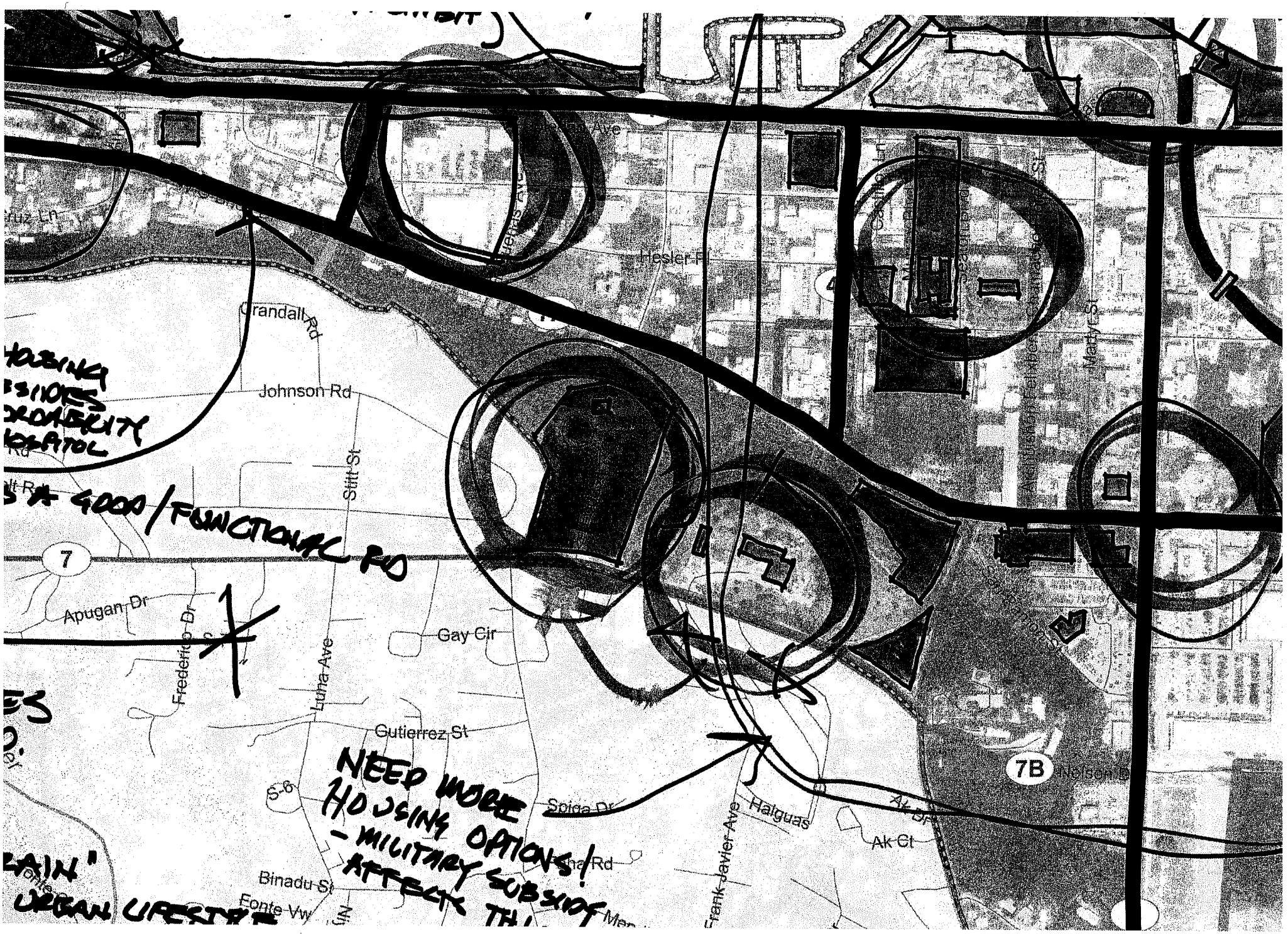
Matrix DESIGN GROUP

HAGÅTÑA
MASTER PLAN
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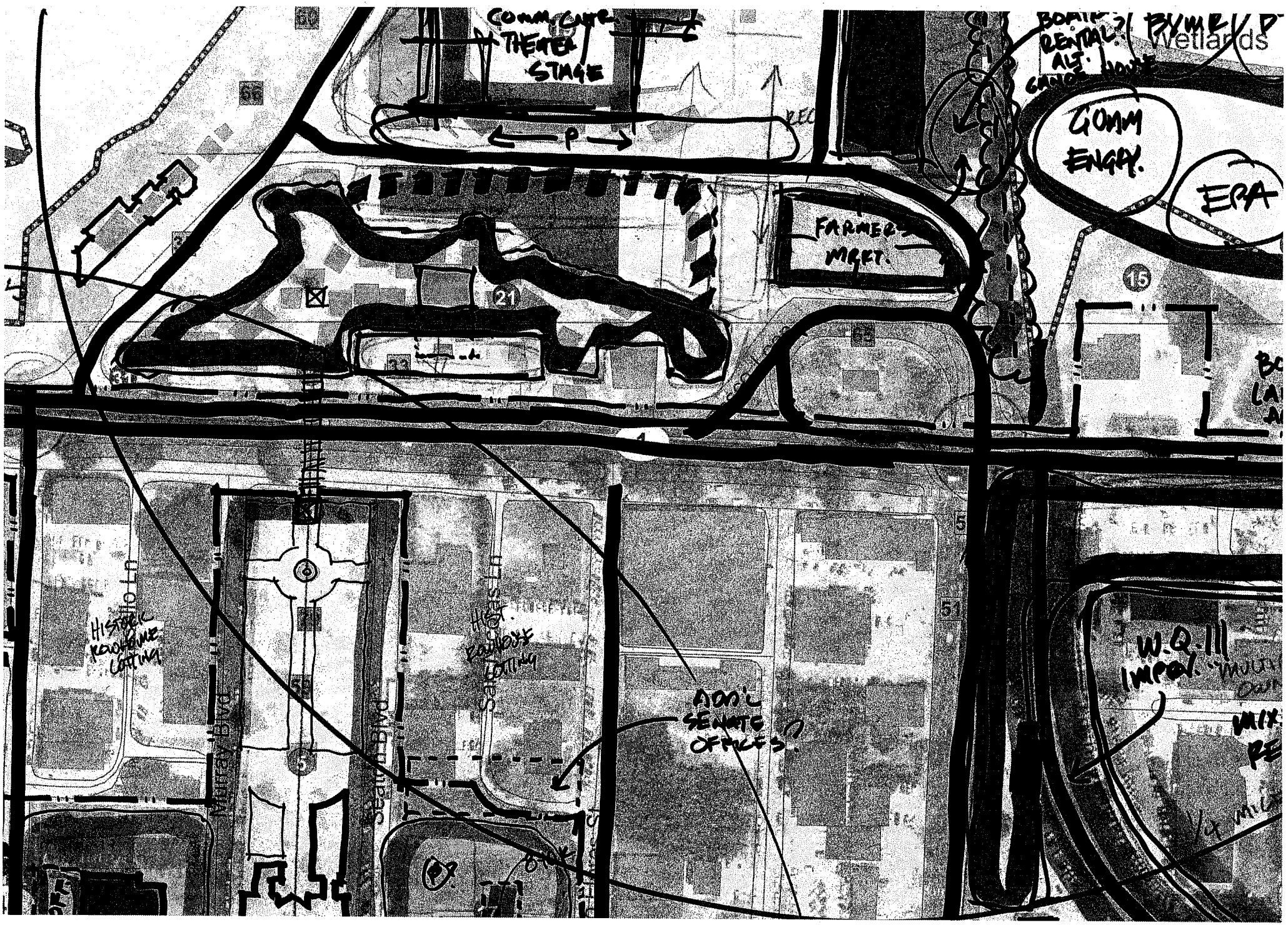
Hagåtña Master Plan Sign-In Sheet
DATE: 2/24/15 3rd Block
LOCATION: _____

NAME	ORGANIZATION	EMAIL	PHONE
Senator BJ Cruz			
Charlie Onedera	Legislature		
Senator Jim Espaldon			
Vince Arriola			

Matrix DESIGN GROUP



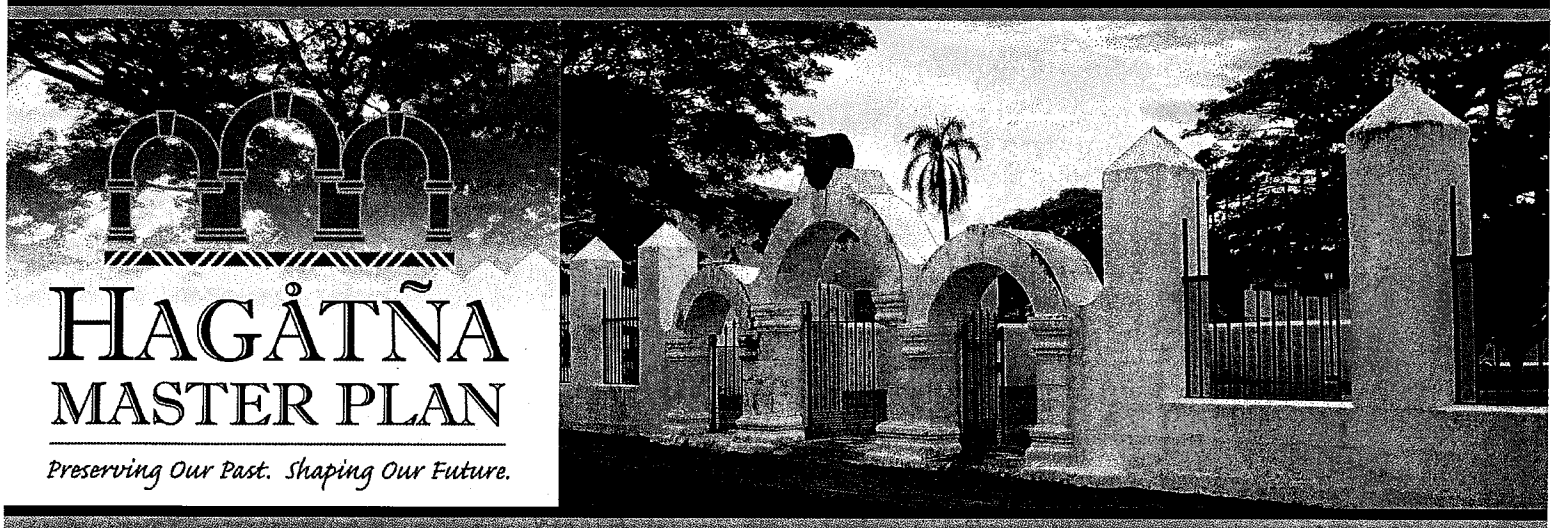
Doc. No. 35GL-20-1498.



Doc. No. 35GL-20-1498.

Doc. No. 35GL-20-1498.

Hagåtña Master Plan - Your Input Matters!



HAGÅTÑA
MASTER PLAN

Preserving Our Past. Shaping Our Future.

You are invited to a public open house workshop regarding the Hagåtña Master Plan!

Two Dates:

October 16 - Friday

October 17 - Saturday

Time (both days):

1:00 - 6:30 pm

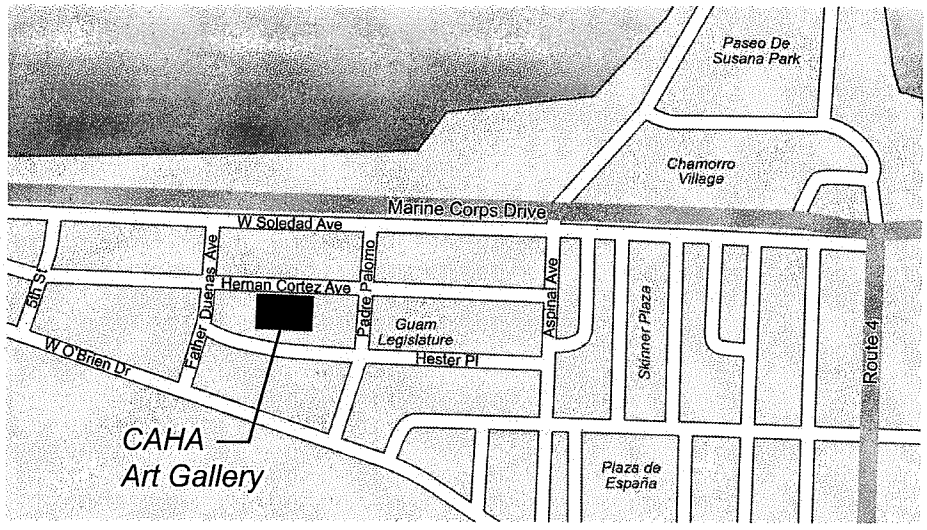
Location (both days):

CAHA Art Gallery
Terlaje Professional Building, 1st Floor
194 Hernan Cortez Avenue
Hagåtña, Guam

For more information:

Call 475-4278 or visit www.hagatnamasterplan.com

The Hagåtña Restoration and Redevelopment Authority (HRRA) is holding two public open house workshops as part of the development of the Hagåtña Master Plan. HRRA is looking for your input on land use and development, transportation, design and other important topics. Please join us between 1:00 and 6:30 PM on either day to give us your ideas on the future of Hagåtña.



Stay Up to Date on the Hagåtña Master Plan at www.hagatnamasterplan.com

Doc. No. 35GL-20-1498.

HAGÅTÑA MASTER PLAN

Preserving Our Past. Shaping Our Future.



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October 17 - Saturday

Time (both days):

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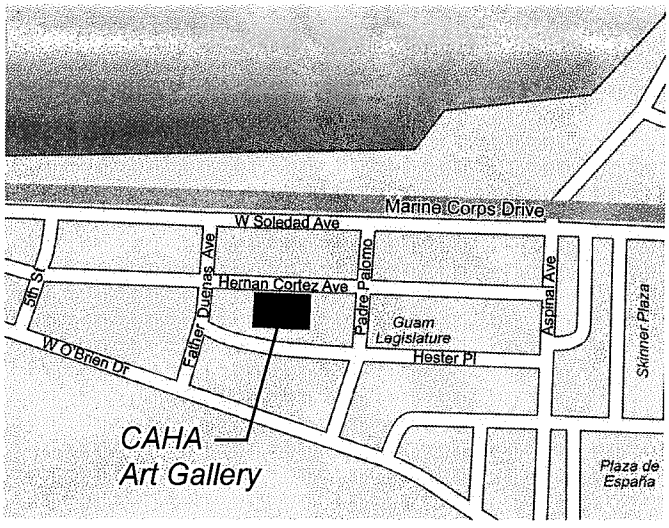
Location (both days):

CAHA Art Gallery
Terlaje Professional Building,
1st Floor
194 Hernan Cortez Avenue
Hagåtña, Guam

For more information:

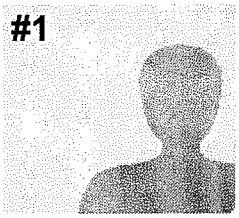
Call 475-4278 or visit
www.hagatnamasterplan.com

The Hagåtña Restoration and Redevelopmen (HRRA) is holding two public open house wo of the development of the Hagåtña Master P is looking for your input on land use and dev transportation, design and other important t join us between 1:00 and 6:30 PM on either your ideas on the future of Hagåtña.



Stay Up to Date on the Hagåtña Master Plan at www.hagatnamaster

#1



INCOMPLETE

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Last Modified: Tuesday, October 27, 2015 3:46:34 PM
Time Spent: 00:03:20
IP Address: 67.98.163.2

PAGE 2: Start

Q1: Name	Sandra
Q2: Which village do you live in?	Dededo (Dededu)
Q3: Do you work in Hagåtña?	Yes
Q4: Do you own a business in Hagåtña?	No
Q5: Do you own property in Hagåtña?	No
Q6: Do you work for a government agency?	Yes

PAGE 3: Wayfinding Signage / Street Furniture

Q7: Signage Family 1: Modern Latte Stone

(no label)	Like Somewhat
Q8: Comments	*Respondent skipped this question*

PAGE 4: Wayfinding Signage / Street Furniture

Q9: Signage Family 2: Traditional Latte Stone

(no label)	Neutral (Neither Like nor Dislike)
Q10: Comments	*Respondent skipped this question*

PAGE 5: Wayfinding Signage / Street Furniture

Q11: Signage Family 3: Simplified Latte Stone

(no label)	Neutral (Neither Like nor Dislike)

Q12: Comments	*Respondent skipped this question*

PAGE 6: Wayfinding Signage / Street Furniture

Q13: Signage Family 4: Museum	
(no label)	Neutral (Neither Like nor Dislike)
Q14: Comments	*Respondent skipped this question*

PAGE 7: Wayfinding Signage / Street Furniture

Q15: Signage Family 5: Off-The-Shelf	
(no label)	Neutral (Neither Like nor Dislike)
Q16: Comments	*Respondent skipped this question*

PAGE 8: Land Use Focus Areas

Q17: Adelup Focus Area Alternative 1	
(no label)	Dislike Somewhat
Q18: Comments	*Respondent skipped this question*

PAGE 9: Land Use Focus Areas

Q19: Adelup Focus Area Alternative 2	
(no label)	Dislike Somewhat
Q20: Comments	*Respondent skipped this question*

PAGE 10: Land Use Focus Areas

Q21: Adelup Focus Area Alternative 3	
(no label)	Like Somewhat
Q22: Comments	*Respondent skipped this question*

PAGE 11: Land Use Focus Areas

Q23: West Shoreline Focus Area Design Concept	
(no label)	Like Somewhat
Q24: Comments	*Respondent skipped this question*

PAGE 12: Land Use Focus Areas

Q25: Cliff Line Focus Area Design Concept	*Respondent skipped this question*
Q26: Comments	*Respondent skipped this question*

PAGE 13: Land Use Focus Areas

Q27: Paseo Focus Area Alternative 1	*Respondent skipped this question*
Q28: Comments	*Respondent skipped this question*

PAGE 14: Land Use Focus Areas

Q29: Paseo Focus Area Alternative 2	*Respondent skipped this question*
Q30: Comments	*Respondent skipped this question*

PAGE 15: Land Use Focus Areas

Q31: Riverwalk Focus Area Alternative 1	*Respondent skipped this question*
Q32: Comments	*Respondent skipped this question*

PAGE 16: Land Use Focus Areas

Q33: Riverwalk Focus Area Alternative 2	*Respondent skipped this question*

Q34: Comments	*Respondent skipped this question*

PAGE 17: Land Use Focus Areas

Q35: City Park Focus Area Design Concept	*Respondent skipped this question*
Q36: Comments	*Respondent skipped this question*

PAGE 18: Land Use Focus Areas

Q37: Government Center Focus Area Alternative 1	*Respondent skipped this question*
Q38: Comments	*Respondent skipped this question*

PAGE 19: Land Use Focus Areas

Q39: Government Center Focus Area Alternative 2	*Respondent skipped this question*
Q40: Comments	*Respondent skipped this question*

PAGE 20: Transportation

Q41: Parking Garages Draft Concept	*Respondent skipped this question*
Q42: Comments	*Respondent skipped this question*

PAGE 21: Transportation

Q43: Trolley / Transit System Draft Concept	*Respondent skipped this question*
Q44: Comments	*Respondent skipped this question*

PAGE 22: Barrio Identification

Q45: Street Signs	*Respondent skipped this question*
Q46: Comments	*Respondent skipped this question*

PAGE 23: Barrio Identification

Q47: Proposed Barrio Boundaries	*Respondent skipped this question*
Q48: Comments	*Respondent skipped this question*

PAGE 24: Barrio Identification

Q49: Barrio Identification Signs	*Respondent skipped this question*
Q50: Comments	*Respondent skipped this question*

PAGE 25: Land Use

Q51: Mixed-Use Development	*Respondent skipped this question*
Q52: Comments	*Respondent skipped this question*

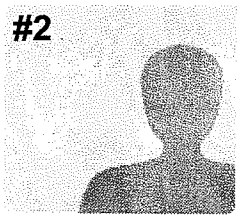
PAGE 26: Land Use

Q53: Land Use Alternative 1	*Respondent skipped this question*
Q54: Comments	*Respondent skipped this question*

PAGE 27: Land Use

Q55: Land Use Alternative 2	*Respondent skipped this question*
Q56: Comments	*Respondent skipped this question*

#2



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PAGE 2: Start

Q1: Name	Kim Cruz
Q2: Which village do you live in?	Barrigada (Barigåda)
Q3: Do you work in Hagåtña?	No
Q4: Do you own a business in Hagåtña?	No
Q5: Do you own property in Hagåtña?	No
Q6: Do you work for a government agency?	No

PAGE 3: Wayfinding Signage / Street Furniture

Q7: Signage Family 1: Modern Latte Stone

(no label)	Like Somewhat
Q8: Comments	*Respondent skipped this question*

PAGE 4: Wayfinding Signage / Street Furniture

Q9: Signage Family 2: Traditional Latte Stone

(no label)	Dislike Somewhat
Q10: Comments	*Respondent skipped this question*

PAGE 5: Wayfinding Signage / Street Furniture

Q11: Signage Family 3: Simplified Latte Stone

(no label)	Dislike Somewhat

Q12: Comments	*Respondent skipped this question*

PAGE 6: Wayfinding Signage / Street Furniture

Q13: Signage Family 4: Museum

(no label)	Dislike Somewhat
Q14: Comments	*Respondent skipped this question*

PAGE 7: Wayfinding Signage / Street Furniture

Q15: Signage Family 5: Off-The-Shelf

(no label)	Dislike Very Much
Q16: Comments	*Respondent skipped this question*

PAGE 8: Land Use Focus Areas

Q17: Adelup Focus Area Alternative 1

(no label)	Dislike Very Much
Q18: Comments	*Respondent skipped this question*

PAGE 9: Land Use Focus Areas

Q19: Adelup Focus Area Alternative 2

(no label)	Neutral (Neither Like nor Dislike)
Q20: Comments	*Respondent skipped this question*

PAGE 10: Land Use Focus Areas

Q21: Adelup Focus Area Alternative 3

(no label)	Neutral (Neither Like nor Dislike)
Q22: Comments	*Respondent skipped this question*

PAGE 11: Land Use Focus Areas

Q23: West Shoreline Focus Area Design Concept

(no label)	Neutral (Neither Like nor Dislike)
Q24: Comments	*Respondent skipped this question*

PAGE 12: Land Use Focus Areas

Q25: Cliff Line Focus Area Design Concept

(no label)	Dislike Very Much
Q26: Comments	*Respondent skipped this question*

PAGE 13: Land Use Focus Areas

Q27: Paseo Focus Area Alternative 1

(no label)	Like Very Much
Q28: Comments	*Respondent skipped this question*

PAGE 14: Land Use Focus Areas

Q29: Paseo Focus Area Alternative 2

(no label)	Like Very Much
Q30: Comments	*Respondent skipped this question*

PAGE 15: Land Use Focus Areas

Q31: Riverwalk Focus Area Alternative 1

(no label)	Neutral (Neither Like nor Dislike)
Q32: Comments	*Respondent skipped this question*

PAGE 16: Land Use Focus Areas

Q33: Riverwalk Focus Area Alternative 2

(no label)	Like Somewhat
Q34: Comments	*Respondent skipped this question*

PAGE 17: Land Use Focus Areas

Q35: City Park Focus Area Design Concept

(no label)	Neutral (Neither Like nor Dislike)
Q36: Comments	*Respondent skipped this question*

PAGE 18: Land Use Focus Areas

Q37: Government Center Focus Area Alternative 1

(no label)	Like Somewhat
Q38: Comments	*Respondent skipped this question*

PAGE 19: Land Use Focus Areas

Q39: Government Center Focus Area Alternative 2

(no label)	Like Very Much
Q40: Comments	*Respondent skipped this question*

PAGE 20: Transportation

Q41: Parking Garages Draft Concept

(no label)	Like Somewhat
Q42: Comments	*Respondent skipped this question*

PAGE 21: Transportation

Q43: Trolley / Transit System Draft Concept

(no label)	Like Very Much
Q44: Comments	*Respondent skipped this question*

PAGE 22: Barrio Identification

Q45: Street Signs	Sign "C"
Q46: Comments	*Respondent skipped this question*

PAGE 23: Barrio Identification

Q47: Proposed Barrio Boundaries

(no label)	Like Somewhat
Q48: Comments	*Respondent skipped this question*

PAGE 24: Barrio Identification

Q49: Barrio Identification Signs	Sign "B"
Q50: Comments	*Respondent skipped this question*

PAGE 25: Land Use

Q51: Mixed-Use Development

(no label)	Neutral (Neither Like nor Dislike)
Q52: Comments	*Respondent skipped this question*

PAGE 26: Land Use

Q53: Land Use Alternative 1

(no label)	Neutral (Neither Like nor Dislike)

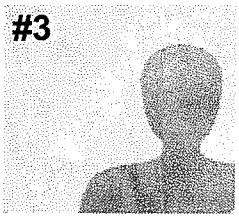
Q54: Comments	*Respondent skipped this question*

PAGE 27: Land Use

Q55: Land Use Alternative 2

(no label)	Neutral (Neither Like nor Dislike)

Q56: Comments	*Respondent skipped this question*



COMPLETE

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Last Modified: Tuesday, October 27, 2015 4:33:18 PM
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IP Address: 101.99.180.85

PAGE 2: Start

Q1: Name	Lisa
Q2: Which village do you live in?	Umatac (Humåtak)
Q3: Do you work in Hagåtña?	No
Q4: Do you own a business in Hagåtña?	No
Q5: Do you own property in Hagåtña?	No
Q6: Do you work for a government agency?	No

PAGE 3: Wayfinding Signage / Street Furniture

Q7: Signage Family 1: Modern Latte Stone

(no label) — Dislike Somewhat

Q8: Comments

industrial looking

PAGE 4: Wayfinding Signage / Street Furniture

Q9: Signage Family 2: Traditional Latte Stone

(no label) — Like Somewhat

Q10: Comments — *Respondent skipped this question*

PAGE 5: Wayfinding Signage / Street Furniture

Q11: Signage Family 3: Simplified Latte Stone

(no label) — Dislike Somewhat

Q12: Comments	*Respondent skipped this question*

PAGE 6: Wayfinding Signage / Street Furniture

Q13: Signage Family 4: Museum

(no label)	Dislike Somewhat
Q14: Comments	*Respondent skipped this question*

PAGE 7: Wayfinding Signage / Street Furniture

Q15: Signage Family 5: Off-The-Shelf

(no label)	Dislike Somewhat
Q16: Comments	*Respondent skipped this question*

PAGE 8: Land Use Focus Areas

Q17: Adelup Focus Area Alternative 1

(no label)	Like Somewhat
Q18: Comments	*Respondent skipped this question*

PAGE 9: Land Use Focus Areas

Q19: Adelup Focus Area Alternative 2

(no label)	Like Somewhat
Q20: Comments	*Respondent skipped this question*

PAGE 10: Land Use Focus Areas

Q21: Adelup Focus Area Alternative 3

(no label)	Neutral (Neither Like nor Dislike)
Q22: Comments	*Respondent skipped this question*

PAGE 11: Land Use Focus Areas

Q23: West Shoreline Focus Area Design Concept

(no label)	Dislike Somewhat
Q24: Comments	*Respondent skipped this question*

PAGE 12: Land Use Focus Areas

Q25: Cliff Line Focus Area Design Concept

(no label)	Like Very Much
Q26: Comments	*Respondent skipped this question*

PAGE 13: Land Use Focus Areas

Q27: Paseo Focus Area Alternative 1

(no label)	Like Somewhat
Q28: Comments	*Respondent skipped this question*

PAGE 14: Land Use Focus Areas

Q29: Paseo Focus Area Alternative 2

(no label)	Like Very Much
Q30: Comments	*Respondent skipped this question*

PAGE 15: Land Use Focus Areas

Q31: Riverwalk Focus Area Alternative 1

(no label)	Neutral (Neither Like nor Dislike)
Q32: Comments	*Respondent skipped this question*

PAGE 16: Land Use Focus Areas

Q33: Riverwalk Focus Area Alternative 2

(no label)	Like Somewhat

Q34: Comments	*Respondent skipped this question*

PAGE 17: Land Use Focus Areas

Q35: City Park Focus Area Design Concept

(no label)	Neutral (Neither Like nor Dislike)

Q36: Comments	*Respondent skipped this question*

PAGE 18: Land Use Focus Areas

Q37: Government Center Focus Area Alternative 1

(no label)	Neutral (Neither Like nor Dislike)

Q38: Comments	*Respondent skipped this question*

PAGE 19: Land Use Focus Areas

Q39: Government Center Focus Area Alternative 2

(no label)	Neutral (Neither Like nor Dislike)

Q40: Comments	*Respondent skipped this question*

PAGE 20: Transportation

Q41: Parking Garages Draft Concept

(no label)	Neutral (Neither Like nor Dislike)

Q42: Comments	*Respondent skipped this question*

PAGE 21: Transportation

Q43: Trolley / Transit System Draft Concept

(no label)	Like Somewhat
Q44: Comments	*Respondent skipped this question*

PAGE 22: Barrio Identification

Q45: Street Signs	Sign "C"
Q46: Comments	*Respondent skipped this question*

PAGE 23: Barrio Identification

Q47: Proposed Barrio Boundaries

(no label)	Neutral (Neither Like nor Dislike)
Q48: Comments	*Respondent skipped this question*

PAGE 24: Barrio Identification

Q49: Barrio Identification Signs	Sign "B"
Q50: Comments	*Respondent skipped this question*

PAGE 25: Land Use

Q51: Mixed-Use Development

(no label)	Neutral (Neither Like nor Dislike)
Q52: Comments	*Respondent skipped this question*

PAGE 26: Land Use

Q53: Land Use Alternative 1

(no label)	Like Somewhat

Q54: Comments	*Respondent skipped this question*

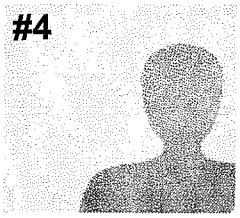
PAGE 27: Land Use

Q55: Land Use Alternative 2

(no label)	Neutral (Neither Like nor Dislike)

Q56: Comments	*Respondent skipped this question*

#4



COMPLETE

Collector: Web Link 1 (Web Link)
Started: Tuesday, October 27, 2015 5:59:16 PM
Last Modified: Tuesday, October 27, 2015 6:14:04 PM
Time Spent: 00:14:47
IP Address: 117.20.121.182

PAGE 2: Start

Q1: Name	Adrian Criz
Q2: Which village do you live in?	Mangilao
Q3: Do you work in Hagåtña?	Yes
Q4: Do you own a business in Hagåtña?	Yes
Q5: Do you own property in Hagåtña?	Yes
Q6: Do you work for a government agency?	No

PAGE 3: Wayfinding Signage / Street Furniture

Q7: Signage Family 1: Modern Latte Stone

(no label)	Like Somewhat
Q8: Comments	*Respondent skipped this question*

PAGE 4: Wayfinding Signage / Street Furniture

Q9: Signage Family 2: Traditional Latte Stone

(no label)	Like Very Much
Q10: Comments	*Respondent skipped this question*

PAGE 5: Wayfinding Signage / Street Furniture

Q11: Signage Family 3: Simplified Latte Stone

(no label)	Dislike Very Much

Q12: Comments	*Respondent skipped this question*

PAGE 6: Wayfinding Signage / Street Furniture

Q13: Signage Family 4: Museum

(no label)	Dislike Somewhat
Q14: Comments	*Respondent skipped this question*

PAGE 7: Wayfinding Signage / Street Furniture

Q15: Signage Family 5: Off-The-Shelf

(no label)	Neutral (Neither Like nor Dislike)
Q16: Comments	*Respondent skipped this question*

PAGE 8: Land Use Focus Areas

Q17: Adelup Focus Area Alternative 1

(no label)	Neutral (Neither Like nor Dislike)
Q18: Comments	*Respondent skipped this question*

PAGE 9: Land Use Focus Areas

Q19: Adelup Focus Area Alternative 2

(no label)	Dislike Somewhat
Q20: Comments	*Respondent skipped this question*

PAGE 10: Land Use Focus Areas

Q21: Adelup Focus Area Alternative 3

(no label)	Dislike Somewhat
Q22: Comments	*Respondent skipped this question*

PAGE 11: Land Use Focus Areas

Q23: West Shoreline Focus Area Design Concept	
(no label)	Like Somewhat
Q24: Comments	*Respondent skipped this question*

PAGE 12: Land Use Focus Areas

Q25: Cliff Line Focus Area Design Concept	
(no label)	Like Somewhat
Q26: Comments	*Respondent skipped this question*

PAGE 13: Land Use Focus Areas

Q27: Paseo Focus Area Alternative 1	
(no label)	Neutral (Neither Like nor Dislike)
Q28: Comments	*Respondent skipped this question*

PAGE 14: Land Use Focus Areas

Q29: Paseo Focus Area Alternative 2	
(no label)	Like Somewhat
Q30: Comments	*Respondent skipped this question*

PAGE 15: Land Use Focus Areas

Q31: Riverwalk Focus Area Alternative 1	
(no label)	Like Somewhat
Q32: Comments	*Respondent skipped this question*

PAGE 16: Land Use Focus Areas

Q33: Riverwalk Focus Area Alternative 2

(no label)	Like Somewhat
Q34: Comments	*Respondent skipped this question*

PAGE 17: Land Use Focus Areas

Q35: City Park Focus Area Design Concept

(no label)	Neutral (Neither Like nor Dislike)
Q36: Comments	*Respondent skipped this question*

PAGE 18: Land Use Focus Areas

Q37: Government Center Focus Area Alternative 1

(no label)	Like Somewhat
Q38: Comments	*Respondent skipped this question*

PAGE 19: Land Use Focus Areas

Q39: Government Center Focus Area Alternative 2

(no label)	Like Very Much
Q40: Comments	*Respondent skipped this question*

PAGE 20: Transportation

Q41: Parking Garages Draft Concept

(no label)	Like Somewhat
Q42: Comments	*Respondent skipped this question*

PAGE 21: Transportation

Q43: Trolley / Transit System Draft Concept

(no label)	Dislike Somewhat
Q44: Comments	*Respondent skipped this question*

PAGE 22: Barrio Identification

Q45: Street Signs	Sign "A"
Q46: Comments	*Respondent skipped this question*

PAGE 23: Barrio Identification

Q47: Proposed Barrio Boundaries

(no label)	Like Somewhat
Q48: Comments	*Respondent skipped this question*

PAGE 24: Barrio Identification

Q49: Barrio Identification Signs	Sign "B"
Q50: Comments	*Respondent skipped this question*

PAGE 25: Land Use

Q51: Mixed-Use Development

(no label)	Like Somewhat
Q52: Comments	*Respondent skipped this question*

PAGE 26: Land Use

Q53: Land Use Alternative 1

(no label)	Neutral (Neither Like nor Dislike)

Q54: Comments	*Respondent skipped this question*

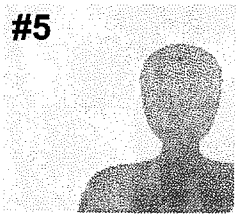
PAGE 27: Land Use

Q55: Land Use Alternative 2

(no label)	Like Somewhat

Q56: Comments	*Respondent skipped this question*

#5



COMPLETE

Collector: Web Link 1 (Web Link)
Started: Tuesday, October 27, 2015 8:06:26 PM
Last Modified: Tuesday, October 27, 2015 8:32:04 PM
Time Spent: 00:25:37
IP Address: 98.244.54.18

PAGE 2: Start

Q1: Name	Shannon Murphy
Q2: Which village do you live in?	Santa Rita (Sånta Rita)
Q3: Do you work in Hagåtña?	No
Q4: Do you own a business in Hagåtña?	No
Q5: Do you own property in Hagåtña?	No
Q6: Do you work for a government agency?	No

PAGE 3: Wayfinding Signage / Street Furniture

Q7: Signage Family 1: Modern Latte Stone

(no label)	Like Somewhat

Q8: Comments

Latte shouldn't be used for trash bins!

PAGE 4: Wayfinding Signage / Street Furniture

Q9: Signage Family 2: Traditional Latte Stone

(no label)	Dislike Somewhat
Q10: Comments	*Respondent skipped this question*

PAGE 5: Wayfinding Signage / Street Furniture

Q11: Signage Family 3: Simplified Latte Stone

(no label)	Dislike Very Much

Q12: Comments	*Respondent skipped this question*

PAGE 6: Wayfinding Signage / Street Furniture

Q13: Signage Family 4: Museum

(no label)	Like Somewhat
Q14: Comments	*Respondent skipped this question*

PAGE 7: Wayfinding Signage / Street Furniture

Q15: Signage Family 5: Off-The-Shelf

(no label)	Dislike Somewhat
Q16: Comments	*Respondent skipped this question*

PAGE 8: Land Use Focus Areas

Q17: Adelup Focus Area Alternative 1

(no label)	Like Very Much
Q18: Comments	*Respondent skipped this question*

PAGE 9: Land Use Focus Areas

Q19: Adelup Focus Area Alternative 2

(no label)	Dislike Very Much
Q20: Comments	*Respondent skipped this question*

PAGE 10: Land Use Focus Areas

Q21: Adelup Focus Area Alternative 3

(no label)	Neutral (Neither Like nor Dislike)
Q22: Comments	*Respondent skipped this question*

PAGE 11: Land Use Focus Areas

Q23: West Shoreline Focus Area Design Concept

(no label) — Dislike Very Much

Q24: Comments

i want the coast to be open, not developed

PAGE 12: Land Use Focus Areas

Q25: Cliff Line Focus Area Design Concept

(no label) — Like Very Much

Q26: Comments — *Respondent skipped this question*

PAGE 13: Land Use Focus Areas

Q27: Paseo Focus Area Alternative 1

(no label) — Like Very Much

Q28: Comments — *Respondent skipped this question*

PAGE 14: Land Use Focus Areas

Q29: Paseo Focus Area Alternative 2

(no label) — Like Very Much

Q30: Comments

even better!

PAGE 15: Land Use Focus Areas

Q31: Riverwalk Focus Area Alternative 1

(no label) — Neutral (Neither Like nor Dislike)

Q32: Comments

not clear

PAGE 16: Land Use Focus Areas

Q33: Riverwalk Focus Area Alternative 2

(no label) — Neutral (Neither Like nor Dislike)

Q34: Comments — *Respondent skipped this question*

PAGE 17: Land Use Focus Areas

Q35: City Park Focus Area Design Concept

(no label) — Neutral (Neither Like nor Dislike)

Q36: Comments

I cant picture this. sorry

PAGE 18: Land Use Focus Areas

Q37: Government Center Focus Area Alternative 1

(no label) — Like Very Much

Q38: Comments — *Respondent skipped this question*

PAGE 19: Land Use Focus Areas

Q39: Government Center Focus Area Alternative 2

(no label) — Like Very Much

Q40: Comments — *Respondent skipped this question*

PAGE 20: Transportation

Q41: Parking Garages Draft Concept

(no label) — Like Very Much

Q42: Comments — *Respondent skipped this question*

PAGE 21: Transportation

Q43: Trolley / Transit System Draft Concept

(no label)	Like Very Much
Q44: Comments	*Respondent skipped this question*

PAGE 22: Barrio Identification

Q45: Street Signs	Sign "C"
Q46: Comments	*Respondent skipped this question*

PAGE 23: Barrio Identification

Q47: Proposed Barrio Boundaries

(no label)	Like Very Much
Q48: Comments	*Respondent skipped this question*

PAGE 24: Barrio Identification

Q49: Barrio Identification Signs	Sign "B"
Q50: Comments	*Respondent skipped this question*

PAGE 25: Land Use

Q51: Mixed-Use Development

(no label)	Like Very Much
Q52: Comments	*Respondent skipped this question*

PAGE 26: Land Use

Q53: Land Use Alternative 1

(no label)	Like Somewhat

Q54: Comments	*Respondent skipped this question*

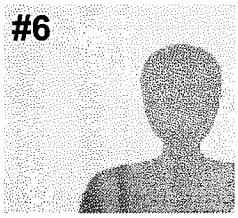
PAGE 27: Land Use

Q55: Land Use Alternative 2

(no label)	Like Somewhat

Q56: Comments	*Respondent skipped this question*

Doc. No. 35GL-20-1498.



COMPLETE

Collector: Web Link 1 (Web Link)
Started: Tuesday, October 27, 2015 8:52:23 PM
Last Modified: Tuesday, October 27, 2015 9:04:22 PM
Time Spent: 00:11:59
IP Address: 103.7.101.67

PAGE 2: Start

Q1: Name	Joseph C. Santos
Q2: Which village do you live in?	Dededo (Dededu)
Q3: Do you work in Hagåtña?	Yes
Q4: Do you own a business in Hagåtña?	No
Q5: Do you own property in Hagåtña?	Yes
Q6: Do you work for a government agency?	Yes

PAGE 3: Wayfinding Signage / Street Furniture

Q7: Signage Family 1: Modern Latte Stone

(no label)	Neutral (Neither Like nor Dislike)

Q8: Comments

Too Bulky, however, like the Interpretive Panel and the ball shape bollards

PAGE 4: Wayfinding Signage / Street Furniture

Q9: Signage Family 2: Traditional Latte Stone

(no label)	Like Very Much

Q10: Comments

Overall very nice. Although benches should be concrete, should also provide benches with backs that could withstand Guam's weather conditions

PAGE 5: Wayfinding Signage / Street Furniture

Q11: Signage Family 3: Simplified Latte Stone

(no label)	Neutral (Neither Like nor Dislike)

Q12: Comments	*Respondent skipped this question*

PAGE 6: Wayfinding Signage / Street Furniture

Q13: Signage Family 4: Museum

(no label)	Dislike Somewhat
Q14: Comments	*Respondent skipped this question*

PAGE 7: Wayfinding Signage / Street Furniture

Q15: Signage Family 5: Off-The-Shelf

(no label)	Neutral (Neither Like nor Dislike)
Q16: Comments	*Respondent skipped this question*

PAGE 8: Land Use Focus Areas

Q17: Adelup Focus Area Alternative 1

(no label)	Neutral (Neither Like nor Dislike)

Q18: Comments

Very low density for the area and does not take advantage of the location and view.

PAGE 9: Land Use Focus Areas

Q19: Adelup Focus Area Alternative 2

(no label)	Like Very Much

Q20: Comments

Good use of space - Convention Center a great idea. Existing buildings have exceeded life span and must be demolished. Also, this is an area where the Mayor's office could be located.

PAGE 10: Land Use Focus Areas

Q21: Adelup Focus Area Alternative 3

(no label)	Dislike Very Much

Q22: Comments

Too low density. Waste of usable space.

PAGE 11: Land Use Focus Areas

Q23: West Shoreline Focus Area Design Concept

(no label) Like Very Much

Q24: Comments *Respondent skipped this question*

PAGE 12: Land Use Focus Areas

Q25: Cliff Line Focus Area Design Concept

(no label) Like Very Much

Q26: Comments *Respondent skipped this question*

PAGE 13: Land Use Focus Areas

Q27: Paseo Focus Area Alternative 1

(no label) Like Very Much

Q28: Comments *Respondent skipped this question*

PAGE 14: Land Use Focus Areas

Q29: Paseo Focus Area Alternative 2

(no label) Neutral (Neither Like nor Dislike)

Q30: Comments

Parking structure blocks prime views. Bad. Bad. Bad.

PAGE 15: Land Use Focus Areas

Q31: Riverwalk Focus Area Alternative 1

(no label) Like Somewhat

Q32: Comments *Respondent skipped this question*

PAGE 16: Land Use Focus Areas

Q33: Riverwalk Focus Area Alternative 2 *Respondent skipped this question*

Q34: Comments

Does government have to purchase amphitheater area?

PAGE 17: Land Use Focus Areas

Q35: City Park Focus Area Design Concept

(no label) Like Very Much

Q36: Comments

About time.

PAGE 18: Land Use Focus Areas

Q37: Government Center Focus Area Alternative 1 *Respondent skipped this question*

Q38: Comments

Low density for area.

PAGE 19: Land Use Focus Areas

Q39: Government Center Focus Area Alternative 2

(no label) Like Somewhat

Q40: Comments *Respondent skipped this question*

PAGE 20: Transportation

Q41: Parking Garages Draft Concept

(no label) Like Very Much

Q42: Comments

Is this the only area where parking garages or car parks will be located.

PAGE 21: Transportation

Q43: Trolley / Transit System Draft Concept

(no label)	Like Very Much

Q44: Comments	*Respondent skipped this question*

PAGE 22: Barrio Identification

Q45: Street Signs	Sign "A"

Q46: Comments

More traditional and distinguishes from Latte. Do not overuse the Latte symbol. Looses its charm.

PAGE 23: Barrio Identification

Q47: Proposed Barrio Boundaries

(no label)	Like Very Much

Q48: Comments	*Respondent skipped this question*

PAGE 24: Barrio Identification

Q49: Barrio Identification Signs	Sign "C"

Q50: Comments	*Respondent skipped this question*

PAGE 25: Land Use

Q51: Mixed-Use Development

(no label)	Like Very Much

Q52: Comments	*Respondent skipped this question*

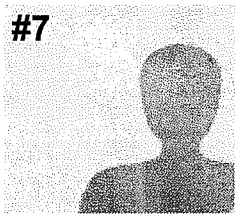
PAGE 26: Land Use

Q53: Land Use Alternative 1	
(no label)	Like Very Much
Q54: Comments	*Respondent skipped this question*

PAGE 27: Land Use

Q55: Land Use Alternative 2	
(no label)	Neutral (Neither Like nor Dislike)
Q56: Comments	*Respondent skipped this question*

#7



COMPLETE

Collector: Web Link 1 (Web Link)
Started: Tuesday, October 27, 2015 10:24:46 PM
Last Modified: Tuesday, October 27, 2015 10:41:13 PM
Time Spent: 00:16:26
IP Address: 45.48.241.177

PAGE 2: Start

Q1: Name	Howard fleming
Q2: Which village do you live in?	Tamuning-Tumon-Harmon (Tamuneng-Tomhom)
Q3: Do you work in Hagåtña?	No
Q4: Do you own a business in Hagåtña?	No
Q5: Do you own property in Hagåtña?	No
Q6: Do you work for a government agency?	No

PAGE 3: Wayfinding Signage / Street Furniture

Q7: Signage Family 1: Modern Latte Stone

(no label)	Like Somewhat
Q8: Comments	*Respondent skipped this question*

PAGE 4: Wayfinding Signage / Street Furniture

Q9: Signage Family 2: Traditional Latte Stone

(no label)	Like Very Much
Q10: Comments	*Respondent skipped this question*

PAGE 5: Wayfinding Signage / Street Furniture

Q11: Signage Family 3: Simplified Latte Stone

(no label)	Dislike Very Much

Q12: Comments	*Respondent skipped this question*

PAGE 6: Wayfinding Signage / Street Furniture

Q13: Signage Family 4: Museum

(no label)	Dislike Somewhat
Q14: Comments	*Respondent skipped this question*

PAGE 7: Wayfinding Signage / Street Furniture

Q15: Signage Family 5: Off-The-Shelf

(no label)	Dislike Very Much
Q16: Comments	*Respondent skipped this question*

PAGE 8: Land Use Focus Areas

Q17: Adelup Focus Area Alternative 1

(no label)	Neutral (Neither Like nor Dislike)
Q18: Comments	*Respondent skipped this question*

PAGE 9: Land Use Focus Areas

Q19: Adelup Focus Area Alternative 2

(no label)	Like Somewhat
Q20: Comments	*Respondent skipped this question*

PAGE 10: Land Use Focus Areas

Q21: Adelup Focus Area Alternative 3

(no label)	Dislike Very Much
Q22: Comments	*Respondent skipped this question*

PAGE 11: Land Use Focus Areas

Q23: West Shoreline Focus Area Design Concept

(no label)	Like Very Much
Q24: Comments	*Respondent skipped this question*

PAGE 12: Land Use Focus Areas

Q25: Cliff Line Focus Area Design Concept

(no label)	Like Very Much
Q26: Comments	*Respondent skipped this question*

PAGE 13: Land Use Focus Areas

Q27: Paseo Focus Area Alternative 1

(no label)	Neutral (Neither Like nor Dislike)
Q28: Comments	*Respondent skipped this question*

PAGE 14: Land Use Focus Areas

Q29: Paseo Focus Area Alternative 2

(no label)	Like Very Much
Q30: Comments	*Respondent skipped this question*

PAGE 15: Land Use Focus Areas

Q31: Riverwalk Focus Area Alternative 1

(no label)	Like Very Much
Q32: Comments	*Respondent skipped this question*

PAGE 16: Land Use Focus Areas

Q33: Riverwalk Focus Area Alternative 2

(no label)	Like Somewhat
Q34: Comments	*Respondent skipped this question*

PAGE 17: Land Use Focus Areas

Q35: City Park Focus Area Design Concept

(no label)	Neutral (Neither Like nor Dislike)
Q36: Comments	*Respondent skipped this question*

PAGE 18: Land Use Focus Areas

Q37: Government Center Focus Area Alternative 1

(no label)	Like Somewhat
Q38: Comments	*Respondent skipped this question*

PAGE 19: Land Use Focus Areas

Q39: Government Center Focus Area Alternative 2

(no label)	Like Very Much
Q40: Comments	*Respondent skipped this question*

PAGE 20: Transportation

Q41: Parking Garages Draft Concept

(no label)	Like Very Much
Q42: Comments	*Respondent skipped this question*

PAGE 21: Transportation

Q43: Trolley / Transit System Draft Concept

(no label)	Like Very Much
Q44: Comments	*Respondent skipped this question*

PAGE 22: Barrio Identification

Q45: Street Signs	Sign "B"
Q46: Comments	*Respondent skipped this question*

PAGE 23: Barrio Identification

Q47: Proposed Barrio Boundaries

(no label)	Like Very Much
Q48: Comments	*Respondent skipped this question*

PAGE 24: Barrio Identification

Q49: Barrio Identification Signs	Sign "B"
Q50: Comments	*Respondent skipped this question*

PAGE 25: Land Use

Q51: Mixed-Use Development

(no label)	Like Very Much
Q52: Comments	*Respondent skipped this question*

PAGE 26: Land Use

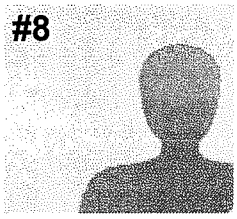
Q53: Land Use Alternative 1

(no label)	Like Very Much

Q54: Comments	*Respondent skipped this question*

PAGE 27: Land Use

Q55: Land Use Alternative 2	*Respondent skipped this question*
Q56: Comments	*Respondent skipped this question*



#8

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Wednesday, October 28, 2015 2:38:04 AM
Last Modified: Wednesday, October 28, 2015 3:12:44 AM
Time Spent: 00:34:39
IP Address: 101.99.197.30

PAGE 2: Start

Q1: Name	Kelly Marsh
Q2: Which village do you live in?	Asan-Maina (Assan-Ma'ina)
Q3: Do you work in Hagåtña?	Yes
Q4: Do you own a business in Hagåtña?	No
Q5: Do you own property in Hagåtña?	No
Q6: Do you work for a government agency?	No

PAGE 3: Wayfinding Signage / Street Furniture

Q7: Signage Family 1: Modern Latte Stone

(no label)	Like Somewhat

Q8: Comments

I like the idea of latte but not the circle in the middle or the color scheme

PAGE 4: Wayfinding Signage / Street Furniture

Q9: Signage Family 2: Traditional Latte Stone

(no label)	Dislike Somewhat

Q10: Comments

I think the sideways text will be difficult to read and I don't like the purple

PAGE 5: Wayfinding Signage / Street Furniture

Q11: Signage Family 3: Simplified Latte Stone

(no label)	Dislike Very Much

Q12: Comments

The latte is unique and something to be very proud of, the stylized version is too abstracted. It completely loses its engineering principals

PAGE 6: Wayfinding Signage / Street Furniture

Q13: Signage Family 4: Museum

(no label)	Dislike Very Much
Q14: Comments	*Respondent skipped this question*

PAGE 7: Wayfinding Signage / Street Furniture

Q15: Signage Family 5: Off-The-Shelf

(no label)	Dislike Somewhat
Q16: Comments	*Respondent skipped this question*

PAGE 8: Land Use Focus Areas

Q17: Adelup Focus Area Alternative 1

(no label)	Neutral (Neither Like nor Dislike)
Q18: Comments	*Respondent skipped this question*

PAGE 9: Land Use Focus Areas

Q19: Adelup Focus Area Alternative 2

(no label)	Dislike Very Much
Q20: Comments	*Respondent skipped this question*

PAGE 10: Land Use Focus Areas

Q21: Adelup Focus Area Alternative 3

(no label)	Like Somewhat

Q22: Comments *Respondent skipped this question*

PAGE 11: Land Use Focus Areas

Q23: West Shoreline Focus Area Design Concept

(no label) Dislike Very Much

Q24: Comments *Respondent skipped this question*

PAGE 12: Land Use Focus Areas

Q25: Cliff Line Focus Area Design Concept

(no label) Neutral (Neither Like nor Dislike)

Q26: Comments

There is no explanation of where this is exactly...

PAGE 13: Land Use Focus Areas

Q27: Paseo Focus Area Alternative 1

(no label) Neutral (Neither Like nor Dislike)

Q28: Comments *Respondent skipped this question*

PAGE 14: Land Use Focus Areas

Q29: Paseo Focus Area Alternative 2

(no label) Neutral (Neither Like nor Dislike)

Q30: Comments

Parking might be very needed. Would need security to be safe.

PAGE 15: Land Use Focus Areas

Q31: Riverwalk Focus Area Alternative 1

(no label) Dislike Very Much

Q32: Comments

An important part of Hagåtña river's charm and cultural significance is that it is not heavily built up

PAGE 16: Land Use Focus Areas

Q33: Riverwalk Focus Area Alternative 2

(no label) Neutral (Neither Like nor Dislike)

Q34: Comments

More continued green space is important to keep. Community activities in the area are preferred

PAGE 17: Land Use Focus Areas

Q35: City Park Focus Area Design Concept

(no label) Neutral (Neither Like nor Dislike)

Q36: Comments

These need labels. We cannot figure where this is and many others are hard to locate also. I cannot say if this is good or not because I do not know where it is which makes my vote here inaccurate

PAGE 18: Land Use Focus Areas

Q37: Government Center Focus Area Alternative 1

(no label) Dislike Somewhat

Q38: Comments

I'd prefer using the historically significant building that is there already rather than removing that piece of history to build something to replace it

PAGE 19: Land Use Focus Areas

Q39: Government Center Focus Area Alternative 2

(no label) Dislike Somewhat

Q40: Comments

Ditto to no. 39. The building that housed our first elected Chamorro governor after 50 years of military and appointed governorship would be important to keep

PAGE 20: Transportation

Q41: Parking Garages Draft Concept

(no label) — Neutral (Neither Like nor Dislike)

Q42: Comments

They will need to be kept so that patrons are safe

PAGE 21: Transportation

Q43: Trolley / Transit System Draft Concept

(no label) — Neutral (Neither Like nor Dislike)

Q44: Comments — *Respondent skipped this question*

PAGE 22: Barrio Identification

Q45: Street Signs — Sign "C"

Q46: Comments — *Respondent skipped this question*

PAGE 23: Barrio Identification

Q47: Proposed Barrio Boundaries

(no label) — Neutral (Neither Like nor Dislike)

Q48: Comments — *Respondent skipped this question*

PAGE 24: Barrio Identification

Q49: Barrio Identification Signs — Sign "C"

Q50: Comments — *Respondent skipped this question*

PAGE 25: Land Use

Q51: Mixed-Use Development

(no label) — Like Somewhat

Q52: Comments *Respondent skipped this question*

PAGE 26: Land Use

Q53: Land Use Alternative 1

(no label) Neutral (Neither Like nor Dislike)

Q54: Comments

The key is not legible, therefore this is not an accurate answer since I cannot read to agree or disagree

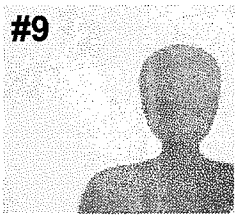
PAGE 27: Land Use

Q55: Land Use Alternative 2

(no label) Neutral (Neither Like nor Dislike)

Q56: Comments

Ditto to no. 55, illegible key



#9

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Wednesday, October 28, 2015 3:02:32 AM
Last Modified: Wednesday, October 28, 2015 3:15:07 AM
Time Spent: 00:12:35
IP Address: 202.151.72.47

PAGE 2: Start

Q1: Name	Manibusan
Q2: Which village do you live in?	Agana Heights (Tutuhan)
Q3: Do you work in Hagåtña?	No
Q4: Do you own a business in Hagåtña?	No
Q5: Do you own property in Hagåtña?	No
Q6: Do you work for a government agency?	Yes

PAGE 3: Wayfinding Signage / Street Furniture

Q7: Signage Family 1: Modern Latte Stone

(no label)	Neutral (Neither Like nor Dislike)

Q8: Comments	*Respondent skipped this question*

PAGE 4: Wayfinding Signage / Street Furniture

Q9: Signage Family 2: Traditional Latte Stone

(no label)	Like Very Much

Q10: Comments	*Respondent skipped this question*

PAGE 5: Wayfinding Signage / Street Furniture

Q11: Signage Family 3: Simplified Latte Stone

(no label)	Neutral (Neither Like nor Dislike)

Q12: Comments	*Respondent skipped this question*

PAGE 6: Wayfinding Signage / Street Furniture

Q13: Signage Family 4: Museum	
(no label)	Neutral (Neither Like nor Dislike)
Q14: Comments	*Respondent skipped this question*

PAGE 7: Wayfinding Signage / Street Furniture

Q15: Signage Family 5: Off-The-Shelf	
(no label)	Neutral (Neither Like nor Dislike)
Q16: Comments	*Respondent skipped this question*

PAGE 8: Land Use Focus Areas

Q17: Adelup Focus Area Alternative 1	
(no label)	Dislike Somewhat
Q18: Comments	*Respondent skipped this question*

PAGE 9: Land Use Focus Areas

Q19: Adelup Focus Area Alternative 2	
(no label)	Dislike Somewhat
Q20: Comments	*Respondent skipped this question*

PAGE 10: Land Use Focus Areas

Q21: Adelup Focus Area Alternative 3	
(no label)	Like Somewhat
Q22: Comments	*Respondent skipped this question*

PAGE 11: Land Use Focus Areas

Q23: West Shoreline Focus Area Design Concept

(no label)	Neutral (Neither Like nor Dislike)
Q24: Comments	*Respondent skipped this question*

PAGE 12: Land Use Focus Areas

Q25: Cliff Line Focus Area Design Concept

(no label)	Dislike Somewhat
Q26: Comments	*Respondent skipped this question*

PAGE 13: Land Use Focus Areas

Q27: Paseo Focus Area Alternative 1

(no label)	Like Very Much
Q28: Comments	*Respondent skipped this question*

PAGE 14: Land Use Focus Areas

Q29: Paseo Focus Area Alternative 2

(no label)	Like Very Much
Q30: Comments	*Respondent skipped this question*

PAGE 15: Land Use Focus Areas

Q31: Riverwalk Focus Area Alternative 1

(no label)	Like Somewhat
Q32: Comments	*Respondent skipped this question*

PAGE 16: Land Use Focus Areas

Q33: Riverwalk Focus Area Alternative 2

(no label)	Like Somewhat
Q34: Comments	*Respondent skipped this question*

PAGE 17: Land Use Focus Areas

Q35: City Park Focus Area Design Concept

(no label)	Like Very Much
Q36: Comments	*Respondent skipped this question*

PAGE 18: Land Use Focus Areas

Q37: Government Center Focus Area Alternative 1

(no label)	Like Very Much
Q38: Comments	*Respondent skipped this question*

PAGE 19: Land Use Focus Areas

Q39: Government Center Focus Area Alternative 2

(no label)	Like Very Much
Q40: Comments	*Respondent skipped this question*

PAGE 20: Transportation

Q41: Parking Garages Draft Concept

(no label)	Like Somewhat
Q42: Comments	*Respondent skipped this question*

PAGE 21: Transportation

Q43: Trolley / Transit System Draft Concept

(no label)	Like Very Much

Q44: Comments	*Respondent skipped this question*

PAGE 22: Barrio Identification

Q45: Street Signs	Sign "C"
Q46: Comments	*Respondent skipped this question*

PAGE 23: Barrio Identification

Q47: Proposed Barrio Boundaries

(no label)	Like Very Much

Q48: Comments	*Respondent skipped this question*

PAGE 24: Barrio Identification

Q49: Barrio Identification Signs	Sign "C"
Q50: Comments	*Respondent skipped this question*

PAGE 25: Land Use

Q51: Mixed-Use Development

(no label)	Like Very Much

Q52: Comments	*Respondent skipped this question*

PAGE 26: Land Use

Q53: Land Use Alternative 1

(no label)	Like Somewhat

Q54: Comments	*Respondent skipped this question*

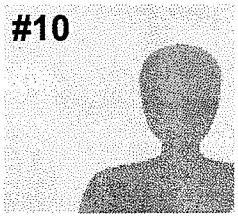
PAGE 27: Land Use

Q55: Land Use Alternative 2

(no label)	Like Very Much

Q56: Comments	*Respondent skipped this question*

#10



COMPLETE

Collector: Web Link 1 (Web Link)
Started: Wednesday, October 28, 2015 3:47:31 AM
Last Modified: Wednesday, October 28, 2015 4:05:47 AM
Time Spent: 00:18:15
IP Address: 114.142.218.148

PAGE 2: Start

Q1: Name	Anthony Blas
Q2: Which village do you live in?	Dededo (Dededu)
Q3: Do you work in Hagåtña?	No
Q4: Do you own a business in Hagåtña?	No
Q5: Do you own property in Hagåtña?	No
Q6: Do you work for a government agency?	No

PAGE 3: Wayfinding Signage / Street Furniture

Q7: Signage Family 1: Modern Latte Stone

(no label)	Like Somewhat
Q8: Comments	*Respondent skipped this question*

PAGE 4: Wayfinding Signage / Street Furniture

Q9: Signage Family 2: Traditional Latte Stone

(no label)	Like Very Much
Q10: Comments	*Respondent skipped this question*

PAGE 5: Wayfinding Signage / Street Furniture

Q11: Signage Family 3: Simplified Latte Stone

(no label)	Dislike Somewhat

Q12: Comments	*Respondent skipped this question*

PAGE 6: Wayfinding Signage / Street Furniture

Q13: Signage Family 4: Museum	
(no label)	Neutral (Neither Like nor Dislike)
Q14: Comments	*Respondent skipped this question*

PAGE 7: Wayfinding Signage / Street Furniture

Q15: Signage Family 5: Off-The-Shelf	
(no label)	Dislike Somewhat
Q16: Comments	*Respondent skipped this question*

PAGE 8: Land Use Focus Areas

Q17: Adelup Focus Area Alternative 1	
(no label)	Neutral (Neither Like nor Dislike)
Q18: Comments	*Respondent skipped this question*

PAGE 9: Land Use Focus Areas

Q19: Adelup Focus Area Alternative 2	*Respondent skipped this question*
Q20: Comments	*Respondent skipped this question*

PAGE 10: Land Use Focus Areas

Q21: Adelup Focus Area Alternative 3	
(no label)	Dislike Very Much
Q22: Comments	*Respondent skipped this question*

PAGE 11: Land Use Focus Areas

Q23: West Shoreline Focus Area Design Concept

(no label)	Like Somewhat
Q24: Comments	*Respondent skipped this question*

PAGE 12: Land Use Focus Areas

Q25: Cliff Line Focus Area Design Concept

(no label)	Neutral (Neither Like nor Dislike)
Q26: Comments	*Respondent skipped this question*

PAGE 13: Land Use Focus Areas

Q27: Paseo Focus Area Alternative 1

(no label)	Like Somewhat
Q28: Comments	*Respondent skipped this question*

PAGE 14: Land Use Focus Areas

Q29: Paseo Focus Area Alternative 2

(no label)	Like Very Much
Q30: Comments	*Respondent skipped this question*

PAGE 15: Land Use Focus Areas

Q31: Riverwalk Focus Area Alternative 1

(no label)	Like Somewhat
Q32: Comments	*Respondent skipped this question*

PAGE 16: Land Use Focus Areas

Q33: Riverwalk Focus Area Alternative 2

(no label)	Like Somewhat
Q34: Comments	*Respondent skipped this question*

PAGE 17: Land Use Focus Areas

Q35: City Park Focus Area Design Concept

(no label)	Like Somewhat
Q36: Comments	*Respondent skipped this question*

PAGE 18: Land Use Focus Areas

Q37: Government Center Focus Area Alternative 1

(no label)	Like Somewhat
Q38: Comments	*Respondent skipped this question*

PAGE 19: Land Use Focus Areas

Q39: Government Center Focus Area Alternative 2

(no label)	Like Somewhat
Q40: Comments	*Respondent skipped this question*

PAGE 20: Transportation

Q41: Parking Garages Draft Concept

(no label)	Like Somewhat
Q42: Comments	*Respondent skipped this question*

PAGE 21: Transportation

Q43: Trolley / Transit System Draft Concept

(no label)	Like Very Much

Q44: Comments	*Respondent skipped this question*

PAGE 22: Barrio Identification

Q45: Street Signs	Sign "C"
Q46: Comments	*Respondent skipped this question*

PAGE 23: Barrio Identification

Q47: Proposed Barrio Boundaries

(no label)	Like Somewhat

Q48: Comments	*Respondent skipped this question*

PAGE 24: Barrio Identification

Q49: Barrio Identification Signs	Sign "B"
Q50: Comments	*Respondent skipped this question*

PAGE 25: Land Use

Q51: Mixed-Use Development

(no label)	Like Very Much

Q52: Comments	*Respondent skipped this question*

PAGE 26: Land Use

Q53: Land Use Alternative 1

(no label)	Like Somewhat

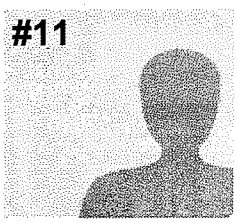
Q54: Comments	*Respondent skipped this question*

PAGE 27: Land Use

Q55: Land Use Alternative 2

(no label)	Neutral (Neither Like nor Dislike)

Q56: Comments	*Respondent skipped this question*



COMPLETE

Collector: Web Link 1 (Web Link)
Started: Wednesday, October 28, 2015 9:51:39 PM
Last Modified: Wednesday, October 28, 2015 9:58:37 PM
Time Spent: 00:06:57
IP Address: 121.55.242.190

PAGE 2: Start

Q1: Name	John T. Calvo
Q2: Which village do you live in?	Mongmong-Toto-Maite (Mongmong-To'to-Maite')
Q3: Do you work in Hagåtña?	No
Q4: Do you own a business in Hagåtña?	Yes
Q5: Do you own property in Hagåtña?	Yes
Q6: Do you work for a government agency?	No

PAGE 3: Wayfinding Signage / Street Furniture

Q7: Signage Family 1: Modern Latte Stone

(no label)	Like Somewhat
Q8: Comments	*Respondent skipped this question*

PAGE 4: Wayfinding Signage / Street Furniture

Q9: Signage Family 2: Traditional Latte Stone

(no label)	Like Somewhat
Q10: Comments	*Respondent skipped this question*

PAGE 5: Wayfinding Signage / Street Furniture

Q11: Signage Family 3: Simplified Latte Stone

(no label)	Dislike Somewhat

Q12: Comments	*Respondent skipped this question*

PAGE 6: Wayfinding Signage / Street Furniture

Q13: Signage Family 4: Museum	
(no label)	Dislike Somewhat
Q14: Comments	*Respondent skipped this question*

PAGE 7: Wayfinding Signage / Street Furniture

Q15: Signage Family 5: Off-The-Shelf	
(no label)	Dislike Somewhat
Q16: Comments	*Respondent skipped this question*

PAGE 8: Land Use Focus Areas

Q17: Adelup Focus Area Alternative 1	
(no label)	Neutral (Neither Like nor Dislike)
Q18: Comments	*Respondent skipped this question*

PAGE 9: Land Use Focus Areas

Q19: Adelup Focus Area Alternative 2	
(no label)	Like Somewhat
Q20: Comments	*Respondent skipped this question*

PAGE 10: Land Use Focus Areas

Q21: Adelup Focus Area Alternative 3	
(no label)	Dislike Somewhat
Q22: Comments	*Respondent skipped this question*

PAGE 11: Land Use Focus Areas

Q23: West Shoreline Focus Area Design Concept

(no label)	Like Somewhat
Q24: Comments	*Respondent skipped this question*

PAGE 12: Land Use Focus Areas

Q25: Cliff Line Focus Area Design Concept

(no label)	Like Somewhat
Q26: Comments	*Respondent skipped this question*

PAGE 13: Land Use Focus Areas

Q27: Paseo Focus Area Alternative 1

(no label)	Like Somewhat
Q28: Comments	*Respondent skipped this question*

PAGE 14: Land Use Focus Areas

Q29: Paseo Focus Area Alternative 2

(no label)	Like Somewhat
Q30: Comments	*Respondent skipped this question*

PAGE 15: Land Use Focus Areas

Q31: Riverwalk Focus Area Alternative 1

(no label)	Like Somewhat
Q32: Comments	*Respondent skipped this question*

PAGE 16: Land Use Focus Areas

Q33: Riverwalk Focus Area Alternative 2

(no label)	Neutral (Neither Like nor Dislike)
Q34: Comments	*Respondent skipped this question*

PAGE 17: Land Use Focus Areas

Q35: City Park Focus Area Design Concept

(no label)	Like Somewhat
Q36: Comments	*Respondent skipped this question*

PAGE 18: Land Use Focus Areas

Q37: Government Center Focus Area Alternative 1

(no label)	Like Somewhat
Q38: Comments	*Respondent skipped this question*

PAGE 19: Land Use Focus Areas

Q39: Government Center Focus Area Alternative 2

(no label)	Like Somewhat
Q40: Comments	*Respondent skipped this question*

PAGE 20: Transportation

Q41: Parking Garages Draft Concept

(no label)	Like Somewhat
Q42: Comments	*Respondent skipped this question*

PAGE 21: Transportation

Q43: Trolley / Transit System Draft Concept

(no label)	Like Somewhat

Q44: Comments	*Respondent skipped this question*

PAGE 22: Barrio Identification

Q45: Street Signs	Sign "B"
Q46: Comments	*Respondent skipped this question*

PAGE 23: Barrio Identification

Q47: Proposed Barrio Boundaries

(no label)	Like Somewhat

Q48: Comments	*Respondent skipped this question*

PAGE 24: Barrio Identification

Q49: Barrio Identification Signs	Sign "C"
Q50: Comments	*Respondent skipped this question*

PAGE 25: Land Use

Q51: Mixed-Use Development

(no label)	Like Somewhat

Q52: Comments	*Respondent skipped this question*

PAGE 26: Land Use

Q53: Land Use Alternative 1

(no label)	Like Somewhat

Q54: Comments	*Respondent skipped this question*

PAGE 27: Land Use

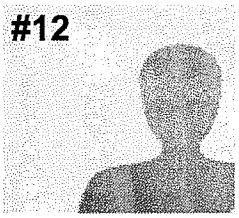
Q55: Land Use Alternative 2

(no label)	Like Somewhat

Q56: Comments	*Respondent skipped this question*

Doc. No. 35GL-20-1498.

#12



COMPLETE

Collector: Web Link 1 (Web Link)
Started: Thursday, October 29, 2015 4:25:05 AM
Last Modified: Thursday, October 29, 2015 4:40:52 AM
Time Spent: 00:15:47
IP Address: 101.99.206.240

PAGE 2: Start

Q1: Name	Rodney Cook
Q2: Which village do you live in?	Tamuning-Tumon-Harmon (Tamuneng-Tomhom)
Q3: Do you work in Hagåtña?	No
Q4: Do you own a business in Hagåtña?	No
Q5: Do you own property in Hagåtña?	No
Q6: Do you work for a government agency?	Yes

PAGE 3: Wayfinding Signage / Street Furniture

Q7: Signage Family 1: Modern Latte Stone

(no label)	Dislike Somewhat
Q8: Comments	*Respondent skipped this question*

PAGE 4: Wayfinding Signage / Street Furniture

Q9: Signage Family 2: Traditional Latte Stone

(no label)	Like Somewhat
Q10: Comments	*Respondent skipped this question*

PAGE 5: Wayfinding Signage / Street Furniture

Q11: Signage Family 3: Simplified Latte Stone

(no label)	Neutral (Neither Like nor Dislike)

Q12: Comments	*Respondent skipped this question*

PAGE 6: Wayfinding Signage / Street Furniture

Q13: Signage Family 4: Museum	
(no label)	Neutral (Neither Like nor Dislike)
Q14: Comments	*Respondent skipped this question*

PAGE 7: Wayfinding Signage / Street Furniture

Q15: Signage Family 5: Off-The-Shelf	
(no label)	Like Somewhat
Q16: Comments	*Respondent skipped this question*

PAGE 8: Land Use Focus Areas

Q17: Adelup Focus Area Alternative 1	
(no label)	Neutral (Neither Like nor Dislike)
Q18: Comments	*Respondent skipped this question*

PAGE 9: Land Use Focus Areas

Q19: Adelup Focus Area Alternative 2	
(no label)	Like Somewhat
Q20: Comments	*Respondent skipped this question*

PAGE 10: Land Use Focus Areas

Q21: Adelup Focus Area Alternative 3	
(no label)	Neutral (Neither Like nor Dislike)
Q22: Comments	*Respondent skipped this question*

PAGE 11: Land Use Focus Areas

Q23: West Shoreline Focus Area Design Concept

(no label)	Like Somewhat
Q24: Comments	*Respondent skipped this question*

PAGE 12: Land Use Focus Areas

Q25: Cliff Line Focus Area Design Concept

(no label)	Neutral (Neither Like nor Dislike)
Q26: Comments	*Respondent skipped this question*

PAGE 13: Land Use Focus Areas

Q27: Paseo Focus Area Alternative 1

(no label)	Like Somewhat
Q28: Comments	*Respondent skipped this question*

PAGE 14: Land Use Focus Areas

Q29: Paseo Focus Area Alternative 2

(no label)	Like Somewhat
Q30: Comments	*Respondent skipped this question*

PAGE 15: Land Use Focus Areas

Q31: Riverwalk Focus Area Alternative 1

(no label)	Like Somewhat
Q32: Comments	*Respondent skipped this question*

PAGE 16: Land Use Focus Areas

Q33: Riverwalk Focus Area Alternative 2

(no label)	Like Somewhat
Q34: Comments	*Respondent skipped this question*

PAGE 17: Land Use Focus Areas

Q35: City Park Focus Area Design Concept

(no label)	Like Very Much
Q36: Comments	*Respondent skipped this question*

PAGE 18: Land Use Focus Areas

Q37: Government Center Focus Area Alternative 1

(no label)	Dislike Somewhat
Q38: Comments	*Respondent skipped this question*

PAGE 19: Land Use Focus Areas

Q39: Government Center Focus Area Alternative 2

(no label)	Like Very Much
Q40: Comments	*Respondent skipped this question*

PAGE 20: Transportation

Q41: Parking Garages Draft Concept

(no label)	Like Very Much
Q42: Comments	*Respondent skipped this question*

PAGE 21: Transportation

Q43: Trolley / Transit System Draft Concept

(no label)	Like Very Much

Q44: Comments	*Respondent skipped this question*

PAGE 22: Barrio Identification

Q45: Street Signs	Sign "A"
Q46: Comments	*Respondent skipped this question*

PAGE 23: Barrio Identification

Q47: Proposed Barrio Boundaries

(no label)	Like Very Much

Q48: Comments	*Respondent skipped this question*

PAGE 24: Barrio Identification

Q49: Barrio Identification Signs	Sign "C"
Q50: Comments	*Respondent skipped this question*

PAGE 25: Land Use

Q51: Mixed-Use Development

(no label)	Like Very Much

Q52: Comments	*Respondent skipped this question*

PAGE 26: Land Use

Q53: Land Use Alternative 1

(no label)	Like Very Much

Q54: Comments	*Respondent skipped this question*

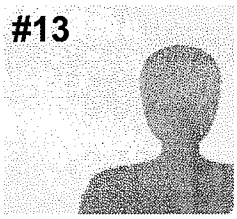
PAGE 27: Land Use

Q55: Land Use Alternative 2

(no label)	Neutral (Neither Like nor Dislike)

Q56: Comments	*Respondent skipped this question*

#13



COMPLETE

Collector: Web Link 1 (Web Link)
Started: Wednesday, November 04, 2015 9:10:14 PM
Last Modified: Wednesday, November 04, 2015 9:20:46 PM
Time Spent: 00:10:31
IP Address: 114.142.228.237

PAGE 2: Start

Q1: Name	Vanessa Williams
Q2: Which village do you live in?	Tamuning-Tumon-Harmon (Tamuneng-Tomhom)
Q3: Do you work in Hagåtña?	Yes
Q4: Do you own a business in Hagåtña?	Yes
Q5: Do you own property in Hagåtña?	No
Q6: Do you work for a government agency?	No

PAGE 3: Wayfinding Signage / Street Furniture

Q7: Signage Family 1: Modern Latte Stone

(no label)	Like Somewhat
Q8: Comments	*Respondent skipped this question*

PAGE 4: Wayfinding Signage / Street Furniture

Q9: Signage Family 2: Traditional Latte Stone

(no label)	Neutral (Neither Like nor Dislike)
Q10: Comments	*Respondent skipped this question*

PAGE 5: Wayfinding Signage / Street Furniture

Q11: Signage Family 3: Simplified Latte Stone

(no label)	Dislike Somewhat

Q12: Comments	*Respondent skipped this question*

PAGE 6: Wayfinding Signage / Street Furniture

Q13: Signage Family 4: Museum

(no label)	Dislike Somewhat
Q14: Comments	*Respondent skipped this question*

PAGE 7: Wayfinding Signage / Street Furniture

Q15: Signage Family 5: Off-The-Shelf

(no label)	Neutral (Neither Like nor Dislike)
Q16: Comments	*Respondent skipped this question*

PAGE 8: Land Use Focus Areas

Q17: Adelup Focus Area Alternative 1

(no label)	Neutral (Neither Like nor Dislike)
Q18: Comments	*Respondent skipped this question*

PAGE 9: Land Use Focus Areas

Q19: Adelup Focus Area Alternative 2

(no label)	Dislike Somewhat
Q20: Comments	*Respondent skipped this question*

PAGE 10: Land Use Focus Areas

Q21: Adelup Focus Area Alternative 3

(no label)	Like Somewhat
Q22: Comments	*Respondent skipped this question*

PAGE 11: Land Use Focus Areas

Q23: West Shoreline Focus Area Design Concept

(no label)	Like Somewhat
Q24: Comments	*Respondent skipped this question*

PAGE 12: Land Use Focus Areas

Q25: Cliff Line Focus Area Design Concept

(no label)	Neutral (Neither Like nor Dislike)
Q26: Comments	*Respondent skipped this question*

PAGE 13: Land Use Focus Areas

Q27: Paseo Focus Area Alternative 1

(no label)	Like Somewhat
Q28: Comments	*Respondent skipped this question*

PAGE 14: Land Use Focus Areas

Q29: Paseo Focus Area Alternative 2

(no label)	Like Very Much
Q30: Comments	*Respondent skipped this question*

PAGE 15: Land Use Focus Areas

Q31: Riverwalk Focus Area Alternative 1

(no label)	Like Somewhat
Q32: Comments	*Respondent skipped this question*

PAGE 16: Land Use Focus Areas

Q33: Riverwalk Focus Area Alternative 2

(no label)	Like Very Much
Q34: Comments	*Respondent skipped this question*

PAGE 17: Land Use Focus Areas

Q35: City Park Focus Area Design Concept

(no label)	Like Somewhat
Q36: Comments	*Respondent skipped this question*

PAGE 18: Land Use Focus Areas

Q37: Government Center Focus Area Alternative 1

(no label)	Dislike Somewhat
Q38: Comments	*Respondent skipped this question*

PAGE 19: Land Use Focus Areas

Q39: Government Center Focus Area Alternative 2

(no label)	Like Somewhat
Q40: Comments	*Respondent skipped this question*

PAGE 20: Transportation

Q41: Parking Garages Draft Concept

(no label)	Like Somewhat
Q42: Comments	*Respondent skipped this question*

PAGE 21: Transportation

Q43: Trolley / Transit System Draft Concept

(no label)	Like Very Much

Q44: Comments	*Respondent skipped this question*

PAGE 22: Barrio Identification

Q45: Street Signs	Sign "B"
Q46: Comments	*Respondent skipped this question*

PAGE 23: Barrio Identification

Q47: Proposed Barrio Boundaries

(no label)	Like Somewhat

Q48: Comments	*Respondent skipped this question*

PAGE 24: Barrio Identification

Q49: Barrio Identification Signs	Sign "A"
Q50: Comments	*Respondent skipped this question*

PAGE 25: Land Use

Q51: Mixed-Use Development

(no label)	Like Very Much

Q52: Comments	*Respondent skipped this question*

PAGE 26: Land Use

Q53: Land Use Alternative 1

(no label)	Neutral (Neither Like nor Dislike)

Doc. No. 35GL-20-1498.

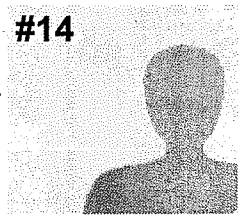
Q54: Comments	*Respondent skipped this question*

PAGE 27: Land Use

Q55: Land Use Alternative 2

(no label)	Neutral (Neither Like nor Dislike)

Q56: Comments	*Respondent skipped this question*



COMPLETE

Collector: Web Link 1 (Web Link)
Started: Wednesday, November 04, 2015 9:34:13 PM
Last Modified: Wednesday, November 04, 2015 9:50:31 PM
Time Spent: 00:16:18
IP Address: 114.142.231.130

PAGE 2: Start

Q1: Name	Leesa
Q2: Which village do you live in?	Dededo (Dededu)
Q3: Do you work in Hagåtña?	Yes
Q4: Do you own a business in Hagåtña?	No
Q5: Do you own property in Hagåtña?	No
Q6: Do you work for a government agency?	Yes

PAGE 3: Wayfinding Signage / Street Furniture

Q7: Signage Family 1: Modern Latte Stone

(no label)	Like Very Much
Q8: Comments	*Respondent skipped this question*

PAGE 4: Wayfinding Signage / Street Furniture

Q9: Signage Family 2: Traditional Latte Stone

(no label)	Neutral (Neither Like nor Dislike)
Q10: Comments	*Respondent skipped this question*

PAGE 5: Wayfinding Signage / Street Furniture

Q11: Signage Family 3: Simplified Latte Stone

(no label)	Dislike Very Much

Q12: Comments	*Respondent skipped this question*

PAGE 6: Wayfinding Signage / Street Furniture

Q13: Signage Family 4: Museum

(no label)	Dislike Somewhat
Q14: Comments	*Respondent skipped this question*

PAGE 7: Wayfinding Signage / Street Furniture

Q15: Signage Family 5: Off-The-Shelf

(no label)	Dislike Somewhat
Q16: Comments	*Respondent skipped this question*

PAGE 8: Land Use Focus Areas

Q17: Adelup Focus Area Alternative 1

(no label)	Neutral (Neither Like nor Dislike)
Q18: Comments	*Respondent skipped this question*

PAGE 9: Land Use Focus Areas

Q19: Adelup Focus Area Alternative 2

(no label)	Dislike Very Much
Q20: Comments	*Respondent skipped this question*

PAGE 10: Land Use Focus Areas

Q21: Adelup Focus Area Alternative 3

(no label)	Dislike Somewhat
Q22: Comments	*Respondent skipped this question*

PAGE 11: Land Use Focus Areas

Q23: West Shoreline Focus Area Design Concept

(no label)	Dislike Somewhat
Q24: Comments	*Respondent skipped this question*

PAGE 12: Land Use Focus Areas

Q25: Cliff Line Focus Area Design Concept

(no label)	Neutral (Neither Like nor Dislike)
Q26: Comments	*Respondent skipped this question*

PAGE 13: Land Use Focus Areas

Q27: Paseo Focus Area Alternative 1

(no label)	Like Somewhat
Q28: Comments	*Respondent skipped this question*

PAGE 14: Land Use Focus Areas

Q29: Paseo Focus Area Alternative 2

(no label)	Like Somewhat
Q30: Comments	*Respondent skipped this question*

PAGE 15: Land Use Focus Areas

Q31: Riverwalk Focus Area Alternative 1

(no label)	Like Somewhat
Q32: Comments	*Respondent skipped this question*

PAGE 16: Land Use Focus Areas

Q33: Riverwalk Focus Area Alternative 2

(no label)	Like Somewhat
Q34: Comments	*Respondent skipped this question*

PAGE 17: Land Use Focus Areas

Q35: City Park Focus Area Design Concept

(no label)	Neutral (Neither Like nor Dislike)
Q36: Comments	*Respondent skipped this question*

PAGE 18: Land Use Focus Areas

Q37: Government Center Focus Area Alternative 1

(no label)	Like Somewhat
Q38: Comments	*Respondent skipped this question*

PAGE 19: Land Use Focus Areas

Q39: Government Center Focus Area Alternative 2

(no label)	Like Somewhat
Q40: Comments	*Respondent skipped this question*

PAGE 20: Transportation

Q41: Parking Garages Draft Concept

(no label)	Like Somewhat
Q42: Comments	*Respondent skipped this question*

PAGE 21: Transportation

Q43: Trolley / Transit System Draft Concept

(no label)	Like Somewhat

Q44: Comments	*Respondent skipped this question*

PAGE 22: Barrio Identification

Q45: Street Signs	Sign "B"
Q46: Comments	*Respondent skipped this question*

PAGE 23: Barrio Identification

Q47: Proposed Barrio Boundaries

(no label)	Neutral (Neither Like nor Dislike)

Q48: Comments	*Respondent skipped this question*

PAGE 24: Barrio Identification

Q49: Barrio Identification Signs	Sign "C"
Q50: Comments	*Respondent skipped this question*

PAGE 25: Land Use

Q51: Mixed-Use Development

(no label)	Neutral (Neither Like nor Dislike)

Q52: Comments	*Respondent skipped this question*

PAGE 26: Land Use

Q53: Land Use Alternative 1

(no label)	Like Somewhat

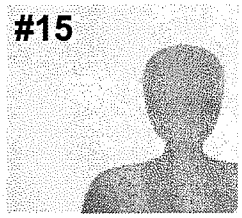
Q54: Comments	*Respondent skipped this question*

PAGE 27: Land Use

Q55: Land Use Alternative 2

(no label)	Neutral (Neither Like nor Dislike)

Q56: Comments	*Respondent skipped this question*



INCOMPLETE

Collector: Web Link 1 (Web Link)
Started: Wednesday, November 04, 2015 10:04:28 PM
Last Modified: Wednesday, November 04, 2015 10:08:41 PM
Time Spent: 00:04:12
IP Address: 202.151.87.135

PAGE 2: Start

Q1: Name	Matt
Q2: Which village do you live in?	Mongmong-Toto-Maite (Mongmong-To'to-Maite')
Q3: Do you work in Hagåtña?	No
Q4: Do you own a business in Hagåtña?	No
Q5: Do you own property in Hagåtña?	No
Q6: Do you work for a government agency?	No

PAGE 3: Wayfinding Signage / Street Furniture

Q7: Signage Family 1: Modern Latte Stone

(no label)	Like Somewhat
Q8: Comments	*Respondent skipped this question*

PAGE 4: Wayfinding Signage / Street Furniture

Q9: Signage Family 2: Traditional Latte Stone

(no label)	Dislike Somewhat
Q10: Comments	*Respondent skipped this question*

PAGE 5: Wayfinding Signage / Street Furniture

Q11: Signage Family 3: Simplified Latte Stone

(no label)	Dislike Very Much

Q12: Comments	*Respondent skipped this question*

PAGE 6: Wayfinding Signage / Street Furniture

Q13: Signage Family 4: Museum	
(no label)	Dislike Very Much
Q14: Comments	*Respondent skipped this question*

PAGE 7: Wayfinding Signage / Street Furniture

Q15: Signage Family 5: Off-The-Shelf	
(no label)	Dislike Somewhat
Q16: Comments	*Respondent skipped this question*

PAGE 8: Land Use Focus Areas

Q17: Adelup Focus Area Alternative 1	
(no label)	Neutral (Neither Like nor Dislike)
Q18: Comments	*Respondent skipped this question*

PAGE 9: Land Use Focus Areas

Q19: Adelup Focus Area Alternative 2	*Respondent skipped this question*
Q20: Comments	*Respondent skipped this question*

PAGE 10: Land Use Focus Areas

Q21: Adelup Focus Area Alternative 3	*Respondent skipped this question*
Q22: Comments	*Respondent skipped this question*

PAGE 11: Land Use Focus Areas

Q23: West Shoreline Focus Area Design Concept	*Respondent skipped this question*
Q24: Comments	*Respondent skipped this question*

PAGE 12: Land Use Focus Areas

Q25: Cliff Line Focus Area Design Concept	*Respondent skipped this question*
Q26: Comments	*Respondent skipped this question*

PAGE 13: Land Use Focus Areas

Q27: Paseo Focus Area Alternative 1	*Respondent skipped this question*
Q28: Comments	*Respondent skipped this question*

PAGE 14: Land Use Focus Areas

Q29: Paseo Focus Area Alternative 2	*Respondent skipped this question*
Q30: Comments	*Respondent skipped this question*

PAGE 15: Land Use Focus Areas

Q31: Riverwalk Focus Area Alternative 1	*Respondent skipped this question*
Q32: Comments	*Respondent skipped this question*

PAGE 16: Land Use Focus Areas

Q33: Riverwalk Focus Area Alternative 2	*Respondent skipped this question*

Q34: Comments	*Respondent skipped this question*

PAGE 17: Land Use Focus Areas

Q35: City Park Focus Area Design Concept	*Respondent skipped this question*
Q36: Comments	*Respondent skipped this question*

PAGE 18: Land Use Focus Areas

Q37: Government Center Focus Area Alternative 1	*Respondent skipped this question*
Q38: Comments	*Respondent skipped this question*

PAGE 19: Land Use Focus Areas

Q39: Government Center Focus Area Alternative 2	*Respondent skipped this question*
Q40: Comments	*Respondent skipped this question*

PAGE 20: Transportation

Q41: Parking Garages Draft Concept	*Respondent skipped this question*
Q42: Comments	*Respondent skipped this question*

PAGE 21: Transportation

Q43: Trolley / Transit System Draft Concept	*Respondent skipped this question*
Q44: Comments	*Respondent skipped this question*

PAGE 22: Barrio Identification

Q45: Street Signs	*Respondent skipped this question*
Q46: Comments	*Respondent skipped this question*

PAGE 23: Barrio Identification

Q47: Proposed Barrio Boundaries	*Respondent skipped this question*
Q48: Comments	*Respondent skipped this question*

PAGE 24: Barrio Identification

Q49: Barrio Identification Signs	*Respondent skipped this question*
Q50: Comments	*Respondent skipped this question*

PAGE 25: Land Use

Q51: Mixed-Use Development	*Respondent skipped this question*
Q52: Comments	*Respondent skipped this question*

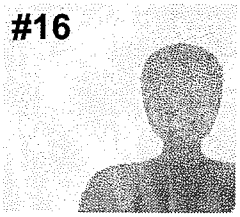
PAGE 26: Land Use

Q53: Land Use Alternative 1	*Respondent skipped this question*
Q54: Comments	*Respondent skipped this question*

PAGE 27: Land Use

Q55: Land Use Alternative 2	*Respondent skipped this question*
Q56: Comments	*Respondent skipped this question*

#16



COMPLETE

Collector: Web Link 1 (Web Link)
Started: Wednesday, November 04, 2015 9:57:43 PM
Last Modified: Wednesday, November 04, 2015 10:17:29 PM
Time Spent: 00:19:45
IP Address: 202.151.77.200

PAGE 2: Start

Q1: Name	Nicolas Toft
Q2: Which village do you live in?	Tamuning-Tumon-Harmon (Tamuneng-Tomhom)
Q3: Do you work in Hagåtña?	No
Q4: Do you own a business in Hagåtña?	No
Q5: Do you own property in Hagåtña?	No
Q6: Do you work for a government agency?	Yes

PAGE 3: Wayfinding Signage / Street Furniture

Q7: Signage Family 1: Modern Latte Stone

(no label)	Neutral (Neither Like nor Dislike)
Q8: Comments	*Respondent skipped this question*

PAGE 4: Wayfinding Signage / Street Furniture

Q9: Signage Family 2: Traditional Latte Stone

(no label)	Neutral (Neither Like nor Dislike)
Q10: Comments	*Respondent skipped this question*

PAGE 5: Wayfinding Signage / Street Furniture

Q11: Signage Family 3: Simplified Latte Stone

(no label)	Dislike Somewhat

Q12: Comments	*Respondent skipped this question*

PAGE 6: Wayfinding Signage / Street Furniture

Q13: Signage Family 4: Museum

(no label)	Like Somewhat
Q14: Comments	*Respondent skipped this question*

PAGE 7: Wayfinding Signage / Street Furniture

Q15: Signage Family 5: Off-The-Shelf

(no label)	Dislike Somewhat
Q16: Comments	*Respondent skipped this question*

PAGE 8: Land Use Focus Areas

Q17: Adelup Focus Area Alternative 1

(no label)	Neutral (Neither Like nor Dislike)
Q18: Comments	*Respondent skipped this question*

PAGE 9: Land Use Focus Areas

Q19: Adelup Focus Area Alternative 2

(no label)	Dislike Very Much
Q20: Comments	*Respondent skipped this question*

PAGE 10: Land Use Focus Areas

Q21: Adelup Focus Area Alternative 3

(no label)	Like Somewhat
Q22: Comments	*Respondent skipped this question*

PAGE 11: Land Use Focus Areas

Q23: West Shoreline Focus Area Design Concept

(no label)	Like Somewhat
Q24: Comments	*Respondent skipped this question*

PAGE 12: Land Use Focus Areas

Q25: Cliff Line Focus Area Design Concept

(no label)	Like Somewhat
Q26: Comments	*Respondent skipped this question*

PAGE 13: Land Use Focus Areas

Q27: Paseo Focus Area Alternative 1

(no label)	Like Somewhat
Q28: Comments	*Respondent skipped this question*

PAGE 14: Land Use Focus Areas

Q29: Paseo Focus Area Alternative 2

(no label)	Like Very Much
Q30: Comments	*Respondent skipped this question*

PAGE 15: Land Use Focus Areas

Q31: Riverwalk Focus Area Alternative 1

(no label)	Like Somewhat
Q32: Comments	*Respondent skipped this question*

PAGE 16: Land Use Focus Areas

Q33: Riverwalk Focus Area Alternative 2

(no label) Like Somewhat

Q34: Comments *Respondent skipped this question*

PAGE 17: Land Use Focus Areas

Q35: City Park Focus Area Design Concept

(no label) Dislike Somewhat

Q36: Comments

While additional sporting areas are needed, soccer fields tend to be better for multi-purpose activities.

PAGE 18: Land Use Focus Areas

Q37: Government Center Focus Area Alternative 1

(no label) Like Very Much

Q38: Comments

The area is great and the parking structure is great, but why not make the building much taller? We have dozens of agencies currently spending millions in rent money to private interests, when we could be using it to fund government buildings and ownership instead. Make it a 6-12 storey building that can accommodate many government agencies.

PAGE 19: Land Use Focus Areas

Q39: Government Center Focus Area Alternative 2

(no label) Neutral (Neither Like nor Dislike)

Q40: Comments *Respondent skipped this question*

PAGE 20: Transportation

Q41: Parking Garages Draft Concept

(no label) Neutral (Neither Like nor Dislike)

Q42: Comments *Respondent skipped this question*

PAGE 21: Transportation

Q43: Trolley / Transit System Draft Concept

(no label)	Like Somewhat

Q44: Comments	*Respondent skipped this question*

PAGE 22: Barrio Identification

Q45: Street Signs	Sign "C"

Q46: Comments	*Respondent skipped this question*

PAGE 23: Barrio Identification

Q47: Proposed Barrio Boundaries

(no label)	Dislike Somewhat

Q48: Comments	*Respondent skipped this question*

PAGE 24: Barrio Identification

Q49: Barrio Identification Signs	Sign "A"

Q50: Comments	*Respondent skipped this question*

PAGE 25: Land Use

Q51: Mixed-Use Development

(no label)	Like Very Much

Q52: Comments	*Respondent skipped this question*

PAGE 26: Land Use

Q53: Land Use Alternative 1

(no label)	Like Somewhat

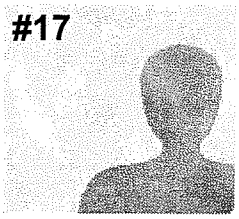
Q54: Comments	*Respondent skipped this question*

PAGE 27: Land Use

Q55: Land Use Alternative 2

(no label)	Dislike Somewhat

Q56: Comments	*Respondent skipped this question*



COMPLETE

Collector: Web Link 1 (Web Link)
Started: Wednesday, November 04, 2015 11:50:09 PM
Last Modified: Thursday, November 05, 2015 12:15:25 AM
Time Spent: 00:25:16
IP Address: 114.142.227.64

PAGE 2: Start

Q1: Name	Jason
Q2: Which village do you live in?	Tamuning-Tumon-Harmon (Tamuneng-Tomhom)
Q3: Do you work in Hagåtña?	No
Q4: Do you own a business in Hagåtña?	No
Q5: Do you own property in Hagåtña?	No
Q6: Do you work for a government agency?	No

PAGE 3: Wayfinding Signage / Street Furniture

Q7: Signage Family 1: Modern Latte Stone

(no label)	Dislike Somewhat
Q8: Comments	*Respondent skipped this question*

PAGE 4: Wayfinding Signage / Street Furniture

Q9: Signage Family 2: Traditional Latte Stone

(no label)	Neutral (Neither Like nor Dislike)
Q10: Comments	*Respondent skipped this question*

PAGE 5: Wayfinding Signage / Street Furniture

Q11: Signage Family 3: Simplified Latte Stone

(no label)	Dislike Very Much

Q12: Comments	*Respondent skipped this question*

PAGE 6: Wayfinding Signage / Street Furniture

Q13: Signage Family 4: Museum

(no label)	Dislike Somewhat
Q14: Comments	*Respondent skipped this question*

PAGE 7: Wayfinding Signage / Street Furniture

Q15: Signage Family 5: Off-The-Shelf

(no label)	Like Somewhat
Q16: Comments	*Respondent skipped this question*

PAGE 8: Land Use Focus Areas

Q17: Adelup Focus Area Alternative 1

(no label)	Neutral (Neither Like nor Dislike)
Q18: Comments	*Respondent skipped this question*

PAGE 9: Land Use Focus Areas

Q19: Adelup Focus Area Alternative 2

(no label)	Like Somewhat
Q20: Comments	*Respondent skipped this question*

PAGE 10: Land Use Focus Areas

Q21: Adelup Focus Area Alternative 3

(no label)	Like Very Much

Q22: Comments

Love the idea for sports facilities ONLY if upkeep and maintenance is also factored into the budget. Can't count how many gov guam driven facilities have let us down over and over again.

PAGE 11: Land Use Focus Areas

Q23: West Shoreline Focus Area Design Concept

(no label)	Neutral (Neither Like nor Dislike)

Q24: Comments	*Respondent skipped this question*

PAGE 12: Land Use Focus Areas

Q25: Cliff Line Focus Area Design Concept

(no label)	Like Somewhat

Q26: Comments	*Respondent skipped this question*

PAGE 13: Land Use Focus Areas

Q27: Paseo Focus Area Alternative 1

(no label)	Like Very Much

Q28: Comments	*Respondent skipped this question*

PAGE 14: Land Use Focus Areas

Q29: Paseo Focus Area Alternative 2

(no label)	Like Very Much

Q30: Comments

I think I like this much more than the previous plan

PAGE 15: Land Use Focus Areas

Q31: Riverwalk Focus Area Alternative 1

(no label)	Like Very Much

Q32: Comments — *Respondent skipped this question*

PAGE 16: Land Use Focus Areas

Q33: Riverwalk Focus Area Alternative 2

(no label) — Like Very Much

Q34: Comments

YES YES YES

PAGE 17: Land Use Focus Areas

Q35: City Park Focus Area Design Concept

(no label) — Like Somewhat

Q36: Comments — *Respondent skipped this question*

PAGE 18: Land Use Focus Areas

Q37: Government Center Focus Area Alternative 1

(no label) — Dislike Somewhat

Q38: Comments — *Respondent skipped this question*

PAGE 19: Land Use Focus Areas

Q39: Government Center Focus Area Alternative 2

(no label) — Dislike Somewhat

Q40: Comments — *Respondent skipped this question*

PAGE 20: Transportation

Q41: Parking Garages Draft Concept — *Respondent skipped this question*

Q42: Comments

why do we need so many parking garages???

PAGE 21: Transportation

Q43: Trolley / Transit System Draft Concept

(no label) — Like Very Much

Q44: Comments

Heck yes

PAGE 22: Barrio Identification

Q45: Street Signs — Sign "A"

Q46: Comments

enough with the latte stone. we get it, we're from Guam.

PAGE 23: Barrio Identification

Q47: Proposed Barrio Boundaries

(no label) — Neutral (Neither Like nor Dislike)

Q48: Comments — *Respondent skipped this question*

PAGE 24: Barrio Identification

Q49: Barrio Identification Signs — Sign "A"

Q50: Comments — *Respondent skipped this question*

PAGE 25: Land Use

Q51: Mixed-Use Development

(no label) — Like Somewhat

Q52: Comments — *Respondent skipped this question*

PAGE 26: Land Use

Q53: Land Use Alternative 1

(no label) Neutral (Neither Like nor Dislike)

Q54: Comments

Cant read legend.

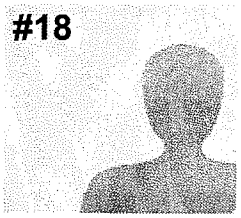
PAGE 27: Land Use

Q55: Land Use Alternative 2

(no label) Neutral (Neither Like nor Dislike)

Q56: Comments

same as before



#18

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Wednesday, November 04, 2015 10:51:49 PM
Last Modified: Thursday, November 05, 2015 1:47:05 AM
Time Spent: 02:55:16
IP Address: 202.151.87.129

PAGE 2: Start

Q1: Name	Angelyn Celemin
Q2: Which village do you live in?	Sinajana (Sinahånña)
Q3: Do you work in Hagåtña?	Yes
Q4: Do you own a business in Hagåtña?	No
Q5: Do you own property in Hagåtña?	No
Q6: Do you work for a government agency?	No

PAGE 3: Wayfinding Signage / Street Furniture

Q7: Signage Family 1: Modern Latte Stone

(no label)	Like Somewhat
Q8: Comments	*Respondent skipped this question*

PAGE 4: Wayfinding Signage / Street Furniture

Q9: Signage Family 2: Traditional Latte Stone

(no label)	Neutral (Neither Like nor Dislike)
Q10: Comments	*Respondent skipped this question*

PAGE 5: Wayfinding Signage / Street Furniture

Q11: Signage Family 3: Simplified Latte Stone

(no label)	Like Somewhat

Q12: Comments	*Respondent skipped this question*

PAGE 6: Wayfinding Signage / Street Furniture

Q13: Signage Family 4: Museum

(no label)	Like Somewhat
Q14: Comments	*Respondent skipped this question*

PAGE 7: Wayfinding Signage / Street Furniture

Q15: Signage Family 5: Off-The-Shelf

(no label)	Like Somewhat
Q16: Comments	*Respondent skipped this question*

PAGE 8: Land Use Focus Areas

Q17: Adelup Focus Area Alternative 1

(no label)	Like Somewhat
Q18: Comments	*Respondent skipped this question*

PAGE 9: Land Use Focus Areas

Q19: Adelup Focus Area Alternative 2

(no label)	Like Somewhat
Q20: Comments	*Respondent skipped this question*

PAGE 10: Land Use Focus Areas

Q21: Adelup Focus Area Alternative 3

(no label)	Like Very Much
Q22: Comments	*Respondent skipped this question*

PAGE 11: Land Use Focus Areas

Q23: West Shoreline Focus Area Design Concept

(no label)	Like Somewhat
Q24: Comments	*Respondent skipped this question*

PAGE 12: Land Use Focus Areas

Q25: Cliff Line Focus Area Design Concept

(no label)	Like Somewhat
Q26: Comments	*Respondent skipped this question*

PAGE 13: Land Use Focus Areas

Q27: Paseo Focus Area Alternative 1

(no label)	Like Somewhat
Q28: Comments	*Respondent skipped this question*

PAGE 14: Land Use Focus Areas

Q29: Paseo Focus Area Alternative 2

(no label)	Like Somewhat
Q30: Comments	*Respondent skipped this question*

PAGE 15: Land Use Focus Areas

Q31: Riverwalk Focus Area Alternative 1

(no label)	Like Somewhat
Q32: Comments	*Respondent skipped this question*

PAGE 16: Land Use Focus Areas

Q33: Riverwalk Focus Area Alternative 2

(no label)	Like Somewhat
Q34: Comments	*Respondent skipped this question*

PAGE 17: Land Use Focus Areas

Q35: City Park Focus Area Design Concept

(no label)	Like Somewhat
Q36: Comments	*Respondent skipped this question*

PAGE 18: Land Use Focus Areas

Q37: Government Center Focus Area Alternative 1

(no label)	Like Somewhat
Q38: Comments	*Respondent skipped this question*

PAGE 19: Land Use Focus Areas

Q39: Government Center Focus Area Alternative 2

(no label)	Like Somewhat
Q40: Comments	*Respondent skipped this question*

PAGE 20: Transportation

Q41: Parking Garages Draft Concept

(no label)	Like Somewhat
Q42: Comments	*Respondent skipped this question*

PAGE 21: Transportation

Q43: Trolley / Transit System Draft Concept

(no label)	Like Somewhat

Q44: Comments	*Respondent skipped this question*

PAGE 22: Barrio Identification

Q45: Street Signs	Sign "C"
Q46: Comments	*Respondent skipped this question*

PAGE 23: Barrio Identification

Q47: Proposed Barrio Boundaries

(no label)	Like Somewhat

Q48: Comments	*Respondent skipped this question*

PAGE 24: Barrio Identification

Q49: Barrio Identification Signs	Sign "C"
Q50: Comments	*Respondent skipped this question*

PAGE 25: Land Use

Q51: Mixed-Use Development

(no label)	Like Somewhat

Q52: Comments	*Respondent skipped this question*

PAGE 26: Land Use

Q53: Land Use Alternative 1

(no label)	Like Somewhat

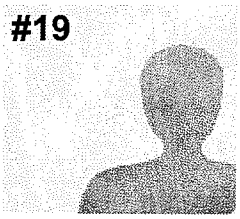
Q54: Comments	*Respondent skipped this question*

PAGE 27: Land Use

Q55: Land Use Alternative 2

(no label)	Neutral (Neither Like nor Dislike)

Q56: Comments	*Respondent skipped this question*



COMPLETE

Collector: Web Link 1 (Web Link)
Started: Thursday, November 05, 2015 4:23:25 AM
Last Modified: Thursday, November 05, 2015 5:08:59 AM
Time Spent: 00:45:33
IP Address: 202.47.154.20

PAGE 2: Start

Q1: Name	Jean
Q2: Which village do you live in?	Mongmong-Toto-Maite (Mongmong-To'to-Maite')
Q3: Do you work in Hagåtña?	No
Q4: Do you own a business in Hagåtña?	No
Q5: Do you own property in Hagåtña?	No
Q6: Do you work for a government agency?	No

PAGE 3: Wayfinding Signage / Street Furniture

Q7: Signage Family 1: Modern Latte Stone

(no label)	Like Somewhat
Q8: Comments	*Respondent skipped this question*

PAGE 4: Wayfinding Signage / Street Furniture

Q9: Signage Family 2: Traditional Latte Stone

(no label)	Neutral (Neither Like nor Dislike)
Q10: Comments	*Respondent skipped this question*

PAGE 5: Wayfinding Signage / Street Furniture

Q11: Signage Family 3: Simplified Latte Stone

(no label)	Dislike Very Much

Q12: Comments	*Respondent skipped this question*

PAGE 6: Wayfinding Signage / Street Furniture

Q13: Signage Family 4: Museum

(no label)	Dislike Very Much
Q14: Comments	*Respondent skipped this question*

PAGE 7: Wayfinding Signage / Street Furniture

Q15: Signage Family 5: Off-The-Shelf

(no label)	Dislike Very Much
Q16: Comments	*Respondent skipped this question*

PAGE 8: Land Use Focus Areas

Q17: Adelup Focus Area Alternative 1

(no label)	Dislike Somewhat
Q18: Comments	*Respondent skipped this question*

PAGE 9: Land Use Focus Areas

Q19: Adelup Focus Area Alternative 2

(no label)	Neutral (Neither Like nor Dislike)
Q20: Comments	*Respondent skipped this question*

PAGE 10: Land Use Focus Areas

Q21: Adelup Focus Area Alternative 3

(no label)	Like Somewhat
Q22: Comments	*Respondent skipped this question*

PAGE 11: Land Use Focus Areas

Q23: West Shoreline Focus Area Design Concept

(no label)	Dislike Very Much
Q24: Comments	*Respondent skipped this question*

PAGE 12: Land Use Focus Areas

Q25: Cliff Line Focus Area Design Concept

(no label)	Dislike Somewhat
Q26: Comments	*Respondent skipped this question*

PAGE 13: Land Use Focus Areas

Q27: Paseo Focus Area Alternative 1

(no label)	Like Somewhat
Q28: Comments	*Respondent skipped this question*

PAGE 14: Land Use Focus Areas

Q29: Paseo Focus Area Alternative 2

(no label)	Dislike Somewhat
Q30: Comments	*Respondent skipped this question*

PAGE 15: Land Use Focus Areas

Q31: Riverwalk Focus Area Alternative 1

(no label)	Like Somewhat
Q32: Comments	*Respondent skipped this question*

PAGE 16: Land Use Focus Areas

Q33: Riverwalk Focus Area Alternative 2

(no label)	Like Somewhat

Q34: Comments	*Respondent skipped this question*

PAGE 17: Land Use Focus Areas

Q35: City Park Focus Area Design Concept

(no label)	Neutral (Neither Like nor Dislike)

Q36: Comments	*Respondent skipped this question*

PAGE 18: Land Use Focus Areas

Q37: Government Center Focus Area Alternative 1

(no label)	Like Somewhat

Q38: Comments	*Respondent skipped this question*

PAGE 19: Land Use Focus Areas

Q39: Government Center Focus Area Alternative 2

(no label)	Like Somewhat

Q40: Comments	*Respondent skipped this question*

PAGE 20: Transportation

Q41: Parking Garages Draft Concept

(no label)	Dislike Very Much

Q42: Comments	*Respondent skipped this question*

PAGE 21: Transportation

Q43: Trolley / Transit System Draft Concept

(no label)	Like Somewhat
Q44: Comments	*Respondent skipped this question*

PAGE 22: Barrio Identification

Q45: Street Signs	Sign "B"
Q46: Comments	*Respondent skipped this question*

PAGE 23: Barrio Identification

Q47: Proposed Barrio Boundaries

(no label)	Neutral (Neither Like nor Dislike)
Q48: Comments	*Respondent skipped this question*

PAGE 24: Barrio Identification

Q49: Barrio Identification Signs	Sign "B"

Q50: Comments

none

PAGE 25: Land Use

Q51: Mixed-Use Development

(no label)	Like Somewhat
Q52: Comments	*Respondent skipped this question*

PAGE 26: Land Use

Q53: Land Use Alternative 1

(no label)	Neutral (Neither Like nor Dislike)

Q54: Comments	*Respondent skipped this question*

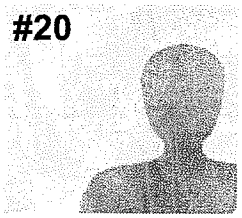
PAGE 27: Land Use

Q55: Land Use Alternative 2

(no label)	Neutral (Neither Like nor Dislike)

Q56: Comments	*Respondent skipped this question*

#20



INCOMPLETE

Collector: Web Link 1 (Web Link)
Started: Thursday, November 05, 2015 5:20:15 AM
Last Modified: Thursday, November 05, 2015 5:22:40 AM
Time Spent: 00:02:25
IP Address: 202.123.146.163

PAGE 2: Start

Q1: Name	Beverly Brady
Q2: Which village do you live in?	Tamuning-Tumon-Harmon (Tamuneng-Tomhom)
Q3: Do you work in Hagåtña?	No
Q4: Do you own a business in Hagåtña?	No
Q5: Do you own property in Hagåtña?	No
Q6: Do you work for a government agency?	No

PAGE 3: Wayfinding Signage / Street Furniture

Q7: Signage Family 1: Modern Latte Stone

(no label)	Like Somewhat
Q8: Comments	*Respondent skipped this question*

PAGE 4: Wayfinding Signage / Street Furniture

Q9: Signage Family 2: Traditional Latte Stone

(no label)	Dislike Very Much
Q10: Comments	*Respondent skipped this question*

PAGE 5: Wayfinding Signage / Street Furniture

Q11: Signage Family 3: Simplified Latte Stone

(no label)	Neutral (Neither Like nor Dislike)

Q12: Comments	*Respondent skipped this question*

PAGE 6: Wayfinding Signage / Street Furniture

Q13: Signage Family 4: Museum	*Respondent skipped this question*
Q14: Comments	*Respondent skipped this question*

PAGE 7: Wayfinding Signage / Street Furniture

Q15: Signage Family 5: Off-The-Shelf	*Respondent skipped this question*
Q16: Comments	*Respondent skipped this question*

PAGE 8: Land Use Focus Areas

Q17: Adelup Focus Area Alternative 1	*Respondent skipped this question*
Q18: Comments	*Respondent skipped this question*

PAGE 9: Land Use Focus Areas

Q19: Adelup Focus Area Alternative 2	*Respondent skipped this question*
Q20: Comments	*Respondent skipped this question*

PAGE 10: Land Use Focus Areas

Q21: Adelup Focus Area Alternative 3	*Respondent skipped this question*
Q22: Comments	*Respondent skipped this question*

PAGE 11: Land Use Focus Areas

Q23: West Shoreline Focus Area Design Concept	*Respondent skipped this question*
Q24: Comments	*Respondent skipped this question*

PAGE 12: Land Use Focus Areas

Q25: Cliff Line Focus Area Design Concept	*Respondent skipped this question*
Q26: Comments	*Respondent skipped this question*

PAGE 13: Land Use Focus Areas

Q27: Paseo Focus Area Alternative 1	*Respondent skipped this question*
Q28: Comments	*Respondent skipped this question*

PAGE 14: Land Use Focus Areas

Q29: Paseo Focus Area Alternative 2	*Respondent skipped this question*
Q30: Comments	*Respondent skipped this question*

PAGE 15: Land Use Focus Areas

Q31: Riverwalk Focus Area Alternative 1	*Respondent skipped this question*
Q32: Comments	*Respondent skipped this question*

PAGE 16: Land Use Focus Areas

Q33: Riverwalk Focus Area Alternative 2	*Respondent skipped this question*
Q34: Comments	*Respondent skipped this question*

PAGE 17: Land Use Focus Areas

Q35: City Park Focus Area Design Concept	*Respondent skipped this question*
Q36: Comments	*Respondent skipped this question*

PAGE 18: Land Use Focus Areas

Q37: Government Center Focus Area Alternative 1	*Respondent skipped this question*
Q38: Comments	*Respondent skipped this question*

PAGE 19: Land Use Focus Areas

Q39: Government Center Focus Area Alternative 2	*Respondent skipped this question*
Q40: Comments	*Respondent skipped this question*

PAGE 20: Transportation

Q41: Parking Garages Draft Concept	*Respondent skipped this question*
Q42: Comments	*Respondent skipped this question*

PAGE 21: Transportation

Q43: Trolley / Transit System Draft Concept	*Respondent skipped this question*
Q44: Comments	*Respondent skipped this question*

PAGE 22: Barrio Identification

Q45: Street Signs	*Respondent skipped this question*

Q46: Comments	*Respondent skipped this question*

PAGE 23: Barrio Identification

Q47: Proposed Barrio Boundaries	*Respondent skipped this question*
Q48: Comments	*Respondent skipped this question*

PAGE 24: Barrio Identification

Q49: Barrio Identification Signs	*Respondent skipped this question*
Q50: Comments	*Respondent skipped this question*

PAGE 25: Land Use

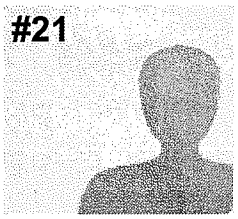
Q51: Mixed-Use Development	*Respondent skipped this question*
Q52: Comments	*Respondent skipped this question*

PAGE 26: Land Use

Q53: Land Use Alternative 1	*Respondent skipped this question*
Q54: Comments	*Respondent skipped this question*

PAGE 27: Land Use

Q55: Land Use Alternative 2	*Respondent skipped this question*
Q56: Comments	*Respondent skipped this question*



#21

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Thursday, November 05, 2015 5:17:23 AM
Last Modified: Thursday, November 05, 2015 5:32:15 AM
Time Spent: 00:14:51
IP Address: 101.99.134.24

PAGE 2: Start

Q1: Name	Eloisa Hudson
Q2: Which village do you live in?	Tamuning-Tumon-Harmon (Tamuneng-Tomhom)
Q3: Do you work in Hagåtña?	Yes
Q4: Do you own a business in Hagåtña?	Yes
Q5: Do you own property in Hagåtña?	No
Q6: Do you work for a government agency?	No

PAGE 3: Wayfinding Signage / Street Furniture

Q7: Signage Family 1: Modern Latte Stone

(no label)	Like Somewhat
Q8: Comments	*Respondent skipped this question*

PAGE 4: Wayfinding Signage / Street Furniture

Q9: Signage Family 2: Traditional Latte Stone

(no label)	Dislike Somewhat
Q10: Comments	*Respondent skipped this question*

PAGE 5: Wayfinding Signage / Street Furniture

Q11: Signage Family 3: Simplified Latte Stone

(no label)	Dislike Very Much

Q12: Comments	*Respondent skipped this question*

PAGE 6: Wayfinding Signage / Street Furniture

Q13: Signage Family 4: Museum	
(no label)	Neutral (Neither Like nor Dislike)
Q14: Comments	*Respondent skipped this question*

PAGE 7: Wayfinding Signage / Street Furniture

Q15: Signage Family 5: Off-The-Shelf	
(no label)	Neutral (Neither Like nor Dislike)
Q16: Comments	*Respondent skipped this question*

PAGE 8: Land Use Focus Areas

Q17: Adelup Focus Area Alternative 1	
(no label)	Neutral (Neither Like nor Dislike)
Q18: Comments	*Respondent skipped this question*

PAGE 9: Land Use Focus Areas

Q19: Adelup Focus Area Alternative 2	
(no label)	Like Somewhat
Q20: Comments	*Respondent skipped this question*

PAGE 10: Land Use Focus Areas

Q21: Adelup Focus Area Alternative 3	
(no label)	Dislike Very Much
Q22: Comments	*Respondent skipped this question*

PAGE 11: Land Use Focus Areas

Q23: West Shoreline Focus Area Design Concept

(no label)	Like Somewhat
Q24: Comments	*Respondent skipped this question*

PAGE 12: Land Use Focus Areas

Q25: Cliff Line Focus Area Design Concept

(no label)	Like Somewhat
Q26: Comments	*Respondent skipped this question*

PAGE 13: Land Use Focus Areas

Q27: Paseo Focus Area Alternative 1

(no label)	Like Somewhat
Q28: Comments	*Respondent skipped this question*

PAGE 14: Land Use Focus Areas

Q29: Paseo Focus Area Alternative 2

(no label)	Neutral (Neither Like nor Dislike)
Q30: Comments	*Respondent skipped this question*

PAGE 15: Land Use Focus Areas

Q31: Riverwalk Focus Area Alternative 1

(no label)	Neutral (Neither Like nor Dislike)
Q32: Comments	*Respondent skipped this question*

PAGE 16: Land Use Focus Areas

Q33: Riverwalk Focus Area Alternative 2

(no label)	Like Somewhat
Q34: Comments	*Respondent skipped this question*

PAGE 17: Land Use Focus Areas

Q35: City Park Focus Area Design Concept

(no label)	Neutral (Neither Like nor Dislike)
Q36: Comments	*Respondent skipped this question*

PAGE 18: Land Use Focus Areas

Q37: Government Center Focus Area Alternative 1

(no label)	Like Somewhat
Q38: Comments	*Respondent skipped this question*

PAGE 19: Land Use Focus Areas

Q39: Government Center Focus Area Alternative 2

(no label)	Like Somewhat
Q40: Comments	*Respondent skipped this question*

PAGE 20: Transportation

Q41: Parking Garages Draft Concept

(no label)	Neutral (Neither Like nor Dislike)
Q42: Comments	*Respondent skipped this question*

PAGE 21: Transportation

Q43: Trolley / Transit System Draft Concept

(no label)	Neutral (Neither Like nor Dislike)

Q44: Comments	*Respondent skipped this question*

PAGE 22: Barrio Identification

Q45: Street Signs	Sign "A"
Q46: Comments	*Respondent skipped this question*

PAGE 23: Barrio Identification

Q47: Proposed Barrio Boundaries

(no label)	Neutral (Neither Like nor Dislike)

Q48: Comments	*Respondent skipped this question*

PAGE 24: Barrio Identification

Q49: Barrio Identification Signs	Sign "A"
Q50: Comments	*Respondent skipped this question*

PAGE 25: Land Use

Q51: Mixed-Use Development

(no label)	Like Very Much

Q52: Comments	*Respondent skipped this question*

PAGE 26: Land Use

Q53: Land Use Alternative 1

(no label)	Like Somewhat

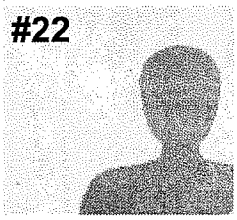
Q54: Comments	*Respondent skipped this question*

PAGE 27: Land Use

Q55: Land Use Alternative 2

(no label)	Like Somewhat

Q56: Comments	*Respondent skipped this question*



#22

INCOMPLETE

Collector: Web Link 1 (Web Link)
Started: Thursday, November 05, 2015 6:34:26 PM
Last Modified: Thursday, November 05, 2015 9:52:50 PM
Time Spent: 03:18:23
IP Address: 202.47.154.20

PAGE 2: Start

Q1: Name	John
Q2: Which village do you live in?	Yona (Yo'ña)
Q3: Do you work in Hagåtña?	No
Q4: Do you own a business in Hagåtña?	No
Q5: Do you own property in Hagåtña?	No
Q6: Do you work for a government agency?	Yes

PAGE 3: Wayfinding Signage / Street Furniture

Q7: Signage Family 1: Modern Latte Stone

(no label)	Like Very Much
Q8: Comments	*Respondent skipped this question*

PAGE 4: Wayfinding Signage / Street Furniture

Q9: Signage Family 2: Traditional Latte Stone

(no label)	Like Very Much
Q10: Comments	*Respondent skipped this question*

PAGE 5: Wayfinding Signage / Street Furniture

Q11: Signage Family 3: Simplified Latte Stone

(no label)	Dislike Very Much

Q12: Comments	*Respondent skipped this question*

PAGE 6: Wayfinding Signage / Street Furniture

Q13: Signage Family 4: Museum	
(no label)	Dislike Very Much
Q14: Comments	*Respondent skipped this question*

PAGE 7: Wayfinding Signage / Street Furniture

Q15: Signage Family 5: Off-The-Shelf	
(no label)	Dislike Very Much
Q16: Comments	*Respondent skipped this question*

PAGE 8: Land Use Focus Areas

Q17: Adelup Focus Area Alternative 1	
(no label)	Neutral (Neither Like nor Dislike)
Q18: Comments	*Respondent skipped this question*

PAGE 9: Land Use Focus Areas

Q19: Adelup Focus Area Alternative 2	*Respondent skipped this question*
Q20: Comments	*Respondent skipped this question*

PAGE 10: Land Use Focus Areas

Q21: Adelup Focus Area Alternative 3	*Respondent skipped this question*
Q22: Comments	*Respondent skipped this question*

PAGE 11: Land Use Focus Areas

Q23: West Shoreline Focus Area Design Concept	*Respondent skipped this question*
Q24: Comments	*Respondent skipped this question*

PAGE 12: Land Use Focus Areas

Q25: Cliff Line Focus Area Design Concept	*Respondent skipped this question*
Q26: Comments	*Respondent skipped this question*

PAGE 13: Land Use Focus Areas

Q27: Paseo Focus Area Alternative 1	*Respondent skipped this question*
Q28: Comments	*Respondent skipped this question*

PAGE 14: Land Use Focus Areas

Q29: Paseo Focus Area Alternative 2	*Respondent skipped this question*
Q30: Comments	*Respondent skipped this question*

PAGE 15: Land Use Focus Areas

Q31: Riverwalk Focus Area Alternative 1	*Respondent skipped this question*
Q32: Comments	*Respondent skipped this question*

PAGE 16: Land Use Focus Areas

Q33: Riverwalk Focus Area Alternative 2	*Respondent skipped this question*

Q34: Comments	*Respondent skipped this question*

PAGE 17: Land Use Focus Areas

Q35: City Park Focus Area Design Concept	*Respondent skipped this question*
Q36: Comments	*Respondent skipped this question*

PAGE 18: Land Use Focus Areas

Q37: Government Center Focus Area Alternative 1	*Respondent skipped this question*
Q38: Comments	*Respondent skipped this question*

PAGE 19: Land Use Focus Areas

Q39: Government Center Focus Area Alternative 2	*Respondent skipped this question*
Q40: Comments	*Respondent skipped this question*

PAGE 20: Transportation

Q41: Parking Garages Draft Concept	*Respondent skipped this question*
Q42: Comments	*Respondent skipped this question*

PAGE 21: Transportation

Q43: Trolley / Transit System Draft Concept	*Respondent skipped this question*
Q44: Comments	*Respondent skipped this question*

PAGE 22: Barrio Identification

Q45: Street Signs	*Respondent skipped this question*
Q46: Comments	*Respondent skipped this question*

PAGE 23: Barrio Identification

Q47: Proposed Barrio Boundaries	*Respondent skipped this question*
Q48: Comments	*Respondent skipped this question*

PAGE 24: Barrio Identification

Q49: Barrio Identification Signs	*Respondent skipped this question*
Q50: Comments	*Respondent skipped this question*

PAGE 25: Land Use

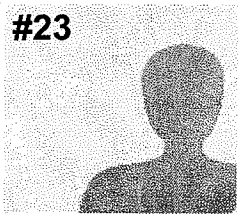
Q51: Mixed-Use Development	*Respondent skipped this question*
Q52: Comments	*Respondent skipped this question*

PAGE 26: Land Use

Q53: Land Use Alternative 1	*Respondent skipped this question*
Q54: Comments	*Respondent skipped this question*

PAGE 27: Land Use

Q55: Land Use Alternative 2	*Respondent skipped this question*
Q56: Comments	*Respondent skipped this question*



#23

INCOMPLETE

Collector: Web Link 1 (Web Link)
Started: Friday, November 06, 2015 4:32:41 PM
Last Modified: Friday, November 06, 2015 4:42:12 PM
Time Spent: 00:09:31
IP Address: 202.47.154.127

PAGE 2: Start

Q1: Name	Corene Santos
Q2: Which village do you live in?	Santa Rita (Sånta Rita)
Q3: Do you work in Hagåtña?	No
Q4: Do you own a business in Hagåtña?	No
Q5: Do you own property in Hagåtña?	No
Q6: Do you work for a government agency?	Yes

PAGE 3: Wayfinding Signage / Street Furniture

Q7: Signage Family 1: Modern Latte Stone

(no label) — Like Somewhat

Q8: Comments

I like the following: bench design, trash bins, tree gate, and bollard

PAGE 4: Wayfinding Signage / Street Furniture

Q9: Signage Family 2: Traditional Latte Stone

(no label) — Like Very Much

Q10: Comments

I like the following: Gateway monument, district kiosk, and lighting.

PAGE 5: Wayfinding Signage / Street Furniture

Q11: Signage Family 3: Simplified Latte Stone

(no label) — Dislike Very Much

Q12: Comments	*Respondent skipped this question*

PAGE 6: Wayfinding Signage / Street Furniture

Q13: Signage Family 4: Museum	*Respondent skipped this question*
Q14: Comments	*Respondent skipped this question*

PAGE 7: Wayfinding Signage / Street Furniture

Q15: Signage Family 5: Off-The-Shelf	*Respondent skipped this question*
Q16: Comments	*Respondent skipped this question*

PAGE 8: Land Use Focus Areas

Q17: Adelup Focus Area Alternative 1	*Respondent skipped this question*
Q18: Comments	*Respondent skipped this question*

PAGE 9: Land Use Focus Areas

Q19: Adelup Focus Area Alternative 2	*Respondent skipped this question*
Q20: Comments	*Respondent skipped this question*

PAGE 10: Land Use Focus Areas

Q21: Adelup Focus Area Alternative 3	*Respondent skipped this question*
Q22: Comments	*Respondent skipped this question*

PAGE 11: Land Use Focus Areas

Q23: West Shoreline Focus Area Design Concept	*Respondent skipped this question*
Q24: Comments	*Respondent skipped this question*

PAGE 12: Land Use Focus Areas

Q25: Cliff Line Focus Area Design Concept	*Respondent skipped this question*
Q26: Comments	*Respondent skipped this question*

PAGE 13: Land Use Focus Areas

Q27: Paseo Focus Area Alternative 1	*Respondent skipped this question*
Q28: Comments	*Respondent skipped this question*

PAGE 14: Land Use Focus Areas

Q29: Paseo Focus Area Alternative 2	*Respondent skipped this question*
Q30: Comments	*Respondent skipped this question*

PAGE 15: Land Use Focus Areas

Q31: Riverwalk Focus Area Alternative 1	*Respondent skipped this question*
Q32: Comments	*Respondent skipped this question*

PAGE 16: Land Use Focus Areas

Q33: Riverwalk Focus Area Alternative 2	*Respondent skipped this question*
Q34: Comments	*Respondent skipped this question*

PAGE 17: Land Use Focus Areas

Q35: City Park Focus Area Design Concept	*Respondent skipped this question*
Q36: Comments	*Respondent skipped this question*

PAGE 18: Land Use Focus Areas

Q37: Government Center Focus Area Alternative 1	*Respondent skipped this question*
Q38: Comments	*Respondent skipped this question*

PAGE 19: Land Use Focus Areas

Q39: Government Center Focus Area Alternative 2	*Respondent skipped this question*
Q40: Comments	*Respondent skipped this question*

PAGE 20: Transportation

Q41: Parking Garages Draft Concept	*Respondent skipped this question*
Q42: Comments	*Respondent skipped this question*

PAGE 21: Transportation

Q43: Trolley / Transit System Draft Concept	*Respondent skipped this question*
Q44: Comments	*Respondent skipped this question*

PAGE 22: Barrio Identification

Q45: Street Signs	*Respondent skipped this question*

Q46: Comments	*Respondent skipped this question*

PAGE 23: Barrio Identification

Q47: Proposed Barrio Boundaries	*Respondent skipped this question*
Q48: Comments	*Respondent skipped this question*

PAGE 24: Barrio Identification

Q49: Barrio Identification Signs	*Respondent skipped this question*
Q50: Comments	*Respondent skipped this question*

PAGE 25: Land Use

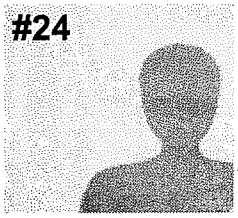
Q51: Mixed-Use Development	*Respondent skipped this question*
Q52: Comments	*Respondent skipped this question*

PAGE 26: Land Use

Q53: Land Use Alternative 1	*Respondent skipped this question*
Q54: Comments	*Respondent skipped this question*

PAGE 27: Land Use

Q55: Land Use Alternative 2	*Respondent skipped this question*
Q56: Comments	*Respondent skipped this question*



COMPLETE

Collector: Web Link 1 (Web Link)
Started: Wednesday, November 11, 2015 8:39:59 PM
Last Modified: Wednesday, November 11, 2015 9:00:02 PM
Time Spent: 00:20:02
IP Address: 101.99.134.122

PAGE 2: Start

Q1: Name	Maria Santos
Q2: Which village do you live in?	Mangilao
Q3: Do you work in Hagåtña?	Yes
Q4: Do you own a business in Hagåtña?	Yes
Q5: Do you own property in Hagåtña?	No
Q6: Do you work for a government agency?	No

PAGE 3: Wayfinding Signage / Street Furniture

Q7: Signage Family 1: Modern Latte Stone

(no label) — Dislike Very Much

Q8: Comments

I like the modern latte but everything else looks too generic, like it was just taken out of a catalog.

PAGE 4: Wayfinding Signage / Street Furniture

Q9: Signage Family 2: Traditional Latte Stone

(no label) — Dislike Very Much

Q10: Comments

Traditional latte is ok but everything else looks like it came out of a catalog...no real design so am voting as dislike very much

PAGE 5: Wayfinding Signage / Street Furniture

Q11: Signage Family 3: Simplified Latte Stone

(no label) — Dislike Very Much

Q12: Comments

This looks like it came out of one of those catalogs where you order plaques.

PAGE 6: Wayfinding Signage / Street Furniture

Q13: Signage Family 4: Museum

(no label) Dislike Very Much

Q14: Comments

Looks like a plaque, nothing really unique

PAGE 7: Wayfinding Signage / Street Furniture

Q15: Signage Family 5: Off-The-Shelf

(no label) Dislike Very Much

Q16: Comments

really off the shelf, should not even be considered....what happened to more natural materials instead of all concrete and fiberglass

PAGE 8: Land Use Focus Areas

Q17: Adelup Focus Area Alternative 1

(no label) Dislike Very Much

Q18: Comments

Another business incubator space like Chamorro Village?!

PAGE 9: Land Use Focus Areas

Q19: Adelup Focus Area Alternative 2

(no label) Dislike Very Much

Q20: Comments *Respondent skipped this question*

PAGE 10: Land Use Focus Areas

Q21: Adelup Focus Area Alternative 3

(no label) Like Somewhat

Q22: Comments

green space is good

PAGE 11: Land Use Focus Areas

Q23: West Shoreline Focus Area Design Concept

(no label) Neutral (Neither Like nor Dislike)

Q24: Comments *Respondent skipped this question*

PAGE 12: Land Use Focus Areas

Q25: Cliff Line Focus Area Design Concept

(no label) Neutral (Neither Like nor Dislike)

Q26: Comments *Respondent skipped this question*

PAGE 13: Land Use Focus Areas

Q27: Paseo Focus Area Alternative 1

(no label) Dislike Very Much

Q28: Comments

where you gonna put the softball players?

PAGE 14: Land Use Focus Areas

Q29: Paseo Focus Area Alternative 2

(no label) Dislike Very Much

Q30: Comments

waste of ocean front for a parking lot

PAGE 15: Land Use Focus Areas

Q31: Riverwalk Focus Area Alternative 1

(no label) Dislike Somewhat

Q32: Comments

Really?

PAGE 16: Land Use Focus Areas

Q33: Riverwalk Focus Area Alternative 2

(no label) Neutral (Neither Like nor Dislike)

Q34: Comments

will the amphitheater be a gov't building? under the mayor or govguam?

PAGE 17: Land Use Focus Areas

Q35: City Park Focus Area Design Concept

(no label) Neutral (Neither Like nor Dislike)

Q36: Comments *Respondent skipped this question*

PAGE 18: Land Use Focus Areas

Q37: Government Center Focus Area Alternative 1

(no label) Dislike Somewhat

Q38: Comments *Respondent skipped this question*

PAGE 19: Land Use Focus Areas

Q39: Government Center Focus Area Alternative 2

(no label) Like Somewhat

Q40: Comments *Respondent skipped this question*

PAGE 20: Transportation

Q41: Parking Garages Draft Concept

(no label) — Dislike Somewhat

Q42: Comments — *Respondent skipped this question*

PAGE 21: Transportation

Q43: Trolley / Transit System Draft Concept

(no label) — Dislike Somewhat

Q44: Comments — *Respondent skipped this question*

PAGE 22: Barrio Identification

Q45: Street Signs — Sign "A"

Q46: Comments

would prefer natural material

PAGE 23: Barrio Identification

Q47: Proposed Barrio Boundaries

(no label) — Neutral (Neither Like nor Dislike)

Q48: Comments — *Respondent skipped this question*

PAGE 24: Barrio Identification

Q49: Barrio Identification Signs — *Respondent skipped this question*

Q50: Comments — *Respondent skipped this question*

PAGE 25: Land Use

Q51: Mixed-Use Development

(no label) — Neutral (Neither Like nor Dislike)

Q52: Comments *Respondent skipped this question*

PAGE 26: Land Use

Q53: Land Use Alternative 1

(no label) Dislike Very Much

Q54: Comments

hard to see

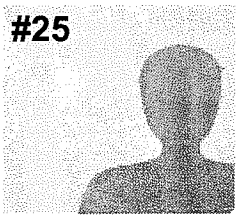
PAGE 27: Land Use

Q55: Land Use Alternative 2

(no label) Dislike Very Much

Q56: Comments

Hard to see so dislike



#25

INCOMPLETE

Collector: Web Link 1 (Web Link)
Started: Wednesday, November 11, 2015 9:00:45 PM
Last Modified: Wednesday, November 11, 2015 9:02:10 PM
Time Spent: 00:01:24
IP Address: 101.99.134.122

PAGE 2: Start

Q1: Name	A
Q2: Which village do you live in?	Barrigada (Barigåda)
Q3: Do you work in Hagåtña?	Yes
Q4: Do you own a business in Hagåtña?	No
Q5: Do you own property in Hagåtña?	No
Q6: Do you work for a government agency?	No

PAGE 3: Wayfinding Signage / Street Furniture

Q7: Signage Family 1: Modern Latte Stone	*Respondent skipped this question*
Q8: Comments	*Respondent skipped this question*

PAGE 4: Wayfinding Signage / Street Furniture

Q9: Signage Family 2: Traditional Latte Stone	*Respondent skipped this question*
Q10: Comments	*Respondent skipped this question*

PAGE 5: Wayfinding Signage / Street Furniture

Q11: Signage Family 3: Simplified Latte Stone	*Respondent skipped this question*
Q12: Comments	*Respondent skipped this question*

PAGE 6: Wayfinding Signage / Street Furniture

Q13: Signage Family 4: Museum	*Respondent skipped this question*
Q14: Comments	*Respondent skipped this question*

PAGE 7: Wayfinding Signage / Street Furniture

Q15: Signage Family 5: Off-The-Shelf	*Respondent skipped this question*
Q16: Comments	*Respondent skipped this question*

PAGE 8: Land Use Focus Areas

Q17: Adelup Focus Area Alternative 1	*Respondent skipped this question*
Q18: Comments	*Respondent skipped this question*

PAGE 9: Land Use Focus Areas

Q19: Adelup Focus Area Alternative 2	*Respondent skipped this question*
Q20: Comments	*Respondent skipped this question*

PAGE 10: Land Use Focus Areas

Q21: Adelup Focus Area Alternative 3	*Respondent skipped this question*
Q22: Comments	*Respondent skipped this question*

PAGE 11: Land Use Focus Areas

Q23: West Shoreline Focus Area Design Concept	*Respondent skipped this question*

Q24: Comments	*Respondent skipped this question*

PAGE 12: Land Use Focus Areas

Q25: Cliff Line Focus Area Design Concept	*Respondent skipped this question*
Q26: Comments	*Respondent skipped this question*

PAGE 13: Land Use Focus Areas

Q27: Paseo Focus Area Alternative 1	*Respondent skipped this question*
Q28: Comments	*Respondent skipped this question*

PAGE 14: Land Use Focus Areas

Q29: Paseo Focus Area Alternative 2	*Respondent skipped this question*
Q30: Comments	*Respondent skipped this question*

PAGE 15: Land Use Focus Areas

Q31: Riverwalk Focus Area Alternative 1	*Respondent skipped this question*
Q32: Comments	*Respondent skipped this question*

PAGE 16: Land Use Focus Areas

Q33: Riverwalk Focus Area Alternative 2	*Respondent skipped this question*
Q34: Comments	*Respondent skipped this question*

PAGE 17: Land Use Focus Areas

Q35: City Park Focus Area Design Concept	*Respondent skipped this question*
Q36: Comments	*Respondent skipped this question*

PAGE 18: Land Use Focus Areas

Q37: Government Center Focus Area Alternative 1	*Respondent skipped this question*
Q38: Comments	*Respondent skipped this question*

PAGE 19: Land Use Focus Areas

Q39: Government Center Focus Area Alternative 2	*Respondent skipped this question*
Q40: Comments	*Respondent skipped this question*

PAGE 20: Transportation

Q41: Parking Garages Draft Concept	*Respondent skipped this question*
Q42: Comments	*Respondent skipped this question*

PAGE 21: Transportation

Q43: Trolley / Transit System Draft Concept	*Respondent skipped this question*
Q44: Comments	*Respondent skipped this question*

PAGE 22: Barrio Identification

Q45: Street Signs	*Respondent skipped this question*
Q46: Comments	*Respondent skipped this question*

PAGE 23: Barrio Identification

Q47: Proposed Barrio Boundaries	*Respondent skipped this question*
Q48: Comments	*Respondent skipped this question*

PAGE 24: Barrio Identification

Q49: Barrio Identification Signs	*Respondent skipped this question*
Q50: Comments	*Respondent skipped this question*

PAGE 25: Land Use

Q51: Mixed-Use Development	*Respondent skipped this question*
Q52: Comments	*Respondent skipped this question*

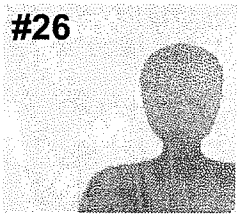
PAGE 26: Land Use

Q53: Land Use Alternative 1	*Respondent skipped this question*
Q54: Comments	*Respondent skipped this question*

PAGE 27: Land Use

Q55: Land Use Alternative 2	*Respondent skipped this question*
Q56: Comments	*Respondent skipped this question*

#26



COMPLETE

Collector: Web Link 1 (Web Link)
Started: Sunday, November 15, 2015 7:15:35 PM
Last Modified: Sunday, November 15, 2015 7:42:12 PM
Time Spent: 00:26:36
IP Address: 67.98.162.106

PAGE 2: Start

Q1: Name	James O'Mallan
Q2: Which village do you live in?	Yona (Yo'ña)
Q3: Do you work in Hagåtña?	No
Q4: Do you own a business in Hagåtña?	No
Q5: Do you own property in Hagåtña?	No
Q6: Do you work for a government agency?	No

PAGE 3: Wayfinding Signage / Street Furniture

Q7: Signage Family 1: Modern Latte Stone

(no label)	Neutral (Neither Like nor Dislike)

Q8: Comments

I would need to see the actual end project to make a more accurate judgement.

PAGE 4: Wayfinding Signage / Street Furniture

Q9: Signage Family 2: Traditional Latte Stone

(no label)	Neutral (Neither Like nor Dislike)

Q10: Comments	*Respondent skipped this question*

PAGE 5: Wayfinding Signage / Street Furniture

Q11: Signage Family 3: Simplified Latte Stone

(no label)	Dislike Somewhat

Q12: Comments *Respondent skipped this question*

PAGE 6: Wayfinding Signage / Street Furniture

Q13: Signage Family 4: Museum

(no label) Like Somewhat

Q14: Comments

the benches, bins, racks, etc. look nice however the main piece not so much

PAGE 7: Wayfinding Signage / Street Furniture

Q15: Signage Family 5: Off-The-Shelf

(no label) Neutral (Neither Like nor Dislike)

Q16: Comments *Respondent skipped this question*

PAGE 8: Land Use Focus Areas

Q17: Adelup Focus Area Alternative 1

(no label) Neutral (Neither Like nor Dislike)

Q18: Comments

parking for employees will be worse than what it already is. Especially if there is a round table meeting or conference of some sort.

PAGE 9: Land Use Focus Areas

Q19: Adelup Focus Area Alternative 2

(no label) Dislike Very Much

Q20: Comments

Is it really a wise idea to keep building along the shoreline?

PAGE 10: Land Use Focus Areas

Q21: Adelup Focus Area Alternative 3

(no label) Like Very Much

Q22: Comments

low cost to build, low cost to maintain. Least risky. Good idea. Pros' outweigh the Cons

PAGE 11: Land Use Focus Areas

Q23: West Shoreline Focus Area Design Concept

(no label) — Neutral (Neither Like nor Dislike)

Q24: Comments

not sure what/where this would go.

PAGE 12: Land Use Focus Areas

Q25: Cliff Line Focus Area Design Concept

(no label) — Dislike Somewhat

Q26: Comments — *Respondent skipped this question*

PAGE 13: Land Use Focus Areas

Q27: Paseo Focus Area Alternative 1

(no label) — Like Somewhat

Q28: Comments

will parking be sufficient for the expected surge in traffic?

PAGE 14: Land Use Focus Areas

Q29: Paseo Focus Area Alternative 2

(no label) — Like Very Much

Q30: Comments — *Respondent skipped this question*

PAGE 15: Land Use Focus Areas

Q31: Riverwalk Focus Area Alternative 1

(no label) — Like Somewhat

Q32: Comments *Respondent skipped this question*

PAGE 16: Land Use Focus Areas

Q33: Riverwalk Focus Area Alternative 2

(no label) Like Somewhat

Q34: Comments *Respondent skipped this question*

PAGE 17: Land Use Focus Areas

Q35: City Park Focus Area Design Concept

(no label) Dislike Very Much

Q36: Comments

Why only baseball fields? Rugby, Soccer, and Football have had more participant count than baseball and softball for years.

PAGE 18: Land Use Focus Areas

Q37: Government Center Focus Area Alternative 1

(no label) Like Somewhat

Q38: Comments *Respondent skipped this question*

PAGE 19: Land Use Focus Areas

Q39: Government Center Focus Area Alternative 2

(no label) Neutral (Neither Like nor Dislike)

Q40: Comments *Respondent skipped this question*

PAGE 20: Transportation

Q41: Parking Garages Draft Concept

(no label) Like Very Much

Q42: Comments	*Respondent skipped this question*

PAGE 21: Transportation

Q43: Trolley / Transit System Draft Concept	
(no label)	Neutral (Neither Like nor Dislike)
Q44: Comments	*Respondent skipped this question*

PAGE 22: Barrio Identification

Q45: Street Signs	Sign "B"
Q46: Comments	
Sign C, just screams "graffiti me!"	

PAGE 23: Barrio Identification

Q47: Proposed Barrio Boundaries	
(no label)	Neutral (Neither Like nor Dislike)
Q48: Comments	*Respondent skipped this question*

PAGE 24: Barrio Identification

Q49: Barrio Identification Signs	Sign "A"
Q50: Comments	*Respondent skipped this question*

PAGE 25: Land Use

Q51: Mixed-Use Development	
(no label)	Neutral (Neither Like nor Dislike)
Q52: Comments	*Respondent skipped this question*

PAGE 26: Land Use

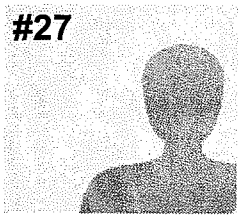
Q53: Land Use Alternative 1

(no label)	Neutral (Neither Like nor Dislike)
Q54: Comments	*Respondent skipped this question*

PAGE 27: Land Use

Q55: Land Use Alternative 2

(no label)	Neutral (Neither Like nor Dislike)
Q56: Comments	*Respondent skipped this question*



INCOMPLETE

Collector: Web Link 1 (Web Link)
Started: Tuesday, November 17, 2015 5:04:43 PM
Last Modified: Tuesday, November 17, 2015 5:07:33 PM
Time Spent: 00:02:49
IP Address: 50.131.58.226

PAGE 2: Start

Q1: Name	Josh Garber
Q2: Which village do you live in?	Other (please specify) Former Guam resident/worked in Hagatna from 2009-2011
Q3: Do you work in Hagåtña?	No
Q4: Do you own a business in Hagåtña?	No
Q5: Do you own property in Hagåtña?	No
Q6: Do you work for a government agency?	No

PAGE 3: Wayfinding Signage / Street Furniture

Q7: Signage Family 1: Modern Latte Stone

(no label)	Like Very Much
Q8: Comments	*Respondent skipped this question*

PAGE 4: Wayfinding Signage / Street Furniture

Q9: Signage Family 2: Traditional Latte Stone

(no label)	Dislike Somewhat
Q10: Comments	*Respondent skipped this question*

PAGE 5: Wayfinding Signage / Street Furniture

Q11: Signage Family 3: Simplified Latte Stone

(no label)	Like Somewhat

Q12: Comments	*Respondent skipped this question*

PAGE 6: Wayfinding Signage / Street Furniture

Q13: Signage Family 4: Museum

(no label)	Dislike Somewhat
Q14: Comments	*Respondent skipped this question*

PAGE 7: Wayfinding Signage / Street Furniture

Q15: Signage Family 5: Off-The-Shelf

(no label)	Dislike Very Much
Q16: Comments	*Respondent skipped this question*

PAGE 8: Land Use Focus Areas

Q17: Adelup Focus Area Alternative 1

(no label)	Neutral (Neither Like nor Dislike)
Q18: Comments	*Respondent skipped this question*

PAGE 9: Land Use Focus Areas

Q19: Adelup Focus Area Alternative 2

(no label)	Like Very Much
Q20: Comments	*Respondent skipped this question*

PAGE 10: Land Use Focus Areas

Q21: Adelup Focus Area Alternative 3

(no label)	Like Somewhat
Q22: Comments	*Respondent skipped this question*

PAGE 11: Land Use Focus Areas

Q23: West Shoreline Focus Area Design Concept	
(no label)	Like Somewhat
Q24: Comments	*Respondent skipped this question*

PAGE 12: Land Use Focus Areas

Q25: Cliff Line Focus Area Design Concept	*Respondent skipped this question*
Q26: Comments	*Respondent skipped this question*

PAGE 13: Land Use Focus Areas

Q27: Paseo Focus Area Alternative 1	*Respondent skipped this question*
Q28: Comments	*Respondent skipped this question*

PAGE 14: Land Use Focus Areas

Q29: Paseo Focus Area Alternative 2	*Respondent skipped this question*
Q30: Comments	*Respondent skipped this question*

PAGE 15: Land Use Focus Areas

Q31: Riverwalk Focus Area Alternative 1	*Respondent skipped this question*
Q32: Comments	*Respondent skipped this question*

PAGE 16: Land Use Focus Areas

Q33: Riverwalk Focus Area Alternative 2	*Respondent skipped this question*

Q34: Comments	*Respondent skipped this question*

PAGE 17: Land Use Focus Areas

Q35: City Park Focus Area Design Concept	*Respondent skipped this question*
Q36: Comments	*Respondent skipped this question*

PAGE 18: Land Use Focus Areas

Q37: Government Center Focus Area Alternative 1	*Respondent skipped this question*
Q38: Comments	*Respondent skipped this question*

PAGE 19: Land Use Focus Areas

Q39: Government Center Focus Area Alternative 2	*Respondent skipped this question*
Q40: Comments	*Respondent skipped this question*

PAGE 20: Transportation

Q41: Parking Garages Draft Concept	*Respondent skipped this question*
Q42: Comments	*Respondent skipped this question*

PAGE 21: Transportation

Q43: Trolley / Transit System Draft Concept	*Respondent skipped this question*
Q44: Comments	*Respondent skipped this question*

PAGE 22: Barrio Identification

Q45: Street Signs	*Respondent skipped this question*
Q46: Comments	*Respondent skipped this question*

PAGE 23: Barrio Identification

Q47: Proposed Barrio Boundaries	*Respondent skipped this question*
Q48: Comments	*Respondent skipped this question*

PAGE 24: Barrio Identification

Q49: Barrio Identification Signs	*Respondent skipped this question*
Q50: Comments	*Respondent skipped this question*

PAGE 25: Land Use

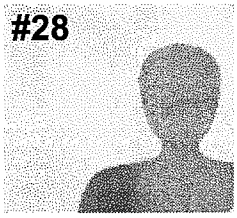
Q51: Mixed-Use Development	*Respondent skipped this question*
Q52: Comments	*Respondent skipped this question*

PAGE 26: Land Use

Q53: Land Use Alternative 1	*Respondent skipped this question*
Q54: Comments	*Respondent skipped this question*

PAGE 27: Land Use

Q55: Land Use Alternative 2	*Respondent skipped this question*
Q56: Comments	*Respondent skipped this question*



COMPLETE

Collector: Web Link 1 (Web Link)
Started: Tuesday, November 24, 2015 4:59:51 PM
Last Modified: Tuesday, November 24, 2015 5:36:07 PM
Time Spent: 00:36:15
IP Address: 202.128.7.66

PAGE 2: Start

Q1: Name	john
Q2: Which village do you live in?	Yona (Yo'ña)
Q3: Do you work in Hagåtña?	Yes
Q4: Do you own a business in Hagåtña?	No
Q5: Do you own property in Hagåtña?	No
Q6: Do you work for a government agency?	No

PAGE 3: Wayfinding Signage / Street Furniture

Q7: Signage Family 1: Modern Latte Stone

(no label)	Like Very Much

Q8: Comments	*Respondent skipped this question*

PAGE 4: Wayfinding Signage / Street Furniture

Q9: Signage Family 2: Traditional Latte Stone

(no label)	Like Very Much

Q10: Comments	*Respondent skipped this question*

PAGE 5: Wayfinding Signage / Street Furniture

Q11: Signage Family 3: Simplified Latte Stone

(no label)	Dislike Very Much

Q12: Comments	*Respondent skipped this question*

PAGE 6: Wayfinding Signage / Street Furniture

Q13: Signage Family 4: Museum	
(no label)	Dislike Very Much
Q14: Comments	*Respondent skipped this question*

PAGE 7: Wayfinding Signage / Street Furniture

Q15: Signage Family 5: Off-The-Shelf	
(no label)	Dislike Very Much
Q16: Comments	*Respondent skipped this question*

PAGE 8: Land Use Focus Areas

Q17: Adelup Focus Area Alternative 1	
(no label)	Neutral (Neither Like nor Dislike)
Q18: Comments	*Respondent skipped this question*

PAGE 9: Land Use Focus Areas

Q19: Adelup Focus Area Alternative 2	
(no label)	Neutral (Neither Like nor Dislike)
Q20: Comments	*Respondent skipped this question*

PAGE 10: Land Use Focus Areas

Q21: Adelup Focus Area Alternative 3	*Respondent skipped this question*
Q22: Comments	*Respondent skipped this question*

PAGE 11: Land Use Focus Areas

Q23: West Shoreline Focus Area Design Concept	*Respondent skipped this question*
Q24: Comments	*Respondent skipped this question*

PAGE 12: Land Use Focus Areas

Q25: Cliff Line Focus Area Design Concept	*Respondent skipped this question*
Q26: Comments	*Respondent skipped this question*

PAGE 13: Land Use Focus Areas

Q27: Paseo Focus Area Alternative 1	
(no label)	Neutral (Neither Like nor Dislike)
Q28: Comments	*Respondent skipped this question*

PAGE 14: Land Use Focus Areas

Q29: Paseo Focus Area Alternative 2	*Respondent skipped this question*
Q30: Comments	*Respondent skipped this question*

PAGE 15: Land Use Focus Areas

Q31: Riverwalk Focus Area Alternative 1	*Respondent skipped this question*
Q32: Comments	*Respondent skipped this question*

PAGE 16: Land Use Focus Areas

Q33: Riverwalk Focus Area Alternative 2	*Respondent skipped this question*

Q34: Comments	*Respondent skipped this question*

PAGE 17: Land Use Focus Areas

Q35: City Park Focus Area Design Concept	*Respondent skipped this question*
Q36: Comments	*Respondent skipped this question*

PAGE 18: Land Use Focus Areas

Q37: Government Center Focus Area Alternative 1	*Respondent skipped this question*
Q38: Comments	*Respondent skipped this question*

PAGE 19: Land Use Focus Areas

Q39: Government Center Focus Area Alternative 2	*Respondent skipped this question*
Q40: Comments	*Respondent skipped this question*

PAGE 20: Transportation

Q41: Parking Garages Draft Concept	*Respondent skipped this question*
Q42: Comments	*Respondent skipped this question*

PAGE 21: Transportation

Q43: Trolley / Transit System Draft Concept	*Respondent skipped this question*
Q44: Comments	*Respondent skipped this question*

PAGE 22: Barrio Identification

Q45: Street Signs	Sign "C"
Q46: Comments	*Respondent skipped this question*

PAGE 23: Barrio Identification

Q47: Proposed Barrio Boundaries	
(no label)	Neutral (Neither Like nor Dislike)
Q48: Comments	*Respondent skipped this question*

PAGE 24: Barrio Identification

Q49: Barrio Identification Signs	Sign "B"
Q50: Comments	*Respondent skipped this question*

PAGE 25: Land Use

Q51: Mixed-Use Development	*Respondent skipped this question*
Q52: Comments	*Respondent skipped this question*

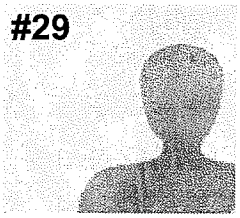
PAGE 26: Land Use

Q53: Land Use Alternative 1	*Respondent skipped this question*
Q54: Comments	*Respondent skipped this question*

PAGE 27: Land Use

Q55: Land Use Alternative 2	*Respondent skipped this question*
Q56: Comments	*Respondent skipped this question*

#29



COMPLETE

Collector: Web Link 1 (Web Link)
Started: Tuesday, November 24, 2015 11:24:17 PM
Last Modified: Tuesday, November 24, 2015 11:37:52 PM
Time Spent: 00:13:34
IP Address: 203.95.14.157

PAGE 2: Start

Q1: Name	Patricia Sablan
Q2: Which village do you live in?	Yona (Yo'ña)
Q3: Do you work in Hagåtña?	No
Q4: Do you own a business in Hagåtña?	No
Q5: Do you own property in Hagåtña?	Yes
Q6: Do you work for a government agency?	Yes

PAGE 3: Wayfinding Signage / Street Furniture

Q7: Signage Family 1: Modern Latte Stone

(no label)	Like Very Much

Q8: Comments

very modern and up to date

PAGE 4: Wayfinding Signage / Street Furniture

Q9: Signage Family 2: Traditional Latte Stone

(no label)	Like Somewhat

Q10: Comments

not quite as nice as modern

PAGE 5: Wayfinding Signage / Street Furniture

Q11: Signage Family 3: Simplified Latte Stone

(no label)	Dislike Somewhat

Q12: Comments

too simple

PAGE 6: Wayfinding Signage / Street Furniture

Q13: Signage Family 4: Museum

(no label) — Like Very Much

Q14: Comments — *Respondent skipped this question*

PAGE 7: Wayfinding Signage / Street Furniture

Q15: Signage Family 5: Off-The-Shelf

(no label) — Like Somewhat

Q16: Comments — *Respondent skipped this question*

PAGE 8: Land Use Focus Areas

Q17: Adelup Focus Area Alternative 1

(no label) — Like Very Much

Q18: Comments — *Respondent skipped this question*

PAGE 9: Land Use Focus Areas

Q19: Adelup Focus Area Alternative 2

(no label) — Like Somewhat

Q20: Comments

cute but overdoing Adelup

PAGE 10: Land Use Focus Areas

Q21: Adelup Focus Area Alternative 3

(no label) — Like Somewhat

Q22: Comments

kinda simple

PAGE 11: Land Use Focus Areas

Q23: West Shoreline Focus Area Design Concept

(no label) Neutral (Neither Like nor Dislike)

Q24: Comments *Respondent skipped this question*

PAGE 12: Land Use Focus Areas

Q25: Cliff Line Focus Area Design Concept

(no label) Dislike Somewhat

Q26: Comments

should keep the cliff line simple

PAGE 13: Land Use Focus Areas

Q27: Paseo Focus Area Alternative 1

(no label) Like Very Much

Q28: Comments

looks clean and modern

PAGE 14: Land Use Focus Areas

Q29: Paseo Focus Area Alternative 2

(no label) Like Very Much

Q30: Comments

looks nice too

PAGE 15: Land Use Focus Areas

Q31: Riverwalk Focus Area Alternative 1

(no label) Like Very Much

Q32: Comments	*Respondent skipped this question*

PAGE 16: Land Use Focus Areas

Q33: Riverwalk Focus Area Alternative 2

(no label)	Like Very Much
Q34: Comments	*Respondent skipped this question*

PAGE 17: Land Use Focus Areas

Q35: City Park Focus Area Design Concept

(no label)	Like Very Much
Q36: Comments	*Respondent skipped this question*

PAGE 18: Land Use Focus Areas

Q37: Government Center Focus Area Alternative 1

(no label)	Like Very Much
Q38: Comments	*Respondent skipped this question*

PAGE 19: Land Use Focus Areas

Q39: Government Center Focus Area Alternative 2

(no label)	Neutral (Neither Like nor Dislike)
Q40: Comments	*Respondent skipped this question*

PAGE 20: Transportation

Q41: Parking Garages Draft Concept

(no label)	Like Very Much
Q42: Comments	*Respondent skipped this question*

PAGE 21: Transportation

Q43: Trolley / Transit System Draft Concept

(no label) — Like Very Much

Q44: Comments — *Respondent skipped this question*

PAGE 22: Barrio Identification

Q45: Street Signs — Sign "B"

Q46: Comments

lighted and clear

PAGE 23: Barrio Identification

Q47: Proposed Barrio Boundaries

(no label) — Like Very Much

Q48: Comments

it distinguishes old landmarks

PAGE 24: Barrio Identification

Q49: Barrio Identification Signs — Sign "C"

Q50: Comments — *Respondent skipped this question*

PAGE 25: Land Use

Q51: Mixed-Use Development

(no label) — Like Very Much

Q52: Comments

mimicks the cities in CONUS

PAGE 26: Land Use

Q53: Land Use Alternative 1

(no label)	Like Very Much

Q54: Comments	*Respondent skipped this question*

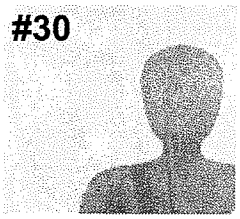
PAGE 27: Land Use

Q55: Land Use Alternative 2

(no label)	Like Somewhat

Q56: Comments	*Respondent skipped this question*

#30



INCOMPLETE

Collector: Web Link 1 (Web Link)
Started: Thursday, November 26, 2015 5:14:53 PM
Last Modified: Thursday, November 26, 2015 7:42:45 PM
Time Spent: 02:27:51
IP Address: 202.128.7.66

PAGE 2: Start

Q1: Name	dixon
Q2: Which village do you live in?	Hagåtña
Q3: Do you work in Hagåtña?	Yes
Q4: Do you own a business in Hagåtña?	No
Q5: Do you own property in Hagåtña?	No
Q6: Do you work for a government agency?	Yes

PAGE 3: Wayfinding Signage / Street Furniture

Q7: Signage Family 1: Modern Latte Stone	*Respondent skipped this question*
Q8: Comments	*Respondent skipped this question*

PAGE 4: Wayfinding Signage / Street Furniture

Q9: Signage Family 2: Traditional Latte Stone	*Respondent skipped this question*
Q10: Comments	*Respondent skipped this question*

PAGE 5: Wayfinding Signage / Street Furniture

Q11: Signage Family 3: Simplified Latte Stone	*Respondent skipped this question*
Q12: Comments	*Respondent skipped this question*

PAGE 6: Wayfinding Signage / Street Furniture

Q13: Signage Family 4: Museum	*Respondent skipped this question*
Q14: Comments	*Respondent skipped this question*

PAGE 7: Wayfinding Signage / Street Furniture

Q15: Signage Family 5: Off-The-Shelf	*Respondent skipped this question*
Q16: Comments	*Respondent skipped this question*

PAGE 8: Land Use Focus Areas

Q17: Adelup Focus Area Alternative 1	*Respondent skipped this question*
Q18: Comments	*Respondent skipped this question*

PAGE 9: Land Use Focus Areas

Q19: Adelup Focus Area Alternative 2	*Respondent skipped this question*
Q20: Comments	*Respondent skipped this question*

PAGE 10: Land Use Focus Areas

Q21: Adelup Focus Area Alternative 3	*Respondent skipped this question*
Q22: Comments	*Respondent skipped this question*

PAGE 11: Land Use Focus Areas

Q23: West Shoreline Focus Area Design Concept	*Respondent skipped this question*

Q24: Comments	*Respondent skipped this question*

PAGE 12: Land Use Focus Areas

Q25: Cliff Line Focus Area Design Concept	*Respondent skipped this question*
Q26: Comments	*Respondent skipped this question*

PAGE 13: Land Use Focus Areas

Q27: Paseo Focus Area Alternative 1	*Respondent skipped this question*
Q28: Comments	*Respondent skipped this question*

PAGE 14: Land Use Focus Areas

Q29: Paseo Focus Area Alternative 2	*Respondent skipped this question*
Q30: Comments	*Respondent skipped this question*

PAGE 15: Land Use Focus Areas

Q31: Riverwalk Focus Area Alternative 1	*Respondent skipped this question*
Q32: Comments	*Respondent skipped this question*

PAGE 16: Land Use Focus Areas

Q33: Riverwalk Focus Area Alternative 2	*Respondent skipped this question*
Q34: Comments	*Respondent skipped this question*

PAGE 17: Land Use Focus Areas

Q35: City Park Focus Area Design Concept	*Respondent skipped this question*
Q36: Comments	*Respondent skipped this question*

PAGE 18: Land Use Focus Areas

Q37: Government Center Focus Area Alternative 1	*Respondent skipped this question*
Q38: Comments	*Respondent skipped this question*

PAGE 19: Land Use Focus Areas

Q39: Government Center Focus Area Alternative 2	*Respondent skipped this question*
Q40: Comments	*Respondent skipped this question*

PAGE 20: Transportation

Q41: Parking Garages Draft Concept	*Respondent skipped this question*
Q42: Comments	*Respondent skipped this question*

PAGE 21: Transportation

Q43: Trolley / Transit System Draft Concept	*Respondent skipped this question*
Q44: Comments	*Respondent skipped this question*

PAGE 22: Barrio Identification

Q45: Street Signs	*Respondent skipped this question*
Q46: Comments	*Respondent skipped this question*

PAGE 23: Barrio Identification

Q47: Proposed Barrio Boundaries	*Respondent skipped this question*
Q48: Comments	*Respondent skipped this question*

PAGE 24: Barrio Identification

Q49: Barrio Identification Signs	*Respondent skipped this question*
Q50: Comments	*Respondent skipped this question*

PAGE 25: Land Use

Q51: Mixed-Use Development	*Respondent skipped this question*
Q52: Comments	*Respondent skipped this question*

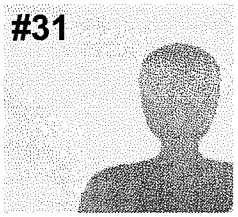
PAGE 26: Land Use

Q53: Land Use Alternative 1	*Respondent skipped this question*
Q54: Comments	*Respondent skipped this question*

PAGE 27: Land Use

Q55: Land Use Alternative 2	*Respondent skipped this question*
Q56: Comments	*Respondent skipped this question*

#31



INCOMPLETE

Collector: Web Link 1 (Web Link)
Started: Sunday, November 29, 2015 3:13:29 PM
Last Modified: Sunday, November 29, 2015 3:20:28 PM
Time Spent: 00:06:58
IP Address: 114.142.247.104

PAGE 2: Start

Q1: Name	Manny Cruz
Q2: Which village do you live in?	Yona (Yo'ña)
Q3: Do you work in Hagåtña?	No
Q4: Do you own a business in Hagåtña?	No
Q5: Do you own property in Hagåtña?	No
Q6: Do you work for a government agency?	No

PAGE 3: Wayfinding Signage / Street Furniture

Q7: Signage Family 1: Modern Latte Stone

(no label) — Neutral (Neither Like nor Dislike)

Q8: Comments

Too modernistic

PAGE 4: Wayfinding Signage / Street Furniture

Q9: Signage Family 2: Traditional Latte Stone

(no label) — Neutral (Neither Like nor Dislike)

Q10: Comments

Not indigeous enough

PAGE 5: Wayfinding Signage / Street Furniture

Q11: Signage Family 3: Simplified Latte Stone

(no label) — Dislike Somewhat

Q12: Comments

Not recognizable as native

PAGE 6: Wayfinding Signage / Street Furniture

Q13: Signage Family 4: Museum

(no label) Dislike Somewhat

Q14: Comments

Not indigenous enough

PAGE 7: Wayfinding Signage / Street Furniture

Q15: Signage Family 5: Off-The-Shelf

(no label) Dislike Somewhat

Q16: Comments

Too modern and not recognizable as indiginous

PAGE 8: Land Use Focus Areas

Q17: Adelup Focus Area Alternative 1 *Respondent skipped this question*

Q18: Comments *Respondent skipped this question*

PAGE 9: Land Use Focus Areas

Q19: Adelup Focus Area Alternative 2 *Respondent skipped this question*

Q20: Comments *Respondent skipped this question*

PAGE 10: Land Use Focus Areas

Q21: Adelup Focus Area Alternative 3 *Respondent skipped this question*

Q22: Comments *Respondent skipped this question*

PAGE 11: Land Use Focus Areas

Q23: West Shoreline Focus Area Design Concept	*Respondent skipped this question*
Q24: Comments	*Respondent skipped this question*

PAGE 12: Land Use Focus Areas

Q25: Cliff Line Focus Area Design Concept	*Respondent skipped this question*
Q26: Comments	*Respondent skipped this question*

PAGE 13: Land Use Focus Areas

Q27: Paseo Focus Area Alternative 1	*Respondent skipped this question*
Q28: Comments	*Respondent skipped this question*

PAGE 14: Land Use Focus Areas

Q29: Paseo Focus Area Alternative 2	*Respondent skipped this question*
Q30: Comments	*Respondent skipped this question*

PAGE 15: Land Use Focus Areas

Q31: Riverwalk Focus Area Alternative 1	*Respondent skipped this question*
Q32: Comments	*Respondent skipped this question*

PAGE 16: Land Use Focus Areas

Q33: Riverwalk Focus Area Alternative 2	*Respondent skipped this question*

Q34: Comments	*Respondent skipped this question*

PAGE 17: Land Use Focus Areas

Q35: City Park Focus Area Design Concept	*Respondent skipped this question*
Q36: Comments	*Respondent skipped this question*

PAGE 18: Land Use Focus Areas

Q37: Government Center Focus Area Alternative 1	*Respondent skipped this question*
Q38: Comments	*Respondent skipped this question*

PAGE 19: Land Use Focus Areas

Q39: Government Center Focus Area Alternative 2	*Respondent skipped this question*
Q40: Comments	*Respondent skipped this question*

PAGE 20: Transportation

Q41: Parking Garages Draft Concept	*Respondent skipped this question*
Q42: Comments	*Respondent skipped this question*

PAGE 21: Transportation

Q43: Trolley / Transit System Draft Concept	*Respondent skipped this question*
Q44: Comments	*Respondent skipped this question*

PAGE 22: Barrio Identification

Q45: Street Signs	*Respondent skipped this question*
Q46: Comments	*Respondent skipped this question*

PAGE 23: Barrio Identification

Q47: Proposed Barrio Boundaries	*Respondent skipped this question*
Q48: Comments	*Respondent skipped this question*

PAGE 24: Barrio Identification

Q49: Barrio Identification Signs	*Respondent skipped this question*
Q50: Comments	*Respondent skipped this question*

PAGE 25: Land Use

Q51: Mixed-Use Development	*Respondent skipped this question*
Q52: Comments	*Respondent skipped this question*

PAGE 26: Land Use

Q53: Land Use Alternative 1	*Respondent skipped this question*
Q54: Comments	*Respondent skipped this question*

PAGE 27: Land Use

Q55: Land Use Alternative 2	*Respondent skipped this question*
Q56: Comments	*Respondent skipped this question*

newhat	3. Neither Like nor Dislike	4. Dislike

Matters

ence	Option B Preference	Opti

Matters

2. Like Somewhat	3. Neither Like nor Dislike	4. Dislike Somewhat


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Vanessa Williams

HRRA Board Member

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Rob Limtiaco

HRRA Board Member

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Mayor John Cruz

HRRA Board Member

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Joseph Cameron

HRRA Staff

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Will Paulino

Matrix Design Group

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Joseph Santos

HRRA Staff

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John Calvo

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Zenon Belanger

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Gregory Perez

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Senator Rory Respicio

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Dan Schnepf, PE

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Celeste Werner, AICP

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Mike Hrapla

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Rick Rust, AICP

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Bren Cox, AICP

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Tria Paulino

Matrix Design Group

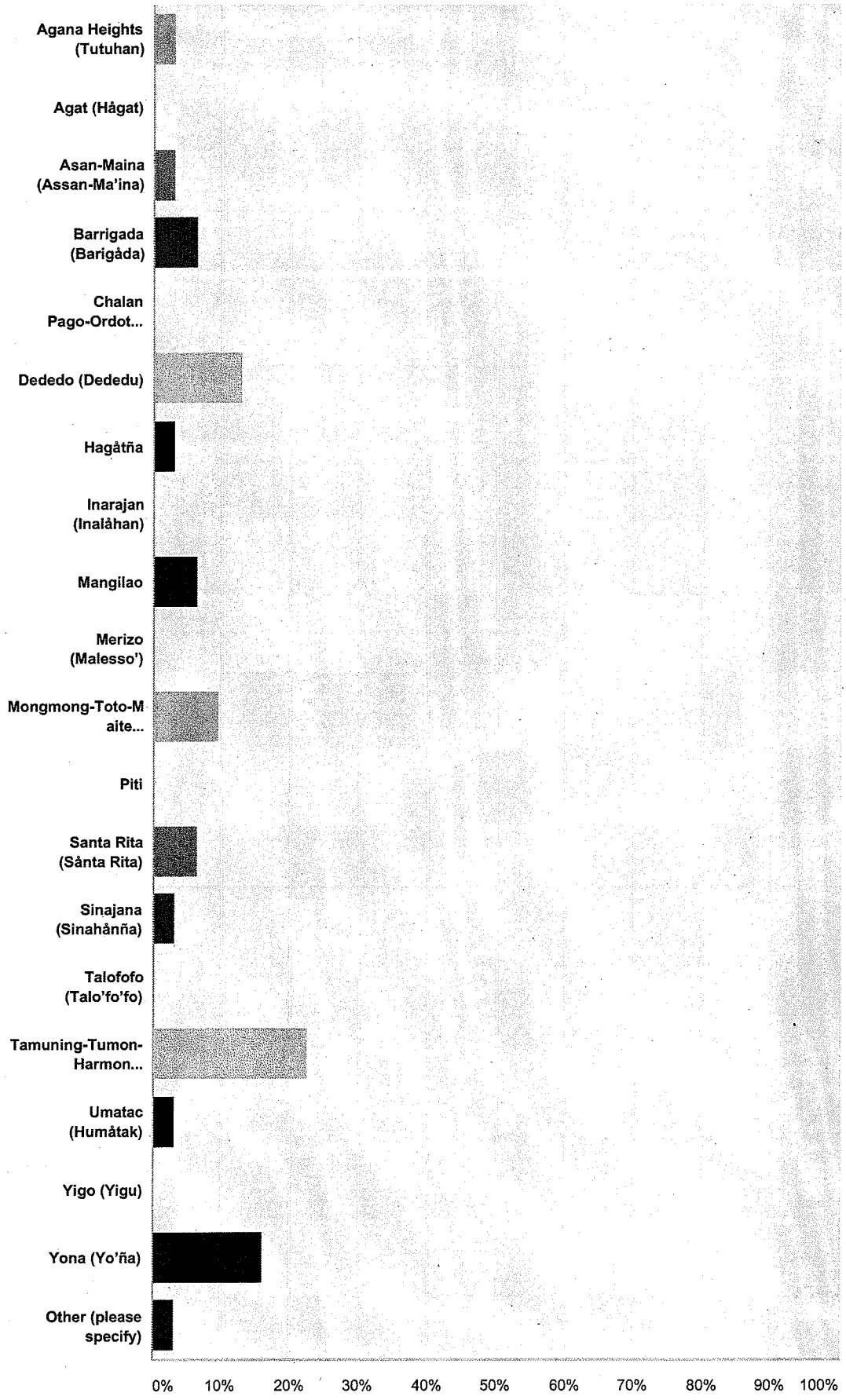
Q1 Name

Answered: 31 Skipped: 0

#	Responses	Date
1	Manny Cruz	11/29/2015 3:14 PM
2	dixon	11/26/2015 7:43 PM
3	Patricia Sablan	11/24/2015 11:25 PM
4	john	11/24/2015 5:30 PM
5	Josh Garber	11/17/2015 5:06 PM
6	James O'Mallan	11/15/2015 7:17 PM
7	A	11/11/2015 9:01 PM
8	Maria Santos	11/11/2015 8:41 PM
9	Corene Santos	11/6/2015 4:34 PM
10	John	11/5/2015 6:36 PM
11	Eloisa Hudson	11/5/2015 5:22 AM
12	Beverly Brady	11/5/2015 5:21 AM
13	Jean	11/5/2015 4:29 AM
14	Jason	11/5/2015 12:01 AM
15	Angelyn Celemin	11/4/2015 10:53 PM
16	Matt	11/4/2015 10:05 PM
17	Nicolas Toft	11/4/2015 9:58 PM
18	Leesa	11/4/2015 9:39 PM
19	Vanessa Williams	11/4/2015 9:13 PM
20	Rodney Cook	10/29/2015 4:26 AM
21	John T. Calvo	10/28/2015 9:52 PM
22	Anthony Blas	10/28/2015 3:48 AM
23	Manibusan	10/28/2015 3:04 AM
24	Kelly Marsh	10/28/2015 2:39 AM
25	Howard fleming	10/27/2015 10:25 PM
26	Joseph C. Santos	10/27/2015 8:53 PM
27	Shannon Murphy	10/27/2015 8:07 PM
28	Adrian Criz	10/27/2015 6:00 PM
29	Lisa	10/27/2015 4:24 PM
30	Kim Cruz	10/27/2015 4:00 PM
31	Sandra	10/27/2015 3:44 PM

Q2 Which village do you live in?

Answered: 31 Skipped: 0

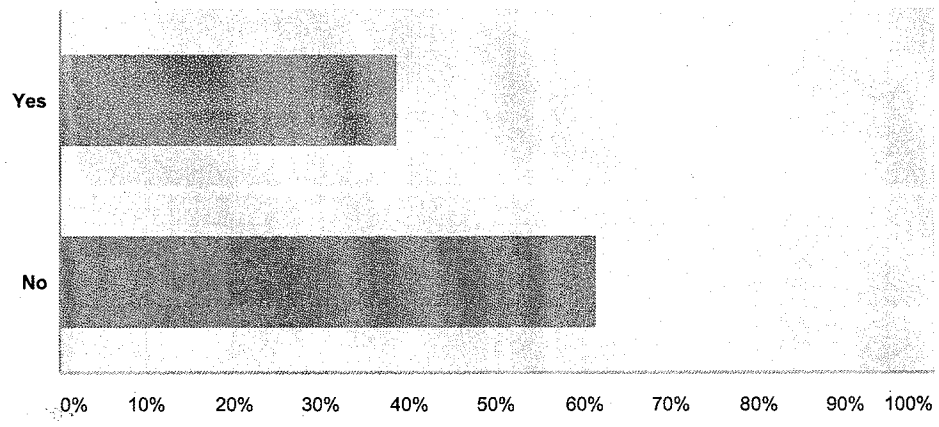

Agana Heights (Tutuhan)
Agat (Hågat)
Asan-Maina (Assan-Ma'ina)
Barrigada (Barigåda)
Chalan Pago-Ordot...
Dededo (Dededu)
Hagåtña
Inarajan (Inalåhan)
Mangilao
Merizo (Malesso')
Mongmong-Toto-Maite...
Piti
Santa Rita (Sånta Rita)
Sinajana (Sinahånña)
Talofofo (Talo'fo'fo)
Tamuning-Tumon-Harmon...
Umatac (Humåtak)
Yigo (Yigu)
Yona (Yo'ña)
Other (please specify)
0%
10%
20%
30%
40%
50%
60%
70%
80%
90%
100%

Answer Choices	Responses	
Agana Heights (Tutuhan)	3.23%	1
Agat (Hågat)	0.00%	0
Asan-Maina (Assan-Ma'ina)	3.23%	1
Barrigada (Barigåda)	6.45%	2
Chalan Pago-Ordot (Chålan Pågu-Otdot)	0.00%	0
Dededo (Dededu)	12.90%	4
Hagåtña	3.23%	1
Inarajan (Inalåhan)	0.00%	0
Mangilao	6.45%	2
Merizo (Malesso')	0.00%	0
Mongmong-Toto-Maite (Mongmong-To'to-Maite')	9.68%	3
Piti	0.00%	0
Santa Rita (Sånta Rita)	6.45%	2
Sinajana (Sinahånña)	3.23%	1
Talofofo (Talo'fo'fo)	0.00%	0
Tamuning-Tumon-Harmon (Tamuneng-Tomhom)	22.58%	7
Umatac (Humåtak)	3.23%	1
Yigo (Yigu)	0.00%	0
Yona (Yo'ña)	16.13%	5
Other (please specify)	3.23%	1
Total		**31**

#	Other (please specify)	Date
1	Former Guam resident/worked in Hagatna from 2009-2011	11/17/2015 5:06 PM

Q3 Do you work in Hagåtña?

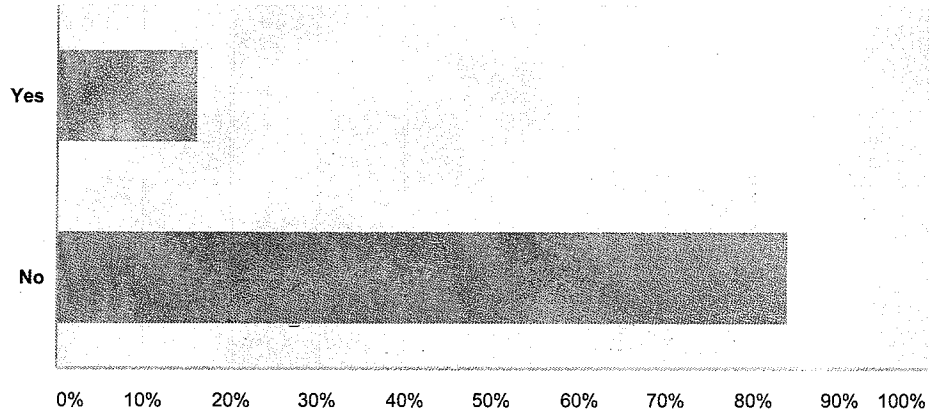
Answered: 31 Skipped: 0



Answer Choices	Responses	
Yes	**38.71%**	12
No	**61.29%**	19
Total		**31**

Q4 Do you own a business in Hagåtña?

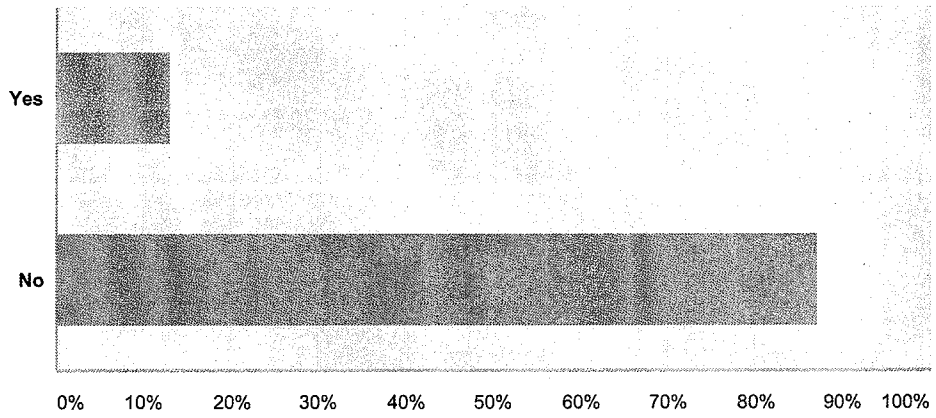
Answered: 31 Skipped: 0



Answer Choices	Responses	
Yes	**16.13%**	5
No	**83.87%**	26
Total		**31**

Q5 Do you own property in Hagåtña?

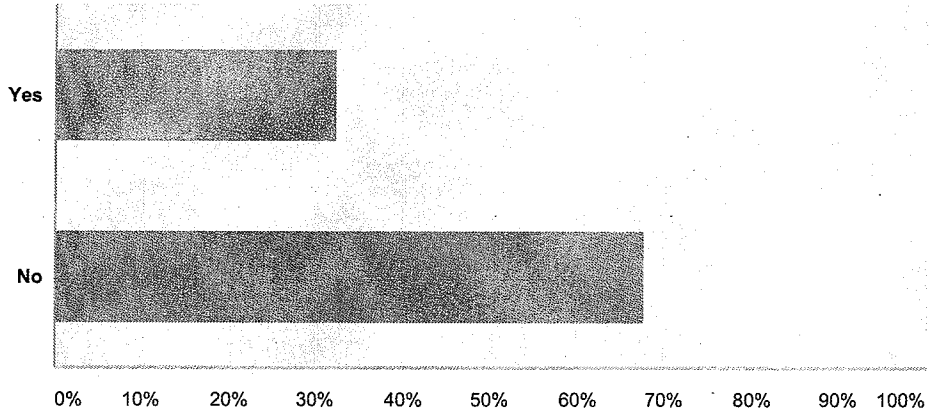
Answered: 31 Skipped: 0



Answer Choices	Responses	
Yes	**12.90%**	4
No	**87.10%**	27
Total		**31**

Q6 Do you work for a government agency?

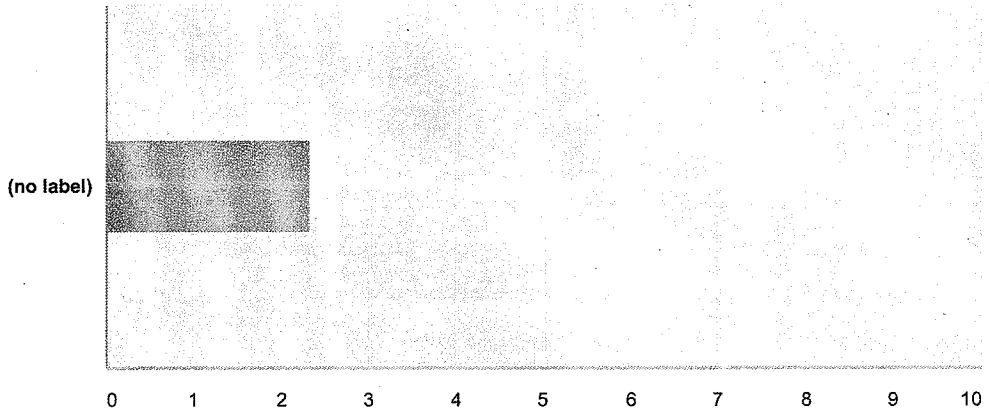
Answered: 31 Skipped: 0



Answer Choices	Responses	
Yes	**32.26%**	10
No	**67.74%**	21
Total		**31**

Q7 Signage Family 1: Modern Latte Stone

Answered: 29 Skipped: 2



	Like Very Much	Like Somewhat	Neutral (Neither Like nor Dislike)	Dislike Somewhat	Dislike Very Much	Total	Weighted Average
(no label)	17.24% 5	51.72% 15	17.24% 5	10.34% 3	3.45% 1	29	2.31

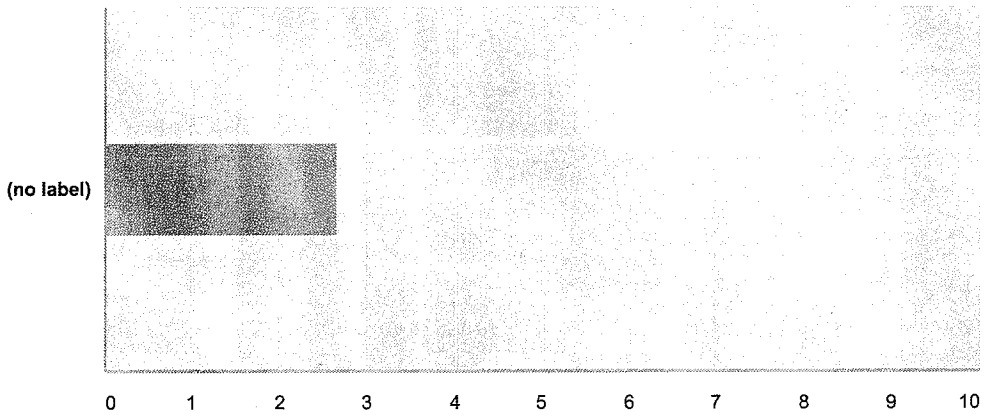
Q8 Comments

Answered: 9 Skipped: 22

#	Responses	Date
1	Too modernistic	11/29/2015 3:16 PM
2	very modern and up to date	11/24/2015 11:26 PM
3	I would need to see the actual end project to make a more accurate judgement.	11/15/2015 7:20 PM
4	I like the modern latte but everything else looks too generic, like it was just taken out of a catalog.	11/11/2015 8:42 PM
5	I like the following: bench design, trash bins, tree gate, and bollard	11/6/2015 4:40 PM
6	I like the idea of latte but not the circle in the middle or the color scheme	10/28/2015 2:41 AM
7	Too Bulky, however, like the Interpretive Panel and the ball shape bollards	10/27/2015 8:54 PM
8	Latte shouldn't be used for trash bins!	10/27/2015 8:08 PM
9	industrial looking	10/27/2015 4:25 PM

Q9 Signage Family 2: Traditional Latte Stone

Answered: 29 Skipped: 2



	Like Very Much	Like Somewhat	Neutral (Neither Like nor Dislike)	Dislike Somewhat	Dislike Very Much	Total	Weighted Average
(no label)	**27.59%** 8	**13.79%** 4	**31.03%** 9	**20.69%** 6	**6.90%** 2	29	2.66

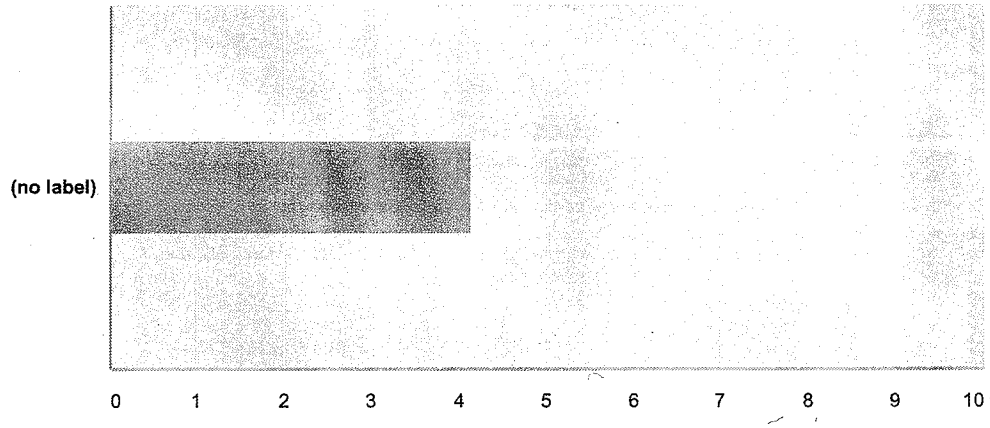
Q10 Comments

Answered: 6 Skipped: 25

#	Responses	Date
1	Not indigeous enough	11/29/2015 3:17 PM
2	not quite as nice as modern	11/24/2015 11:27 PM
3	Traditional latte is ok but everything else looks like it came out of a catalog...no real design so am voting as dislike very much	11/11/2015 8:43 PM
4	I like the following: Gateway monument, district kiosk, and lighting.	11/6/2015 4:42 PM
5	I think the sideways text will be difficult to read and I don't like the purple	10/28/2015 2:43 AM
6	Overall very nice. Although benches should be concrete, should also provide benches with backs that could withstand Guam's weather conditions	10/27/2015 8:55 PM

Q11 Signage Family 3: Simplified Latte Stone

Answered: 29 Skipped: 2



	Like Very Much	Like Somewhat	Neutral (Neither Like nor Dislike)	Dislike Somewhat	Dislike Very Much	Total	Weighted Average
(no label)	0.00% 0	6.90% 2	17.24% 5	31.03% 9	44.83% 13	29	4.14

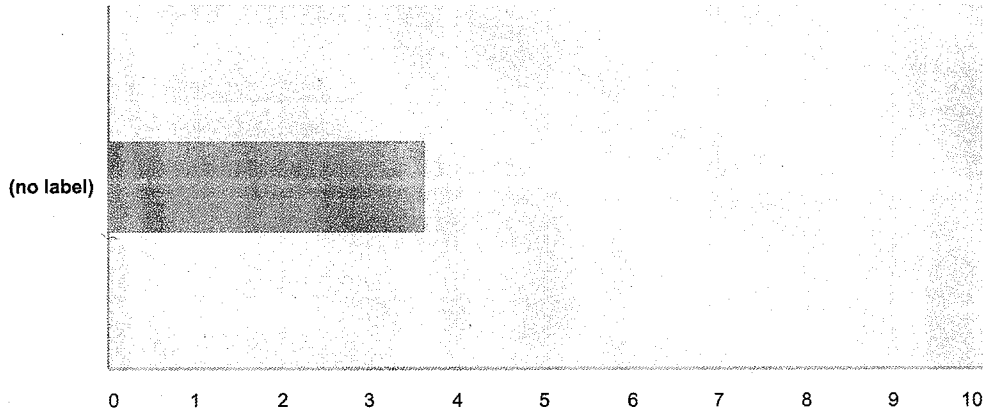
Q12 Comments

Answered: 4 Skipped: 27

#	Responses	Date
1	Not recognizable as native	11/29/2015 3:18 PM
2	too simple	11/24/2015 11:27 PM
3	This looks like it came out of one of those catalogs where you order plaques.	11/11/2015 8:44 PM
4	The latte is unique and something to be very proud of, the stylized version is too abstracted. It completely loses its engineering principals	10/28/2015 2:44 AM

Q13 Signage Family 4: Museum

Answered: 27 Skipped: 4



	Like Very Much	Like Somewhat	Neutral (Neither Like nor Dislike)	Dislike Somewhat	Dislike Very Much	Total	Weighted Average
(no label)	3.70% 1	14.81% 4	18.52% 5	40.74% 11	22.22% 6	27	3.63

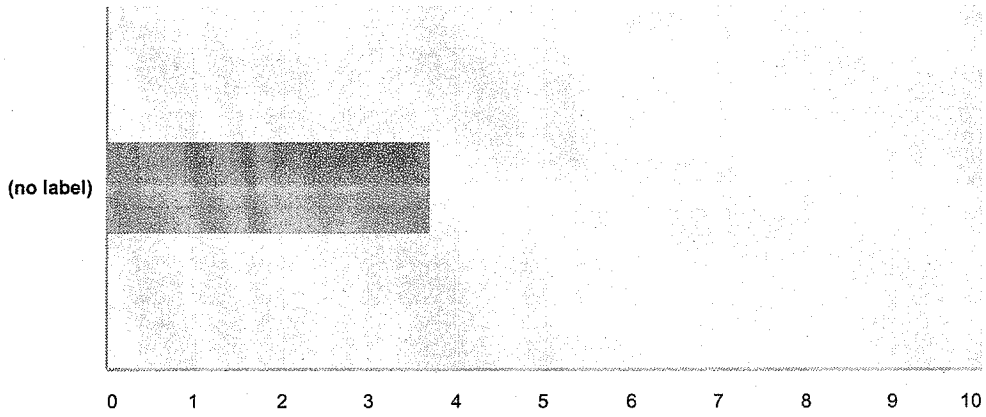
Q14 Comments

Answered: 3 Skipped: 28

#	Responses	Date
1	Not indigenous enough	11/29/2015 3:19 PM
2	the benches, bins, racks, etc. look nice however the main piece not so much	11/15/2015 7:22 PM
3	Looks like a plaque, nothing really unique	11/11/2015 8:45 PM

Q15 Signage Family 5: Off-The-Shelf

Answered: 27 Skipped: 4



	Like Very Much	Like Somewhat	Neutral (Neither Like nor Dislike)	Dislike Somewhat	Dislike Very Much	Total	Weighted Average
(no label)	0.00% 0	14.81% 4	25.93% 7	33.33% 9	25.93% 7	27	3.70

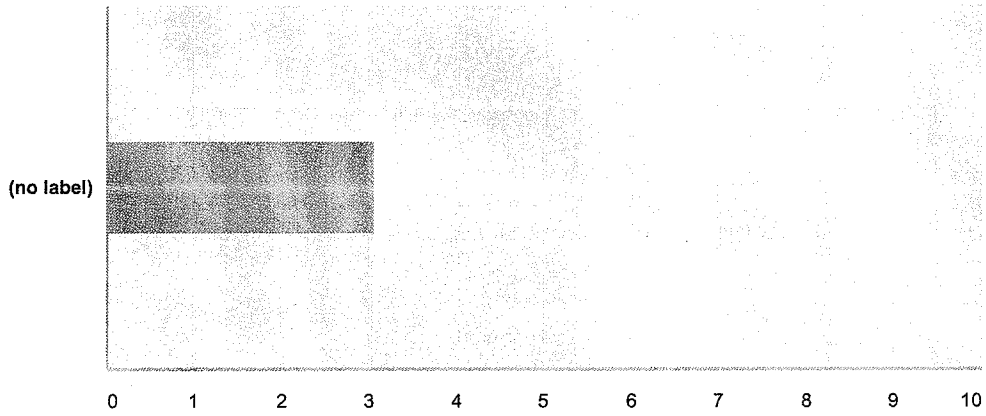
Q16 Comments

Answered: 2 Skipped: 29

#	Responses	Date
1	Too modern and not recognizable as indiginous	11/29/2015 3:20 PM
2	really off the shelf, should not even be considered....what happened to more natural materials instead of all concrete and fiberglass	11/11/2015 8:46 PM

Q17 Adelup Focus Area Alternative 1

Answered: 26 Skipped: 5



	Like Very Much	Like Somewhat	Neutral (Neither Like nor Dislike)	Dislike Somewhat	Dislike Very Much	Total	Weighted Average
(no label)	7.69% 2	7.69% 2	65.38% 17	11.54% 3	7.69% 2	26	3.04

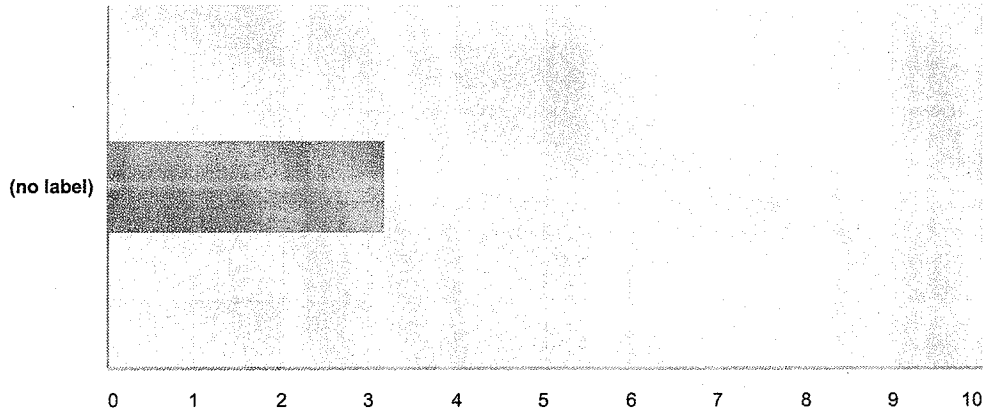
Q18 Comments

Answered: 3 Skipped: 28

#	Responses	Date
1	parking for employees will be worse than what it already is. Especially if there is a round table meeting or conference of some sort.	11/15/2015 7:24 PM
2	Another business incubator space like Chamorro Village?!	11/11/2015 8:47 PM
3	Very low density for the area and does not take advantage of the location and view.	10/27/2015 8:57 PM

Q19 Adelup Focus Area Alternative 2

Answered: 23 Skipped: 8



	Like Very Much	Like Somewhat	Neutral (Neither Like nor Dislike)	Dislike Somewhat	Dislike Very Much	Total	Weighted Average
(no label)	8.70% 2	34.78% 8	13.04% 3	17.39% 4	26.09% 6	23	3.17

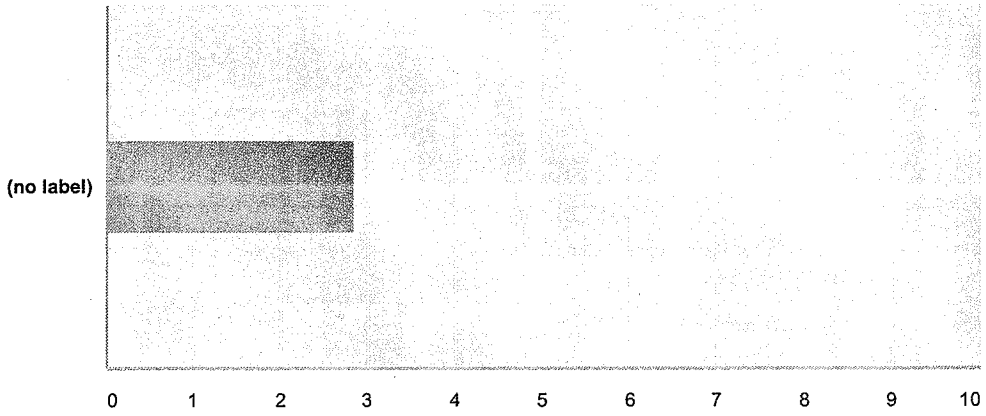
Q20 Comments

Answered: 3 Skipped: 28

#	Responses	Date
1	cute but overdoing Adelup	11/24/2015 11:29 PM
2	Is it really a wise idea to keep building along the shoreline?	11/15/2015 7:26 PM
3	Good use of space - Convention Center a great idea. Existing buildings have exceeded life span and must be demolished. Also, this is an area where the Mayor's office could be located.	10/27/2015 8:58 PM

Q21 Adelup Focus Area Alternative 3

Answered: 23 Skipped: 8



	Like Very Much	Like Somewhat	Neutral (Neither Like nor Dislike)	Dislike Somewhat	Dislike Very Much	Total	Weighted Average
(no label)	13.04% 3	39.13% 9	17.39% 4	13.04% 3	17.39% 4	23	2.83

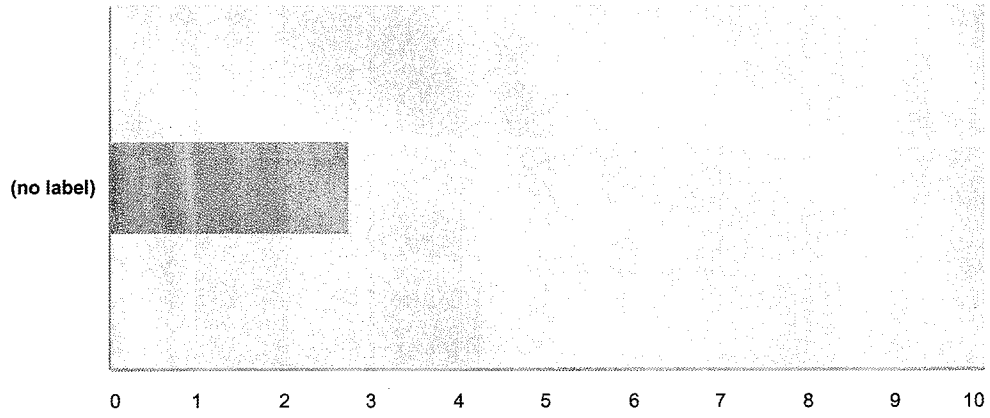
Q22 Comments

Answered: 5 Skipped: 26

#	Responses	Date
1	kinda simple	11/24/2015 11:29 PM
2	low cost to build, low cost to maintain. Least risky. Good idea. Pros' outweigh the Cons	11/15/2015 7:29 PM
3	green space is good	11/11/2015 8:47 PM
4	Love the idea for sports facilities ONLY if upkeep and maintenance is also factored into the budget. Can't count how many gov guam driven facilities have let us down over and over again.	11/5/2015 12:06 AM
5	Too low density. Waste of usable space.	10/27/2015 8:58 PM

Q23 West Shoreline Focus Area Design Concept

Answered: 23 Skipped: 8



	Like Very Much	Like Somewhat	Neutral (Neither Like nor Dislike)	Dislike Somewhat	Dislike Very Much	Total	Weighted Average
(no label)	**8.70%** 2	**43.48%** 10	**26.09%** 6	**8.70%** 2	**13.04%** 3	23	2.74

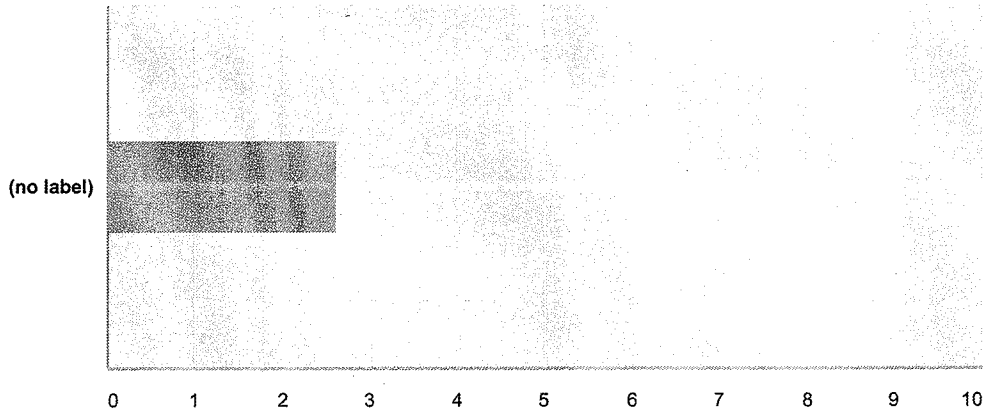
Q24 Comments

Answered: 2 Skipped: 29

#	Responses	Date
1	not sure what/where this would go.	11/15/2015 7:32 PM
2	i want the coast to be open, not developed	10/27/2015 8:23 PM

Q25 Cliff Line Focus Area Design Concept

Answered: 21 Skipped: 10



	Like Very Much	Like Somewhat	Neutral (Neither Like nor Dislike)	Dislike Somewhat	Dislike Very Much	Total	Weighted Average
(no label)	19.05% 4	28.57% 6	28.57% 6	19.05% 4	4.76% 1	21	2.62

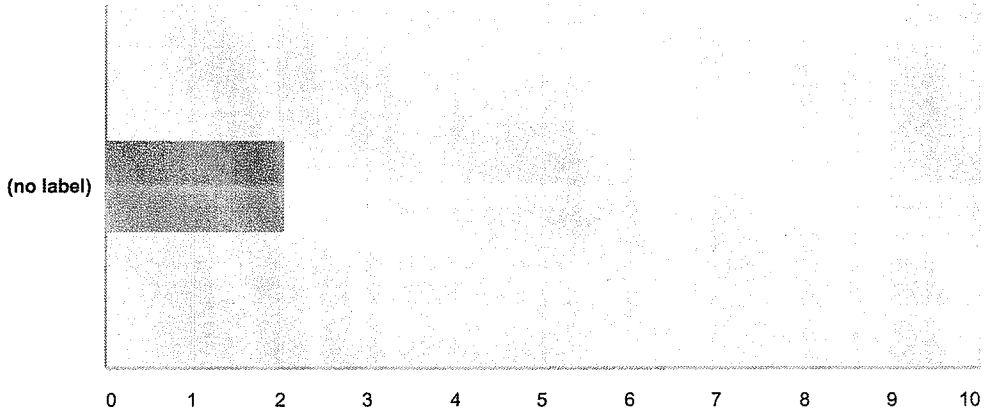
Q26 Comments

Answered: 2 Skipped: 29

#	Responses	Date
1	should keep the cliff line simple	11/24/2015 11:31 PM
2	There is no explanation of where this is exactly...	10/28/2015 2:51 AM

Q27 Paseo Focus Area Alternative 1

Answered: 22 Skipped: 9



	Like Very Much	Like Somewhat	Neutral (Neither Like nor Dislike)	Dislike Somewhat	Dislike Very Much	Total	Weighted Average
(no label)	**27.27%** 6	**50.00%** 11	**18.18%** 4	**0.00%** 0	**4.55%** 1	22	2.05

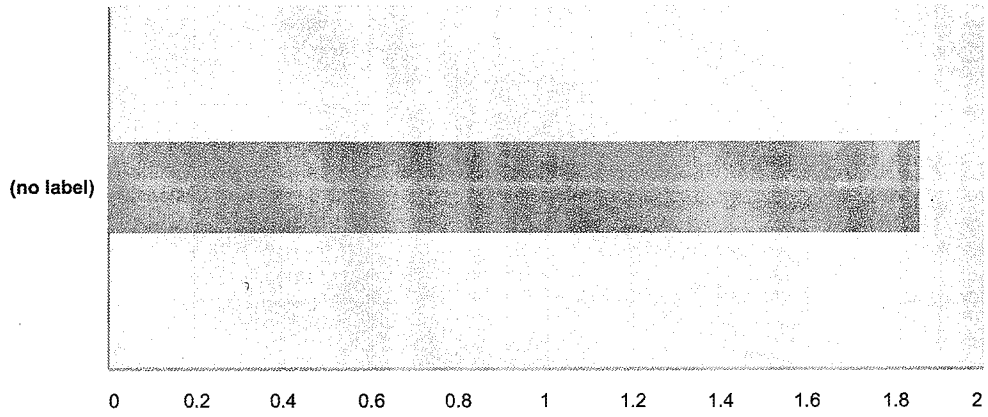
Q28 Comments

Answered: 3 Skipped: 28

#	Responses	Date
1	looks clean and modern	11/24/2015 11:32 PM
2	will parking be sufficient for the expected surge in traffic?	11/15/2015 7:34 PM
3	where you gonna put the softball players?	11/11/2015 8:51 PM

Q29 Paseo Focus Area Alternative 2

Answered: 21 Skipped: 10



	Like Very Much	Like Somewhat	Neutral (Neither Like nor Dislike)	Dislike Somewhat	Dislike Very Much	Total	Weighted Average
(no label)	**52.38%** 11	**23.81%** 5	**14.29%** 3	**4.76%** 1	**4.76%** 1	21	1.86

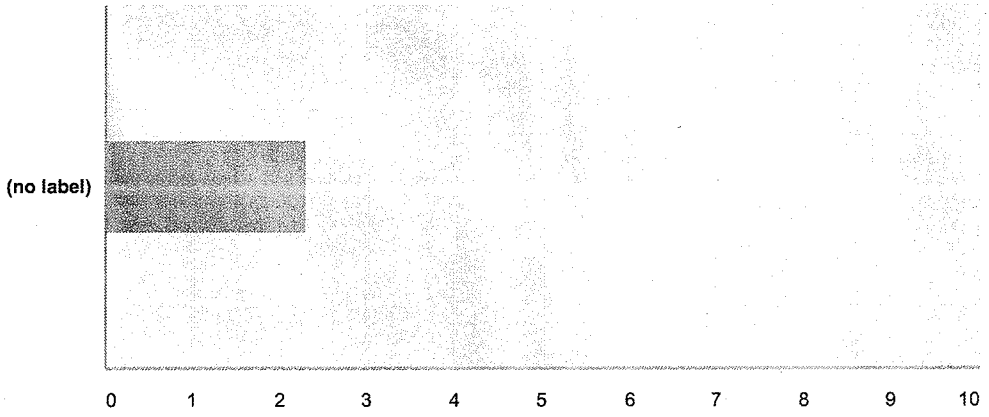
Q30 Comments

Answered: 6 Skipped: 25

#	Responses	Date
1	looks nice too	11/24/2015 11:32 PM
2	waste of ocean front for a parking lot	11/11/2015 8:52 PM
3	I think I like this much more than the previous plan	11/5/2015 12:10 AM
4	Parking might be very needed. Would need security to be safe.	10/28/2015 2:54 AM
5	Parking structure blocks prime views. Bad. Bad. Bad.	10/27/2015 9:00 PM
6	even better!	10/27/2015 8:25 PM

Q31 Riverwalk Focus Area Alternative 1

Answered: 21 Skipped: 10



	Like Very Much	Like Somewhat	Neutral (Neither Like nor Dislike)	Dislike Somewhat	Dislike Very Much	Total	Weighted Average
(no label)	**14.29%** 3	**57.14%** 12	**19.05%** 4	**4.76%** 1	**4.76%** 1	21	2.29

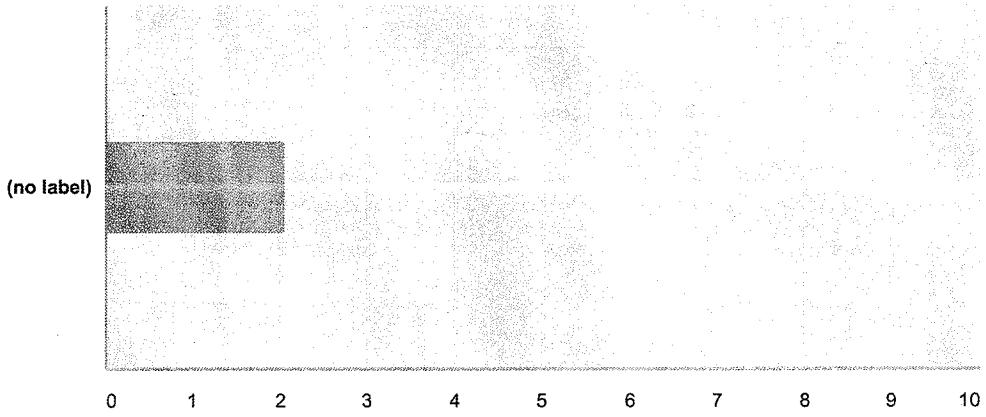
Q32 Comments

Answered: 3 Skipped: 28

#	Responses	Date
1	Really?	11/11/2015 8:54 PM
2	An important part of Hagåtña river's charm and cultural significance is that it is not heavily built up	10/28/2015 2:59 AM
3	not clear	10/27/2015 8:26 PM

Q33 Riverwalk Focus Area Alternative 2

Answered: 20 Skipped: 11



	Like Very Much	Like Somewhat	Neutral (Neither Like nor Dislike)	Dislike Somewhat	Dislike Very Much	Total	Weighted Average
(no label)	**15.00%** 3	**65.00%** 13	**20.00%** 4	**0.00%** 0	**0.00%** 0	20	2.05

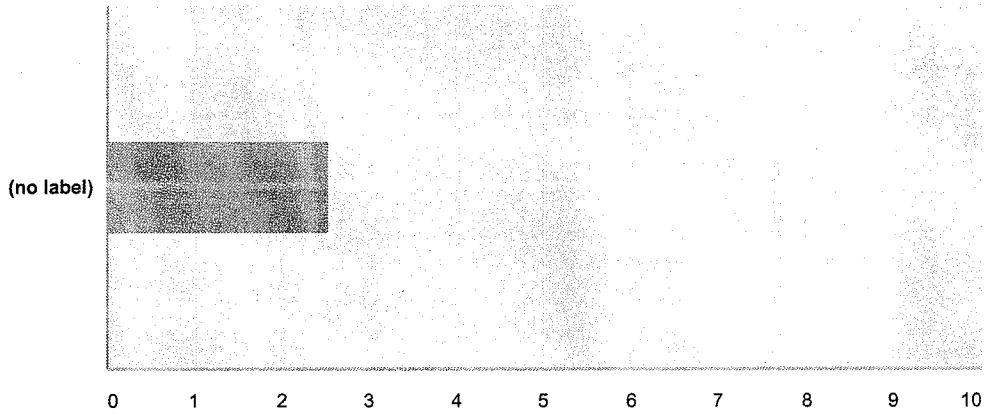
Q34 Comments

Answered: 4 Skipped: 27

#	Responses	Date
1	will the amphitheater be a gov't building? under the mayor or govguam?	11/11/2015 8:54 PM
2	YES YES YES	11/5/2015 12:11 AM
3	More continued green space is important to keep. Community activities in the area are preferred	10/28/2015 3:00 AM
4	Does government have to purchase amphitheater area?	10/27/2015 9:01 PM

Q35 City Park Focus Area Design Concept

Answered: 21 Skipped: 10



	Like Very Much	Like Somewhat	Neutral (Neither Like nor Dislike)	Dislike Somewhat	Dislike Very Much	Total	Weighted Average
(no label)	19.05% 4	23.81% 5	47.62% 10	4.76% 1	4.76% 1	21	2.52

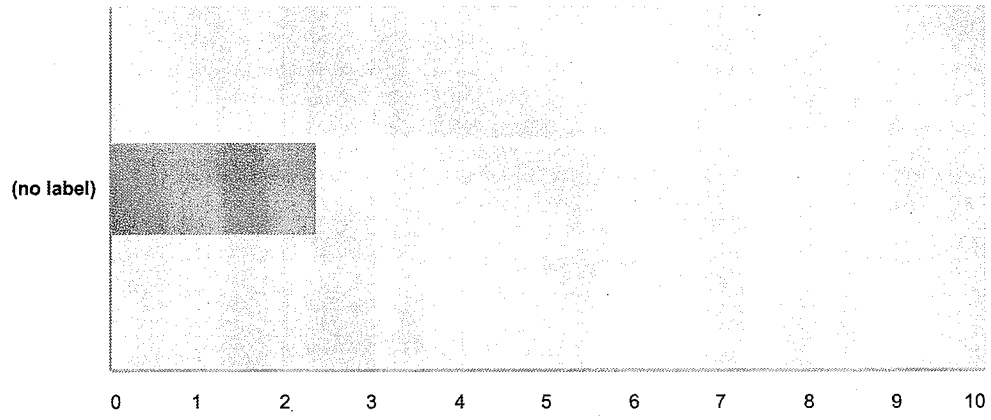
Q36 Comments

Answered: 5 Skipped: 26

#	Responses	Date
1	Why only baseball fields? Rugby, Soccer, and Football have had more participant count than baseball and softball for years.	11/15/2015 7:38 PM
2	While additional sporting areas are needed, soccer fields tend to be better for multi-purpose activities.	11/4/2015 10:08 PM
3	These need labels. We cannot figure where this is and many others are hard to locate also. I cannot say if this is good or not because I do not know where it is which makes my vote here inaccurate	10/28/2015 3:03 AM
4	About time.	10/27/2015 9:01 PM
5	I cant picture this. sorry	10/27/2015 8:29 PM

Q37 Government Center Focus Area Alternative 1

Answered: 20 Skipped: 11



	Like Very Much	Like Somewhat	Neutral (Neither Like nor Dislike)	Dislike Somewhat	Dislike Very Much	Total	Weighted Average
(no label)	**20.00%** 4	**50.00%** 10	**5.00%** 1	**25.00%** 5	**0.00%** 0	20	2.35

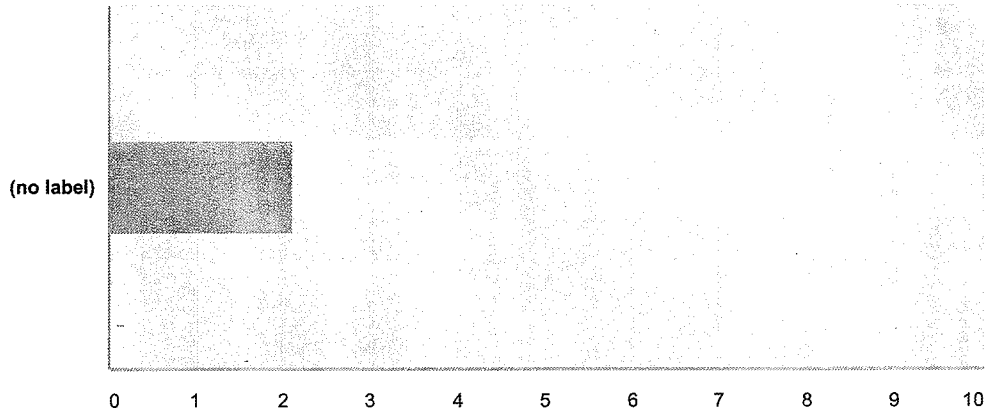
Q38 Comments

Answered: 3 Skipped: 28

#	Responses	Date
1	The area is great and the parking structure is great, but why not make the building much taller? We have dozens of agencies currently spending millions in rent money to private interests, when we could be using it to fund government buildings and ownership instead. Make it a 6-12 storey building that can accommodate many government agencies.	11/4/2015 10:11 PM
2	I'd prefer using the historically significant building that is there already rather than removing that piece of history to build something to replace it	10/28/2015 3:05 AM
3	Low density for area.	10/27/2015 9:01 PM

Q39 Government Center Focus Area Alternative 2

Answered: 21 Skipped: 10



	Like Very Much	Like Somewhat	Neutral (Neither Like nor Dislike)	Dislike Somewhat	Dislike Very Much	Total	Weighted Average
(no label)	**28.57%** 6	**42.86%** 9	**19.05%** 4	**9.52%** 2	**0.00%** 0	21	2.10

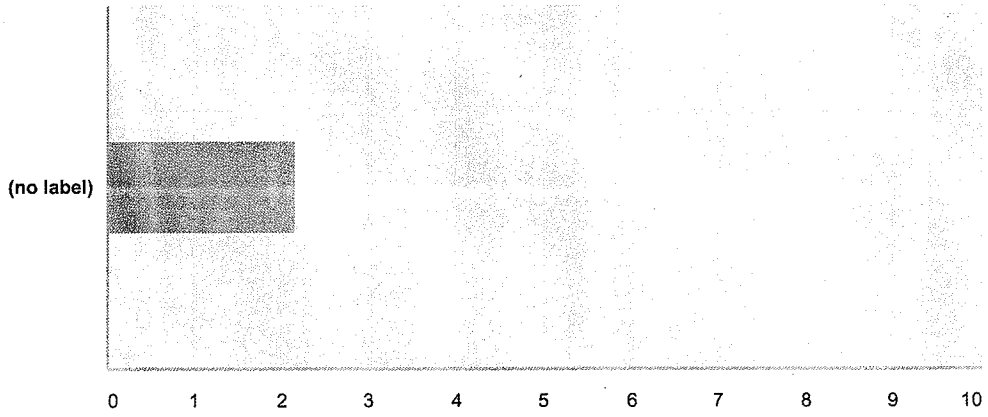
Q40 Comments

Answered: 1 Skipped: 30

#	Responses	Date
1	Ditto to no. 39. The building that housed our first elected Chamorro governor after 50 years of military and appointed governorship would be important to keep	10/28/2015 3:07 AM

Q41 Parking Garages Draft Concept

Answered: 20 Skipped: 11



	Like Very Much	Like Somewhat	Neutral (Neither Like nor Dislike)	Dislike Somewhat	Dislike Very Much	Total	Weighted Average
(no label)	**30.00%** 6	**40.00%** 8	**20.00%** 4	**5.00%** 1	**5.00%** 1	20	2.15

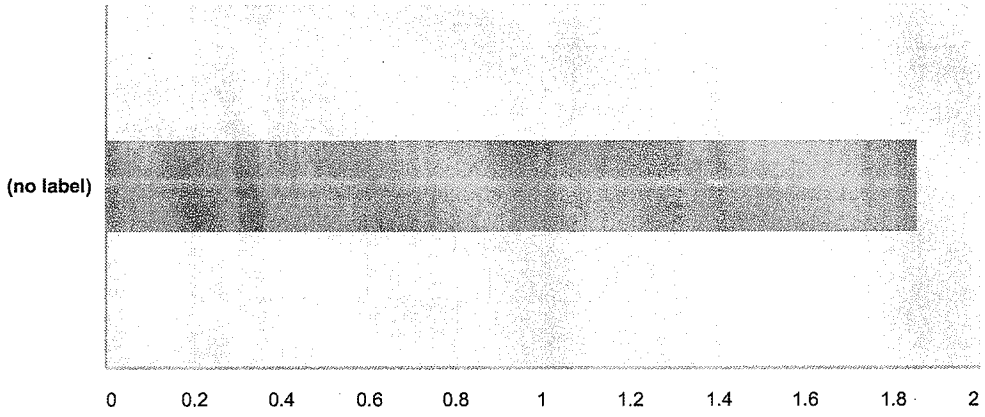
Q42 Comments

Answered: 3 Skipped: 28

#	Responses	Date
1	why do we need so many parking garages???	11/5/2015 12:12 AM
2	They will need to be kept so that patrons are safe	10/28/2015 3:08 AM
3	Is this the only area where parking garages or car parks will be located.	10/27/2015 9:02 PM

Q43 Trolley / Transit System Draft Concept

Answered: 21 Skipped: 10



	Like Very Much	Like Somewhat	Neutral (Neither Like nor Dislike)	Dislike Somewhat	Dislike Very Much	Total	Weighted Average
(no label)	**47.62%** 10	**28.57%** 6	**14.29%** 3	**9.52%** 2	**0.00%** 0	21	1.86

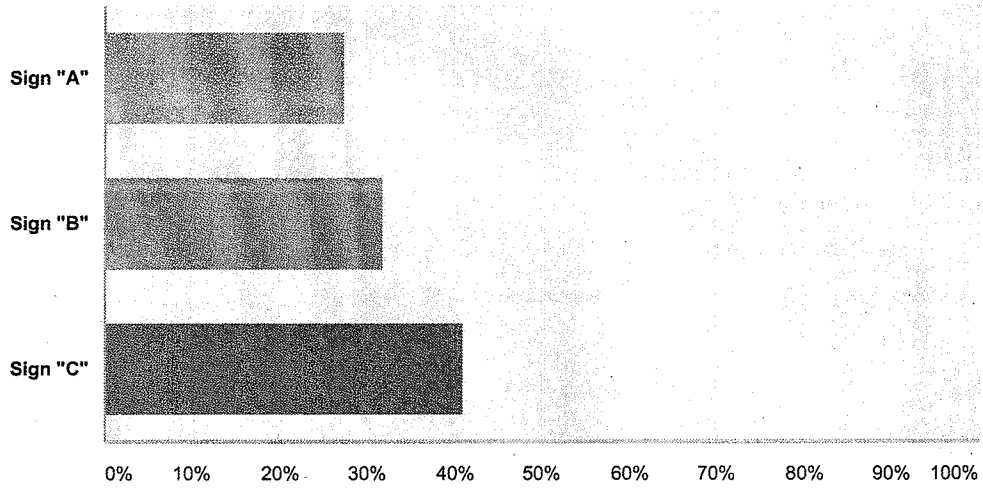
Q44 Comments

Answered: 1 Skipped: 30

#	Responses	Date
1	Heck yes	11/5/2015 12:13 AM

Q45 Street Signs

Answered: 22 Skipped: 9



Answer Choices	Responses	
Sign "A"	**27.27%**	6
Sign "B"	**31.82%**	7
Sign "C"	**40.91%**	9
Total		**22**

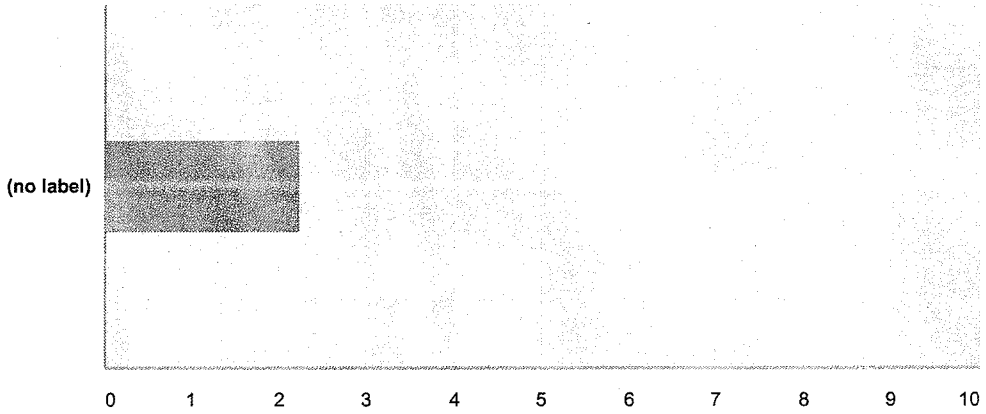
Q46 Comments

Answered: 5 Skipped: 26

#	Responses	Date
1	lighted and clear	11/24/2015 11:35 PM
2	Sign C, just screams "graffiti me!"	11/15/2015 7:41 PM
3	would prefer natural material	11/11/2015 8:58 PM
4	enough with the latte stone. we get it, we're from Guam.	11/5/2015 12:13 AM
5	More traditional and distinguishes from Latte. Do not overuse the Latte symbol. Looses its charm.	10/27/2015 9:03 PM

Q47 Proposed Barrio Boundaries

Answered: 22 Skipped: 9



	Like Very Much	Like Somewhat	Neutral (Neither Like nor Dislike)	Dislike Somewhat	Dislike Very Much	Total	Weighted Average
(no label)	**27.27%** 6	**27.27%** 6	**40.91%** 9	**4.55%** 1	**0.00%** 0	22	2.23

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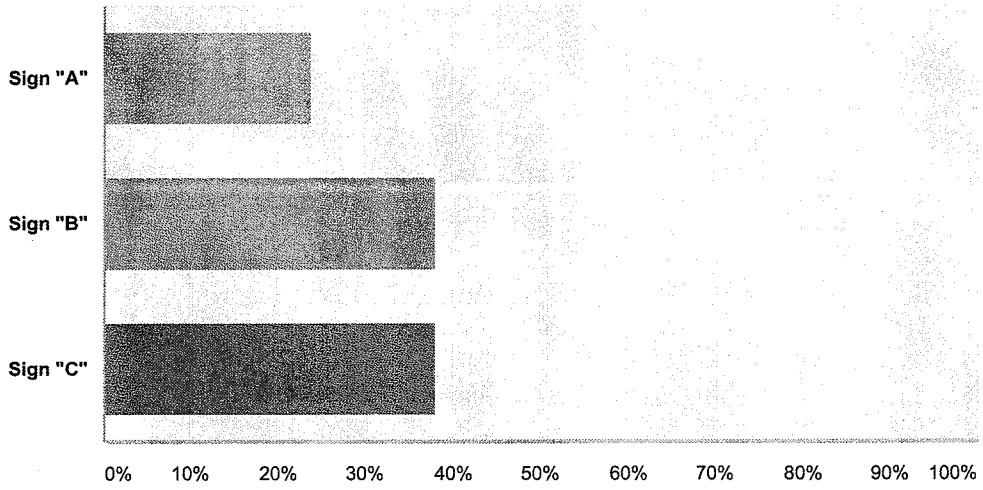
Q48 Comments

Answered: 1 Skipped: 30

#	Responses	Date
1	it distinguishes old landmarks	11/24/2015 11:36 PM

Q49 Barrio Identification Signs

Answered: 21 Skipped: 10



Answer Choices	Responses	
Sign "A"	**23.81%**	5
Sign "B"	**38.10%**	8
Sign "C"	**38.10%**	8
Total		**21**

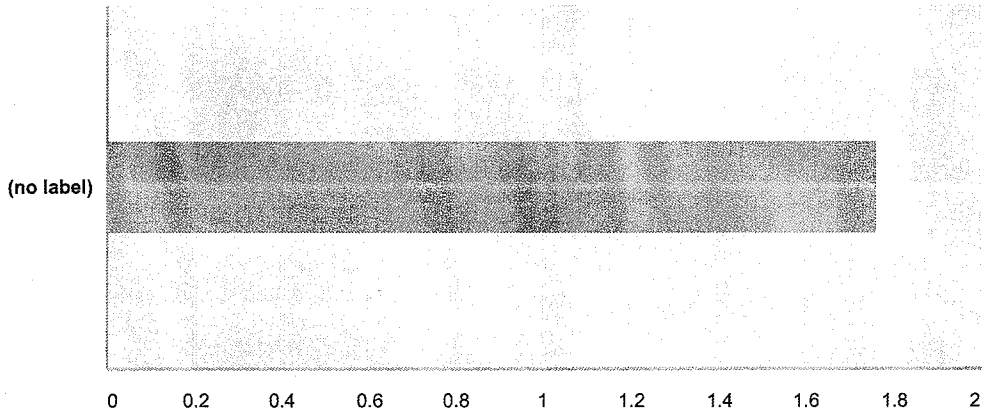
Q50 Comments

Answered: 1 Skipped: 30

#	Responses	Date
1	none	11/5/2015 5:07 AM

Q51 Mixed-Use Development

Answered: 21 Skipped: 10



	Like Very Much	Like Somewhat	Neutral (Neither Like nor Dislike)	Dislike Somewhat	Dislike Very Much	Total	Weighted Average
(no label)	**47.62%** 10	**28.57%** 6	**23.81%** 5	**0.00%** 0	**0.00%** 0	21	1.76

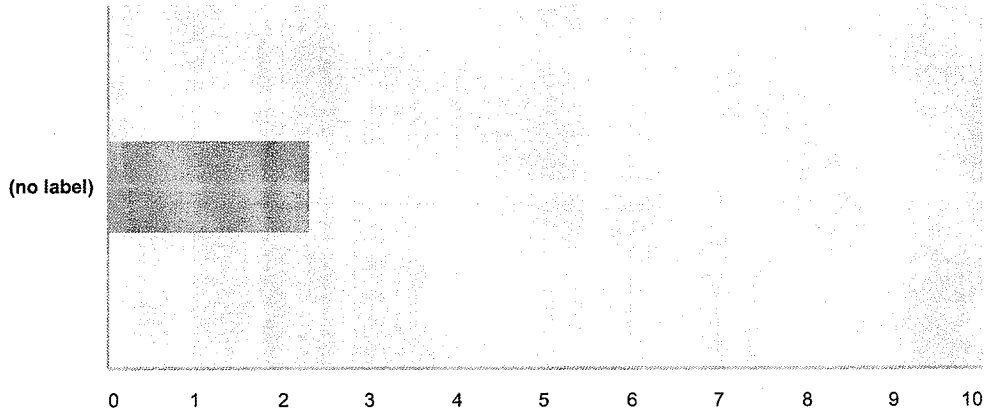
Q52 Comments

Answered: 1 Skipped: 30

#	Responses	Date
1	mimicks the cities in CONUS	11/24/2015 11:37 PM

Q53 Land Use Alternative 1

Answered: 21 Skipped: 10



	Like Very Much	Like Somewhat	Neutral (Neither Like nor Dislike)	Dislike Somewhat	Dislike Very Much	Total	Weighted Average
(no label)	19.05% 4	42.86% 9	33.33% 7	0.00% 0	4.76% 1	21	2.29

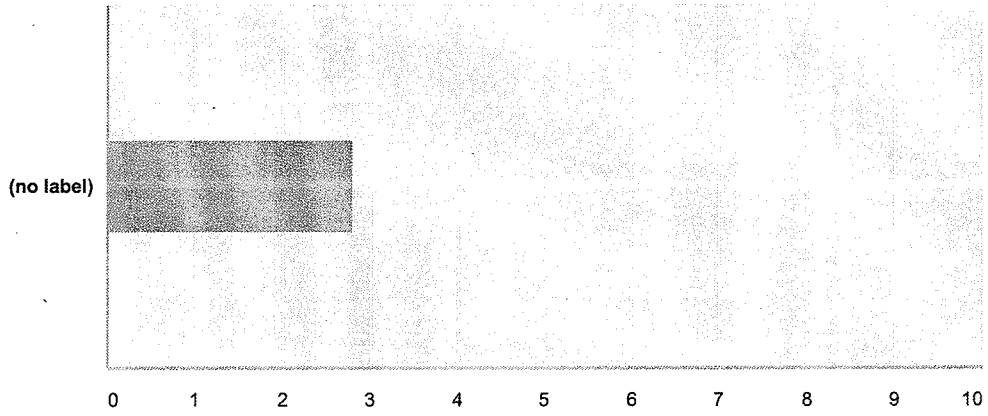
Q54 Comments

Answered: 3 Skipped: 28

#	Responses	Date
1	hard to see	11/11/2015 9:00 PM
2	Cant read legend.	11/5/2015 12:15 AM
3	The key is not legible, therefore this is not an accurate answer since I cannot read to agree or disagree	10/28/2015 3:12 AM

Q55 Land Use Alternative 2

Answered: 20 Skipped: 11

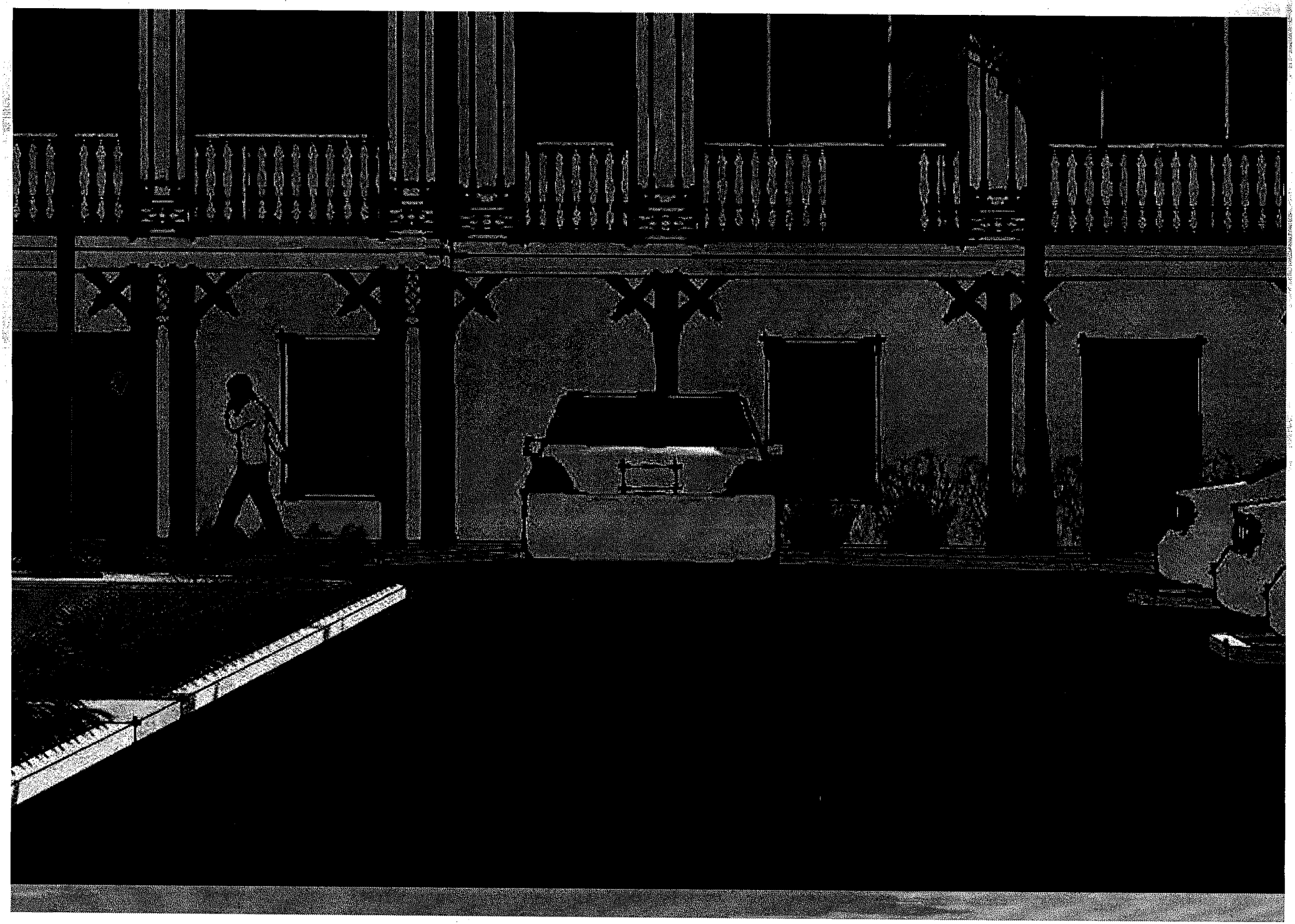


	Like Very Much	Like Somewhat	Neutral (Neither Like nor Dislike)	Dislike Somewhat	Dislike Very Much	Total	Weighted Average
(no label)	**5.00%** 1	**25.00%** 5	**60.00%** 12	**5.00%** 1	**5.00%** 1	20	2.80

Q56 Comments

Answered: 3 Skipped: 28

#	Responses	Date
1	Hard to see so dislike	11/11/2015 9:00 PM
2	same as before	11/5/2015 12:15 AM
3	Ditto to no. 55, illegible key	10/28/2015 3:13 AM



Doc. No. 35GL-20-1498.

HAGÅTÑA
RESTORATION AND
REDEVELOPMENT
AUTHORITY

Chairman Maria Eugenia Leon Guerrero
Vice-Chair Patricia Ann P. Ada
Commissioner Mayor John E. Cruz
Commissioner Gregory D. Perez
Commissioner Rita T. Franquez
Commissioner Nanick Keswani
Commissioner Eduardo J. Calvo
Commissioner Carlos Madrid Alvarez-Piñer, PhD

The Honorable Lourdes A. Leon Guerrero
Governor of Guam

The Honorable Joshua F. Tenorio
Lieutenant Governor of Guam

PHASE 3:

UPDATE THE LAND USE PLAN, 100% SUBMITTAL

Task 3.1: Master Plan Preliminary Summary Brochure and Video Flyover

Task 3.2: Administrative Draft Hagatna Master Plan

Task 3.3: Analysis Of Economic Impact of Recommendations

Task 3.4: Analysis of Impediments to Rvitalization

Task 3.5: Draft Hagatna Master Plan

Task 3.6: Legislative Hearings

Task 3.7: Final Hagatna Master Plan

Suite 511, ITC Building, 590 South Marine Corps Drive, Tamuning, Guam 96913

HAGÅTÑA
MASTER PLAN

Preserving Our Past. Shaping Our Future.



Hagåtña Master Plan Fact Sheet #1: Project Overview

What is a Master Plan?

A master plan can be described as the "proposal" for the future of a specific area, village or city. It expresses the community's vision through goals and policies, directing decisions relating to land use, roads, housing, utilities and other related concerns for Hagåtña. The Hagåtña Restoration and Redevelopment Authority (HRRA) is updating the 2005 master plan for Hagåtña. The update will be an all-inclusive plan that assesses existing conditions, provides unique alternatives for consideration, identifies a preferred concept, and provides actions and programs which will need to be enacted in order to realize Hagåtña's preferred future vision.

Master Plan Objectives:

Master Plans are intended to provide direction when making decisions for the future. The update of the Hagåtña Master Plan is based on accomplishing the following:

- Providing a description of current conditions and trends shaping Hagåtña;
- Identifying planning issues, opportunities, and challenges that should be addressed in the Master Plan;
- Providing the public with opportunities for meaningful participation in the planning and decision-making process;
- Ensuring that the master plan is current, internally consistent, and easy to use;
- Providing guidance in the planning and evaluation of future land and resource decisions;
- Exploring land use and policy alternatives; and
- Providing a vision and framework for the future of Hagåtña.

The Hagåtña Master Plan has three defining features:

All-inclusive. The master plan covers a wide range of social, economic, infrastructure, and natural resource topics. These include land use, housing, transportation, utilities, public services, recreation, cultural resources, and environmental hazards.

Design-oriented. In addition to new goals, policies and actions for Hagåtña, the master plan also includes design guidelines supported by land use and development strategies.

Long-range. Master plan goals typically have a ten year horizon. This master plan update will look at a planning horizon of about 15 years to the year 2030. To accomplish this future, the update will include policies and actions that address both immediate and long-term objectives.

Doc. No. 35GL-20-1498.



Who Will Guide the Master Plan Development?

Government of Guam

To help adopt and incorporate the Master Plan Update, the Government of Guam (GovGuam) will be involved in the update process through HRRA and the Guam Economic Development Authority (GEDA). Several presentations will be offered to these groups at HRRA Board presentations and public hearings.

Master Plan Sub-Committee

As part of the update process, GEDA and HRRA have formed a Master Plan Sub-Committee comprised of HRRA Board Members, elected officials and government employees to provide input to help guide the discussion and the Master Plan Update. Additional stakeholders included in the Master Plan process will include business and community leaders and have been identified by the Sub-Committee. The Sub-Committee is an advisory body that will provide feedback and recommendations for this focused update at key points in the process. They will participate in workshops and public hearings, assist in the development of the plan and provide guidance to Matrix, HRRA staff and to the other GovGuam agencies on all aspects of the process.

Public Participation

More than any other planning document, the Master Plan needs to be a reflection of the collective aspirations of those who live, work, and own property in Hagåtña. There are a number of ways to get involved and stay up-to-date on the Master Plan Update.

Website. From Hagåtña's website, a link will be provided for up-to-date information on the Master Plan process. To complement this, a new project website has been created that will contain schedules and agendas for future meetings and will provide a source to download documents prepared during the project. Other resources and links to relevant information will be accessible from the website.

Fact Sheets. This is the first of several fact sheets that will be prepared to provide updates on the progress of the Master Plan. The next fact sheet will describe issues and opportunities identified for Hagåtña, as well as development constraints that will affect the Master Plan area. A third fact sheet will discuss alternative plans, the preferred alternative, key changes regarding existing conditions, and an overview of public involvement to date. A fourth fact sheet will be an executive summary of the updated Master Plan and its components.

Public Workshops/ Design Charrettes. There will be a series of Alternative Plans Charrettes and Public Workshops, which will give the public and residents of Hagåtña a chance to work with HRRA planners and our consultant team on the development of the Master Plan Update.

Public Hearings. Formal public hearings will be held to consider the Master Plan and its supporting documents.

What Will the Master Plan Update Address?

The Hagåtña Master Plan Update project is an all-inclusive process that assesses existing conditions, provides unique alternatives for consideration, identifies a preferred concept, and provides actions and programs which will need to be enacted in order to realize Hagåtña's preferred future vision.

The items to the right are the major deliverables of the Master Plan Update project.



Updated Research Report (Map Atlas)

The Map Atlas provides a detailed description of background information and existing conditions, as of 2014, within Hagåtña during the development of the Master Plan Update.

Alternative Plans Update

This element of the Master Plan will contain new alternative land use plans and design concepts developed as part of the update of the 2005 Hagåtña Master Plan alternative plans. The preferred alternative will be integrated into the Master Plan Update. The alternative plan update phase will also contain an economic market study to determine key existing markets and future market demands within Hagåtña and surrounding areas.

Land Use Plan Update

This report is the essence of the Master Plan. It will contain the future land use plan as well as goals and policies that will guide future development within Hagåtña. It will be comprised of historical/cultural, land use, circulation, and infrastructure elements.

Zoning Code

The zoning code will provide Hagåtña with new regulatory framework tailored to the needs of Hagåtña.

Design Guidelines and Regulations

These guidelines and regulations will establish design standards to reflect the pedestrian-oriented nature of Hagåtña. The design guidelines will encourage pedestrian comfort and aesthetically pleasing design while maintaining functionality.

Implementation Schedule

This phase of the Master Plan will identify suggested strategies and actions that HRRA, GEDA and GovGuam can take to implement the Hagåtña Master Plan and its associated documents. The Implementation Plan also includes a detailed implementation schedule.

Hagåtña River Flood Damage Reduction Feasibility Study

This study will focus on flooding issues associated with the Hagåtña River within the planning area. The study will evaluate causes and effects of flooding in Hagåtña and possible alternatives in mitigating damage with future growth.

Hagåtña Restoration Organizational / Financial Construct

This phase will help establish an approach for a successful implementation, including developing the organizational structure options and funding mechanisms needed to make the plan a reality.

What is the Process?

The entire update process will take about 2 years to allow ample time for public involvement as part the Master Plan Update. As the Master Plan and supporting documents are prepared, these will be made available for public review and comment. The project website will be updated with all documents as they are completed.

Keeping Up to Date

During the planning process, the Master Plan Sub-Committee will maintain a mailing list of individuals who want to be kept informed on the latest program events. If you would like to be added to this list, please follow the mailing list instructions on the Hagåtña Master Plan Update website:

www.HagatnaMasterPlan.com

For More Information Contact:

Joseph Artero-Cameron
President, Chamorro Affairs
Email: Joseph.cameron@dca.guam.gov
Phone: 671-475-4278

What are the Steps Involved?

The Master Plan Update is usually a long process in which several steps are taken to complete the report in a cohesive, systematic manner. This process is described below.

1. **Project Startup** - Establish Master Plan Sub-Committee, present project approach to HRRA Board and GovGuam. Start interviewing stakeholders.

2. **Existing Conditions** - Collect information and data on current conditions and trends. Develop Research Report (Map Atlas) with associated base mapping.

3. **Issues & Opportunities** - Work with Sub-Committee and the public to identify major issues/ constraints and opportunities. Develop alternative plans through this identification and choose a preferred alternative.

4. **Goals & Policies**- Design a set of goals, policies, and actions that HRRA and Hagåtña stakeholders and residents needs to follow in order to reach the desired future. Integrate these goals and policies into the Master Plan Update.

5. **Regulatory Framework** - Develop a zoning code and design guidelines tailored to Hagåtña's needs. These documents will encourage pedestrian comfort, historic preservation, compatible land uses, and orderly development.

6. **Public Hearings** - Review the proposed Master Plan, the implementation plan and the organizational/financial construct and present to HRRA Board and GovGuam.

7. **Finalize Documents** - Prepare all final Master Plan documents following public hearings.

Doc. No. 35GL-20-1498.

Hagåtña Master Plan Update

April 28, 2015

HAGÅTÑA
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HRRA Board and Staff

- HRRA Board of Commissioners
  - John T. Calvo, Chair
  - Zenon J. Belanger, PE, Vice Chair
  - Vanessa Williams, Secretary
  - John A. Cruz, Mayor of Hagåtña
  - Rob S. Limtiaco
  - Gregory D. Perez
  - Rory J. Respicio, Senator, 33rd Legislature
- Ex-officio Members (eg, DPW, DPR, DLM, etc.)
- HRRA Staff
  - Joseph Artero-Cameron, Executive Director
  - Joseph Santos, Senior Planner

Doc. No. 35GL-20-1498.

HAGÅTÑA MASTER PLAN
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Master Plan Update Consultant

- **Celeste Werner, AICP**
  Project Manager
- **Rick Rust, AICP**
  Deputy Project Manager
- **Mike Hrapla**
  Engineering Lead
- **Tria Paulino**
  Planning Research Analyst
- **Dan Barusch**
  Planning Lead

Matrix DESIGN GROUP

Doc. No. 35GL-20-1498.

HAGÅTÑA MASTER PLAN

Initial Update on Master Plan

- **Overview** of the Master Plan process
- **Review** inputs and ideas generated to date
- **Vision** Gain insight from the Legislature on the future of Hagåtña
  - ❖ What is the long-term vision for what Hagåtña can be?

Master Plan Project Overview

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What is the Master Plan

- A Master Plan can be described as the "blueprint" for the future development of a specific area or community.

- It represents the community's vision and includes goals, policies and implementation actions to guide decision-making and growth.

- The Master Plan update will be comprehensive and long-term (2030).

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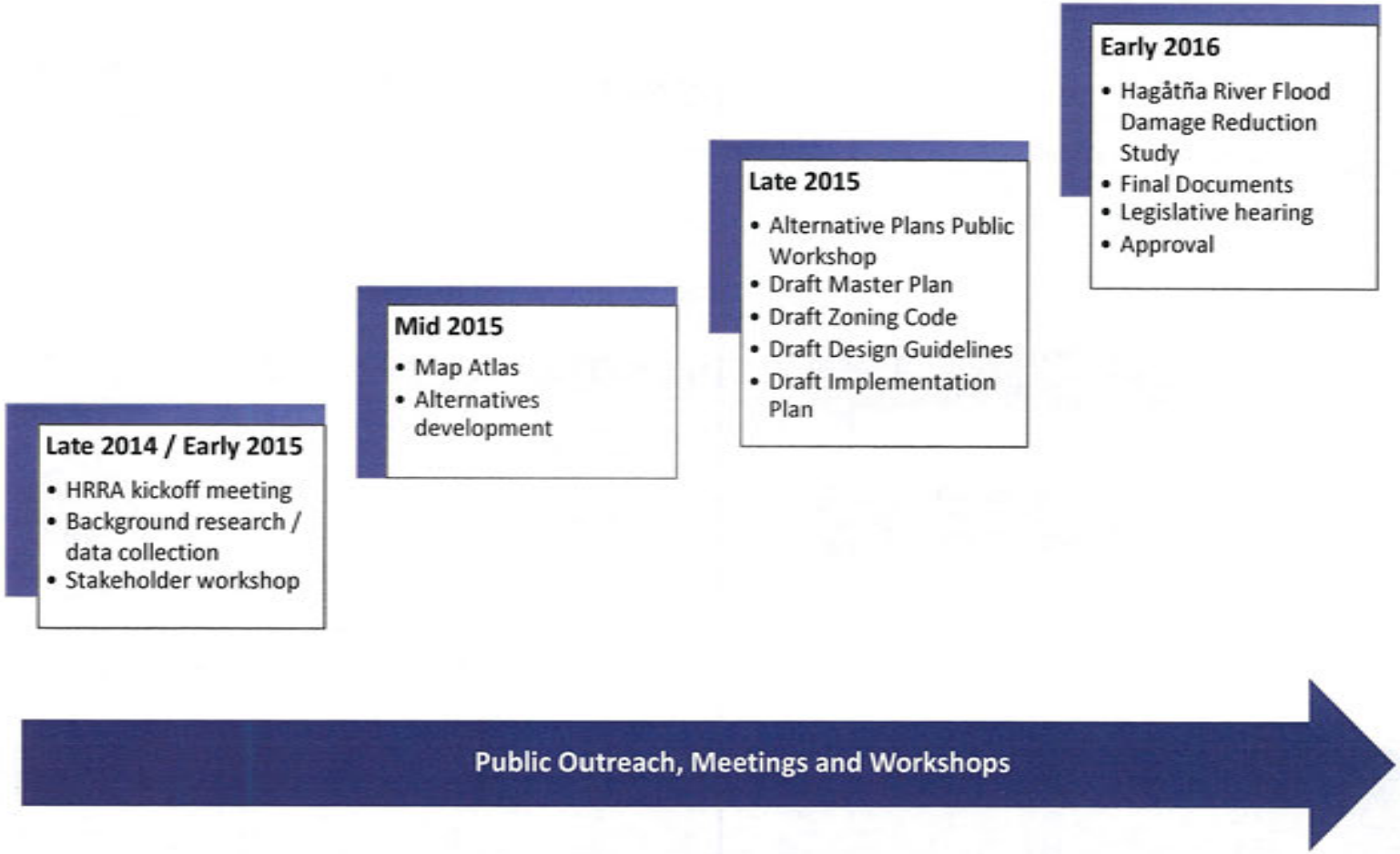
Planning Process

1. Project Startup
2. Existing Conditions — In Process
3. Issues & Opportunities — In Process
4. Goals & Policies
5. Regulatory Framework
6. Public Hearings
7. Finalize Documents

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HAGÅTÑA MASTER PLAN

How Long Will the Plan Take?



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Update to Previous Master Plans



HAGÅTÑA
RESTORATION AND REDEVELOPMENT AUTHORITY

Hagåtña Master Plan

Land Use Plan
PHASE 2 - 100% Submittal

December 23, 2005

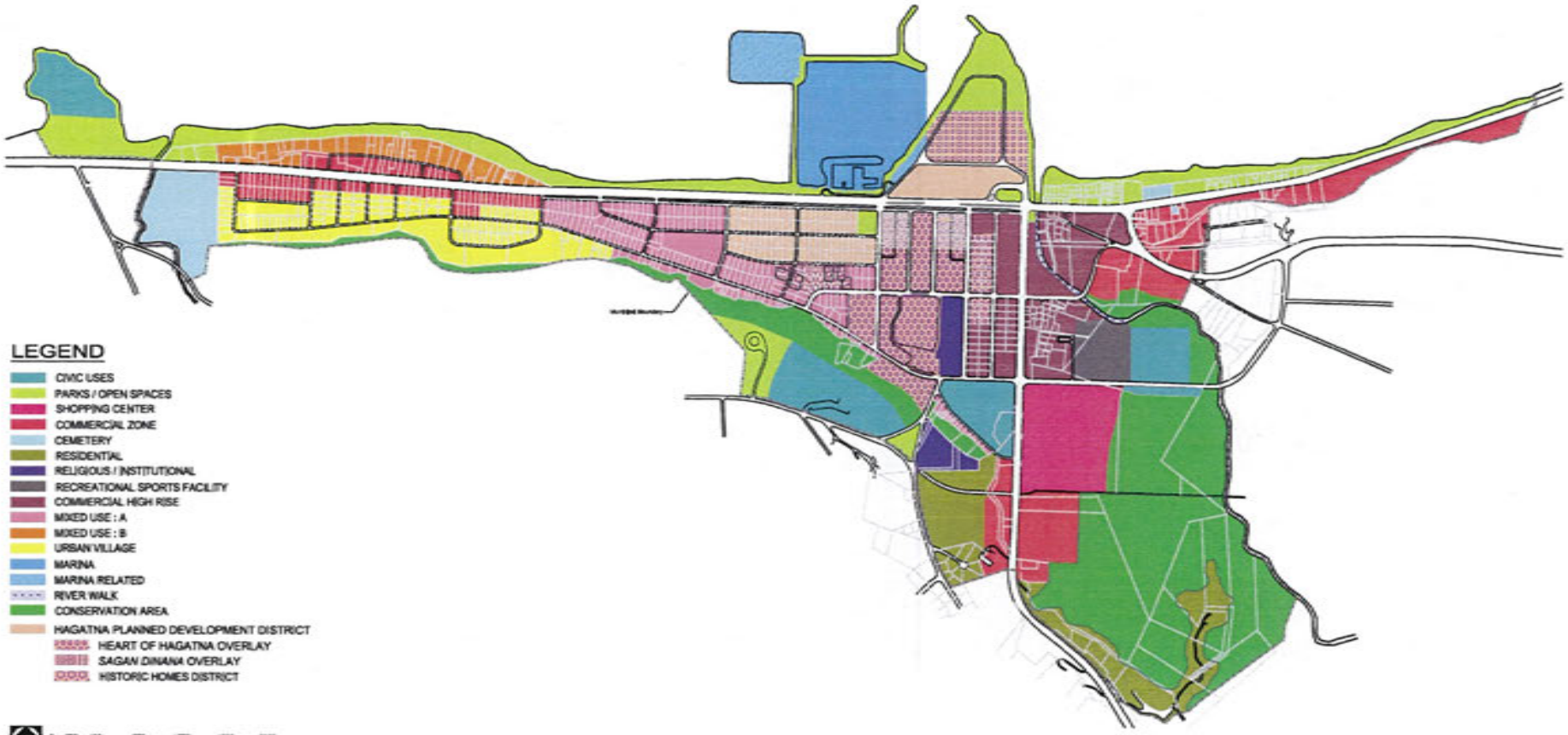
Prepared By

RIM ARCHITECTS | BJONES architect aia | duenasbordallo | TRMA

Slide 9

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Land Use Plan Map



Hagåtña Master Plan

2005 Land Use Plan

Slide 10

HAGÅTÑA MASTER PLAN

But More Than Just Land Use

- Goals, policies and programs to guide and implement
- Design guidelines to achieve physical environment desired
- Zoning code to guide development
- Financing plan to provide realistic implementation and operations and maintenance

Doc. No. 35GL-20-1498.

HAGÅTÑA MASTER PLAN

Public Participation

- Website
  www.hagatnamasterplan.com
- 4 project fact sheets →
- Stakeholder & public workshops
  - Stakeholder Workshop Feb. 24-25
  - Future Public Workshop on alternatives development



Fact Sheet #1

Existing Conditions

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Existing Conditions / Trends Update

- Provides a "snapshot" in time
- Provides a foundation for plan development
- Data to assist in measuring progress
- Provides support for future decision making

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Comprehensive Look at Existing Conditions

Community Development

- Demographics
- Existing Land Use
- Master Plan 2005
- Zoning
- Land Ownership
- Economic Development Areas
- Cultural Resources

Mobility and Transit

- Roadway Network
- Transportation Systems
- Parking

Public Facilities and Services

- Water Utilities
- Wastewater Utilities
- Storm Drainage
- Electrical Distribution
- Public Buildings and Facilities
- Parks and Recreation

Environmental Resources and Hazards

- Natural Resources
- Natural Hazards - Seismic / Geological
- Natural Hazards – Tropical
- Man-Made Hazards

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Stakeholder Input

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Overview of Stakeholder Input to Date

- Stakeholder interviews (31 completed)
- Stakeholder Workshop (2 days, Feb. 24-25)

- Legislature (today's meeting, on-going)
- HRRA Board (on-going)
- Master Plan Subcommittee (on-going)
- Technical assessment
  (HRRA staff and Matrix, on-going)

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Stakeholder Interviews Conducted

55 Individuals Interviewed

Stakeholder	Affiliation
Jim Moylan, Bobby Shringi & Anthony Tenorio	Moylan's Insurance Underwriters, Inc.
John Pangelinan	MVP Enterprises, Inc.
Bob Jones, Jeff Jones, Dan Murrell, Juan Carols Benitez, Ramona Jones	Triple J Enterprises
Geoffrey Perez, Chris Bejado	Proa Restaurants
Shana Guzman	International Distributors, Inc.
Luis Ajamil	Barmello Ajamil & Partners
Anthony Sgro	Paradise Fitness
Jeff San Nicolas & Juanita Quintanilla	Department of Chamorro Affairs, Chamorro Village
Marvin Aguilar & Celine Cruz	Department of Land Management
Edwin Reyes & Monica Guerrero	Bureau of Statistics And Plans
Leonard Calvo	Calvo Enterprises, Inc.
Harry Chang	China Pacific Investment Group
HRRA Board Members (4)	Hagåtña Restoration and Redevelopment Authority
Enrique J.S. Agustin & Rally Pilipina	Guam Regional Transit Authority
Felix Pangelinan, Donna Lizama-Acosta, Maria Taitano, Dora Perez & Dot Harris	Port Authority of Guam
John Camacho & Lorraine Guerrero	Department of Revenue And Taxation
Charles T. Mcjohn II	Agana Shopping Center
Karl Pangelinan & Mark Baldyga	Guam Visitors Bureau
Raymond Blas & Joe Quinata	Department of Parks And Recreation
Dr. Omaira Brunal-Perry	University of Guam, Marc
Lourdes Leon Guerrero	Bank of Guam
Rev. Father Adrian L.F. Cristobal, Chancellor & Msgr. David Quitugua	Archdiocese of Agaña
Joshua Tenorio	Judiciary of Guam
Mary A.T. Meeks	Academy of Our Lady of Guam
Daniel Bruschki	Bhi Realty
Sonny Ada	Ada's Trust & Investment, Inc.
Christopher Felix & Judy Booth	Century 21
Gary Hiles	Department of Labor
Larry Toves, Diego Mendiola & Sheena Black	Guam Economic Development Authority
Glenn Leon Guerrero	Department of Public Works

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Workshop Attendees

35 Individuals

Charlie Onedera
Enrique Agustin
Felix Benavente
Tina Mafnas
Jesse Rojas
Gregory Perez
Edwin Reyes
Phil Roberto
Esther Camacho
Senator James Espaldon*
Senator BJ Cruz*
Raeann Lefever
Joe Wesley
Doris Ada
Frank Arriola
Monica Guerrero
Matt Sgro
Telo Taitague
Ernest Santos
Larry Toves
Rob Limtiaco
Paul Shimizu
Vince Arriola
Simeon Palermo
Leonard Calvo
Dan Murrell
Gary Giles
Joe Santos
Paul Calvo
Glenn Leon Guerrero
Charles T. McJohn II
Mick Cellis
Leonard Calvo
Antonio Gumataotao
Jude Calvo

** Attended one or more sessions but did not provide input*

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Collaborative Process









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Input from Workshop

- Preserve the Plaza de España
- Reestablish central Hagåtña as Guam's Government Center to include all government branches:
  - Legislative
  - Judicial
  - Executive

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Input from Workshop (cont'd)

- Create a Legislative center
- Relocate key GovGuam agencies into Government Complex
- Relocation of detention facility
- Provide adequate parking
- Better integration of transit
- Better pedestrian movement
- Enhanced public safety features (lighting)

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Key Issues Identified at Workshop

- Lack of affordable housing
- Lack of nightlife and entertainment
- Lack of transit (bus/trolley) and parking
- Lack of transportation alternatives & supportive infrastructure
  - Bike routes, sidewalks, pedestrian bridges, restrooms
- Homelessness
- Abandoned buildings and homes
- Lack of enforcement
- Long-term maintenance and upkeep

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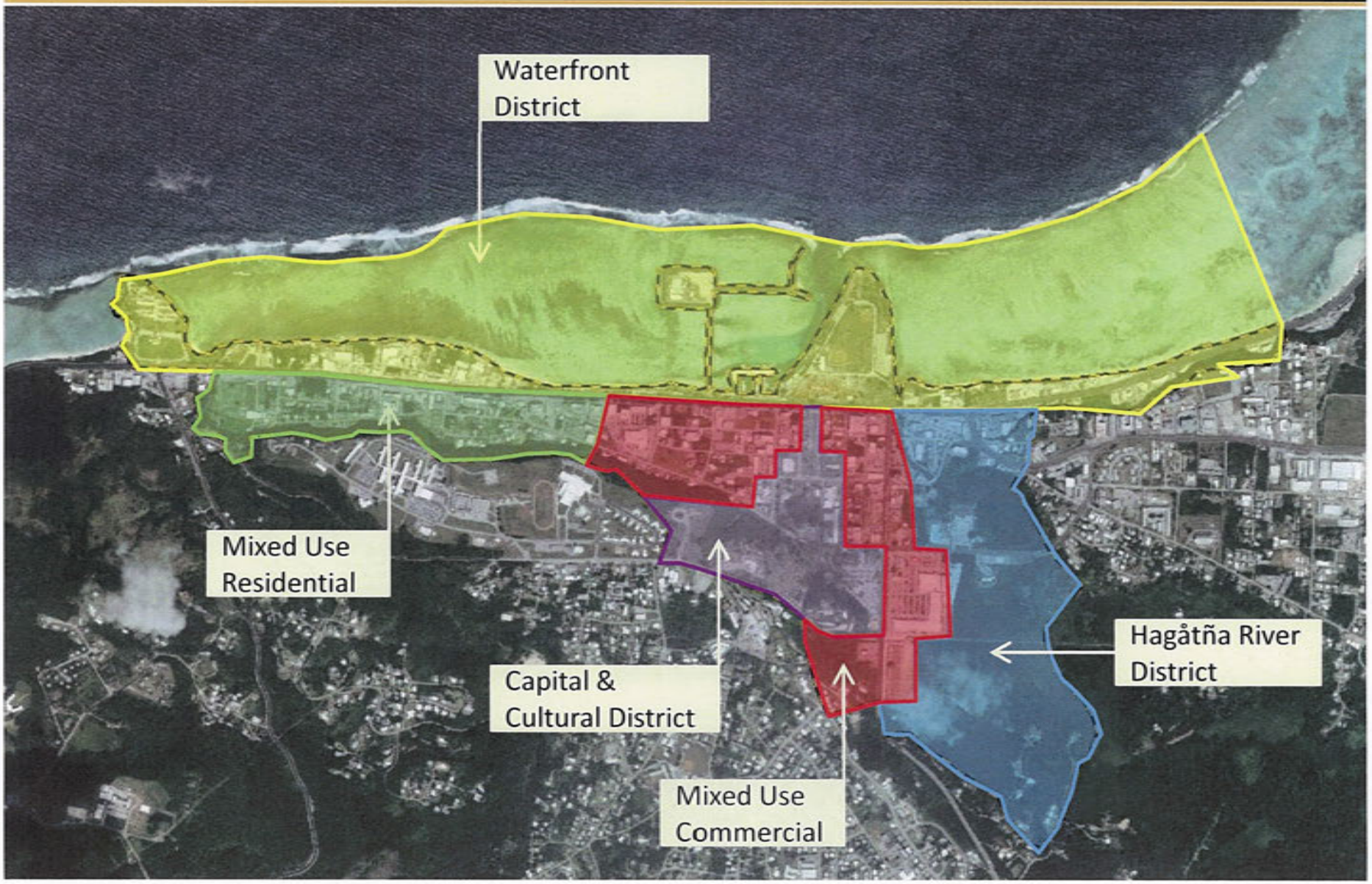
Key Opportunities Identified at Workshop

- Development of Hagåtña River area
- Enhancement/promotion of Chamorro culture
  - Chamorro Village expansion / Paseo de Susana revitalization
  - Traditional seafaring
- Development of Hagåtña Central Park
- Expansion / revitalization of shoreline
- Relocation of government to city center
- Expansion of the marina
- Moving utilities underground
- Tourism
- Hagåtña branding / identity

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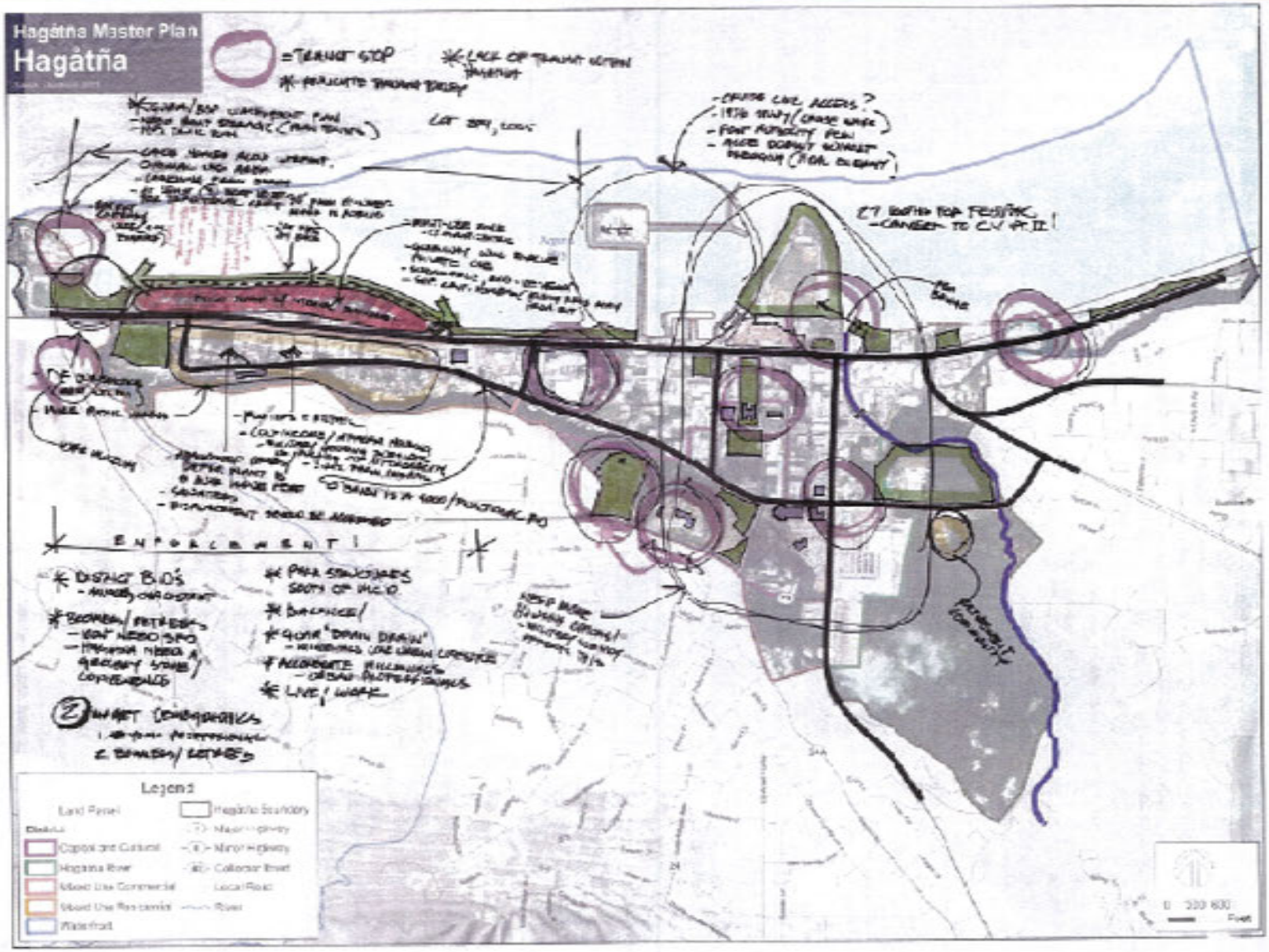
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Districts



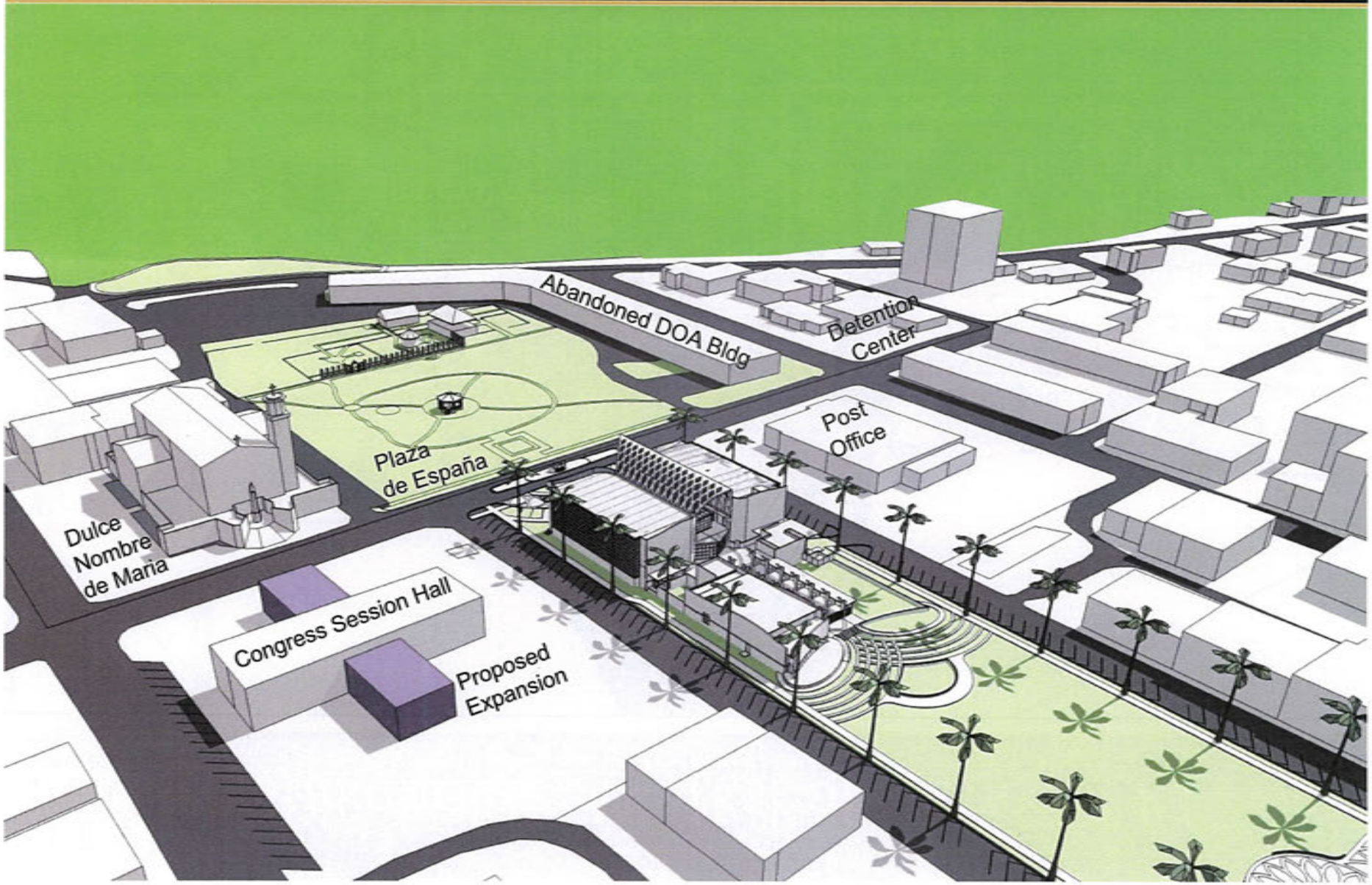
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Hagåtña Community Concepts



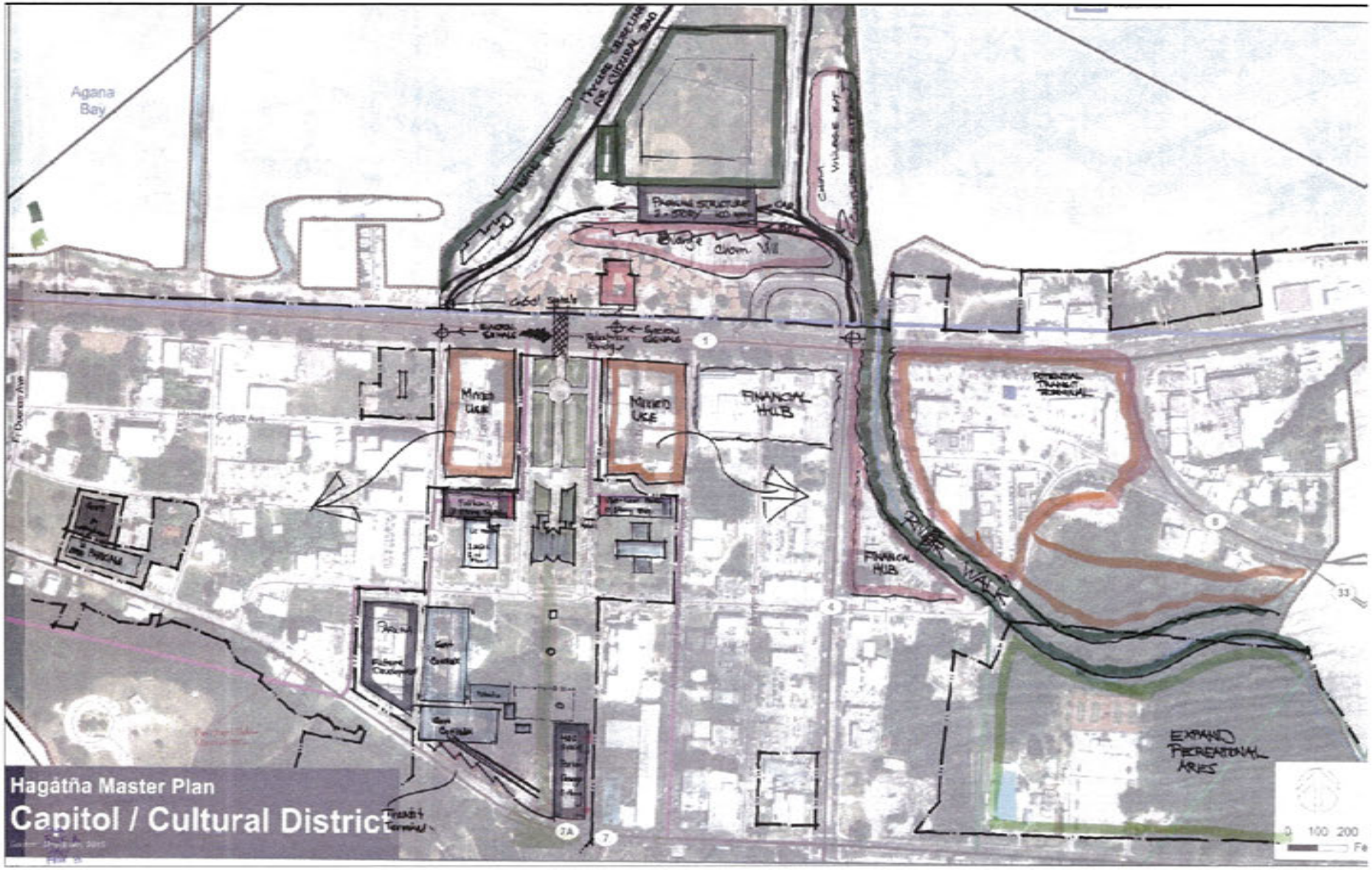
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Existing Conditions – Central Hagåtña



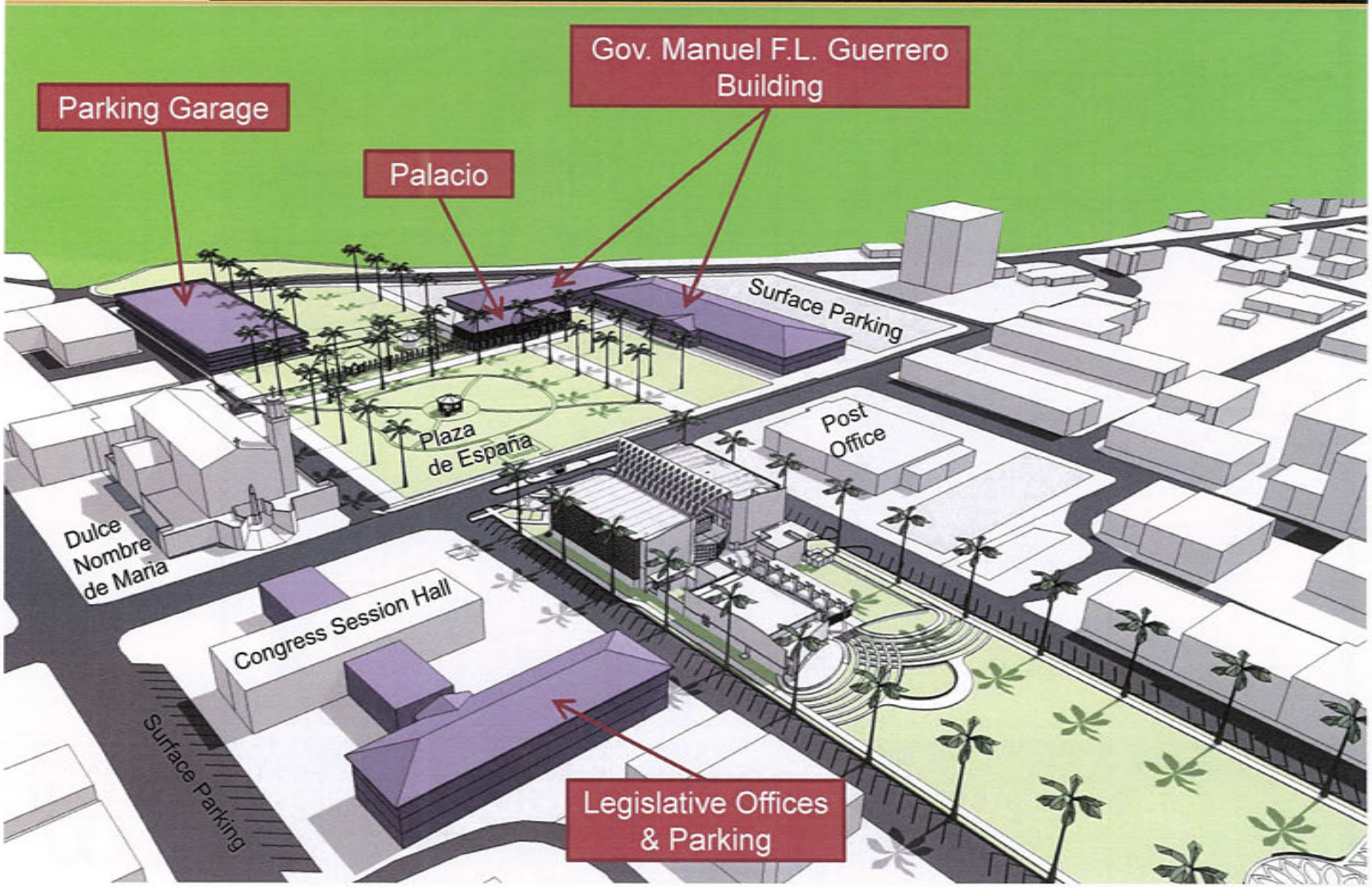
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Stakeholder Workshop Concept #1



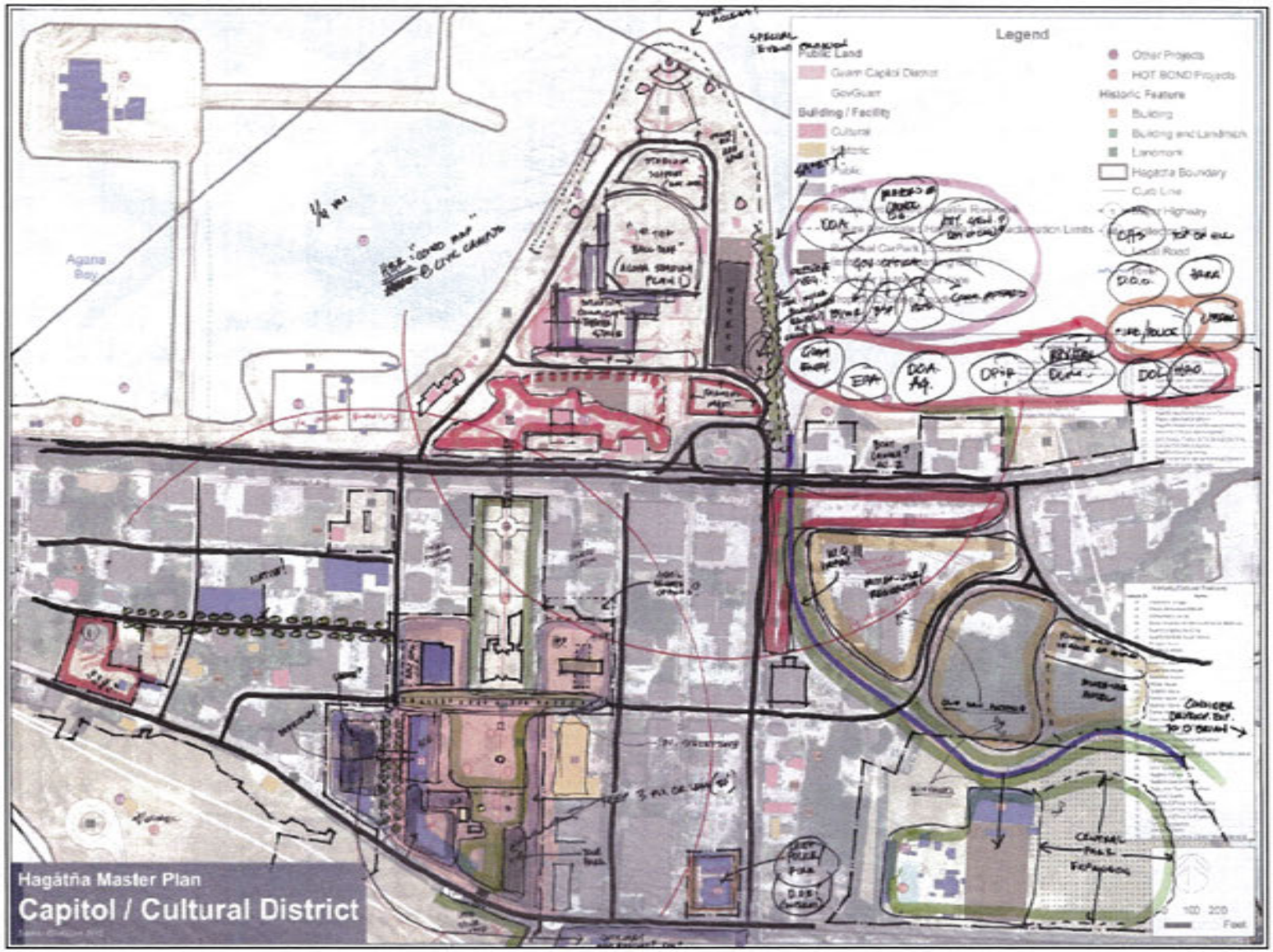
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Stakeholder Workshop Concept #1



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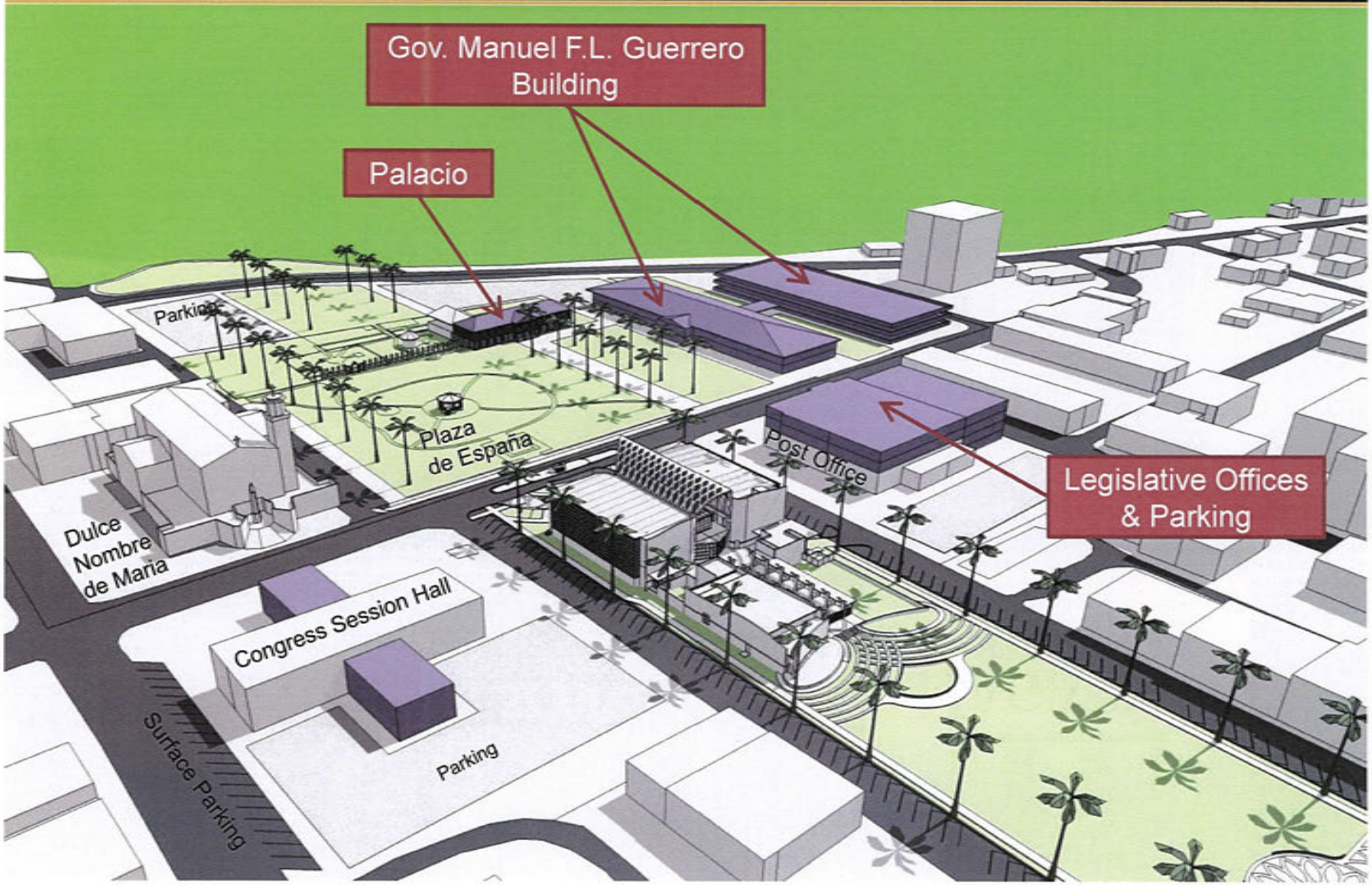
Stakeholder Workshop Concept #2



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Stakeholder Workshop Concept #2



Si Yu'os Maåse'

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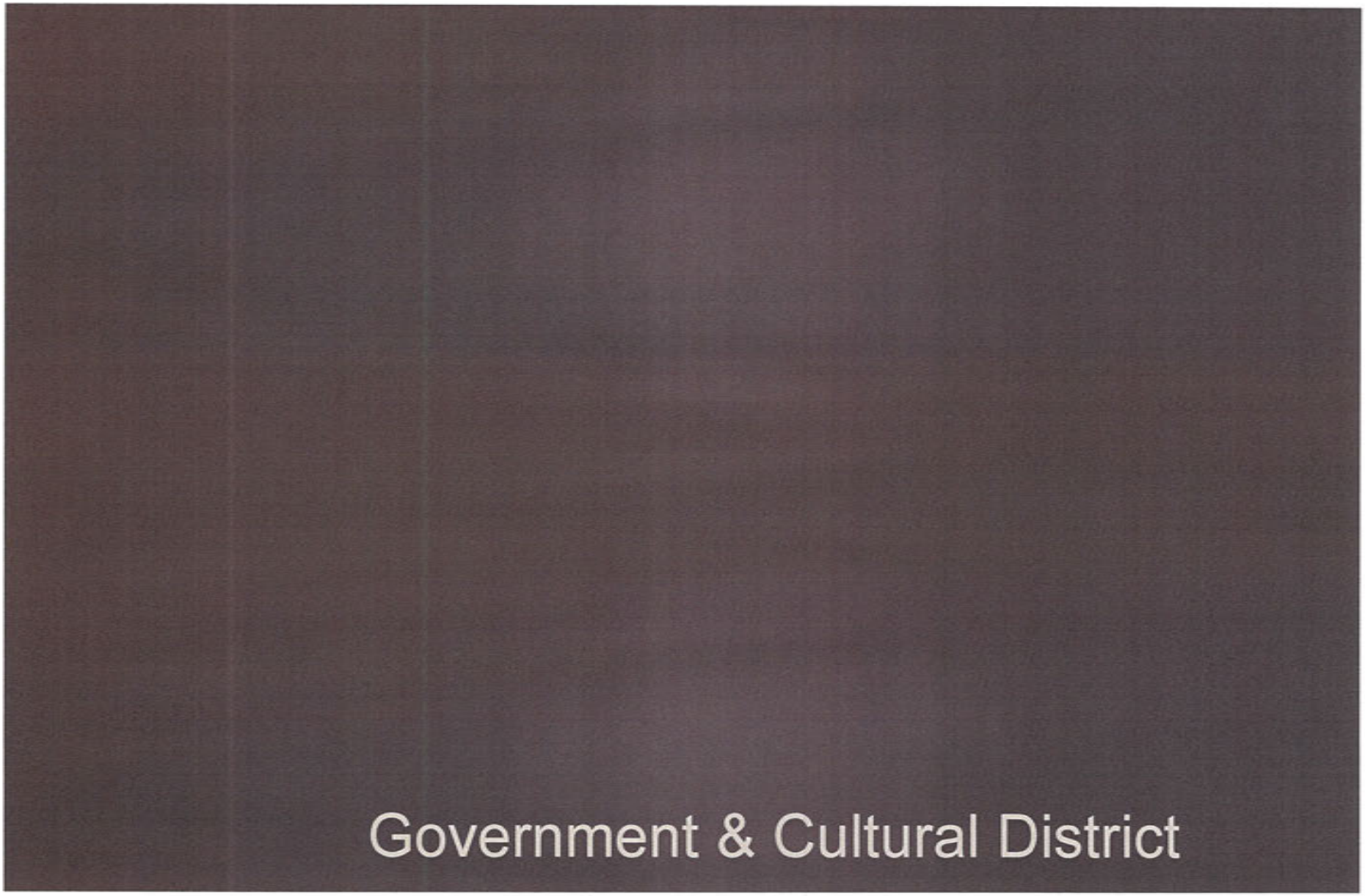


Matrix DESIGN GROUP

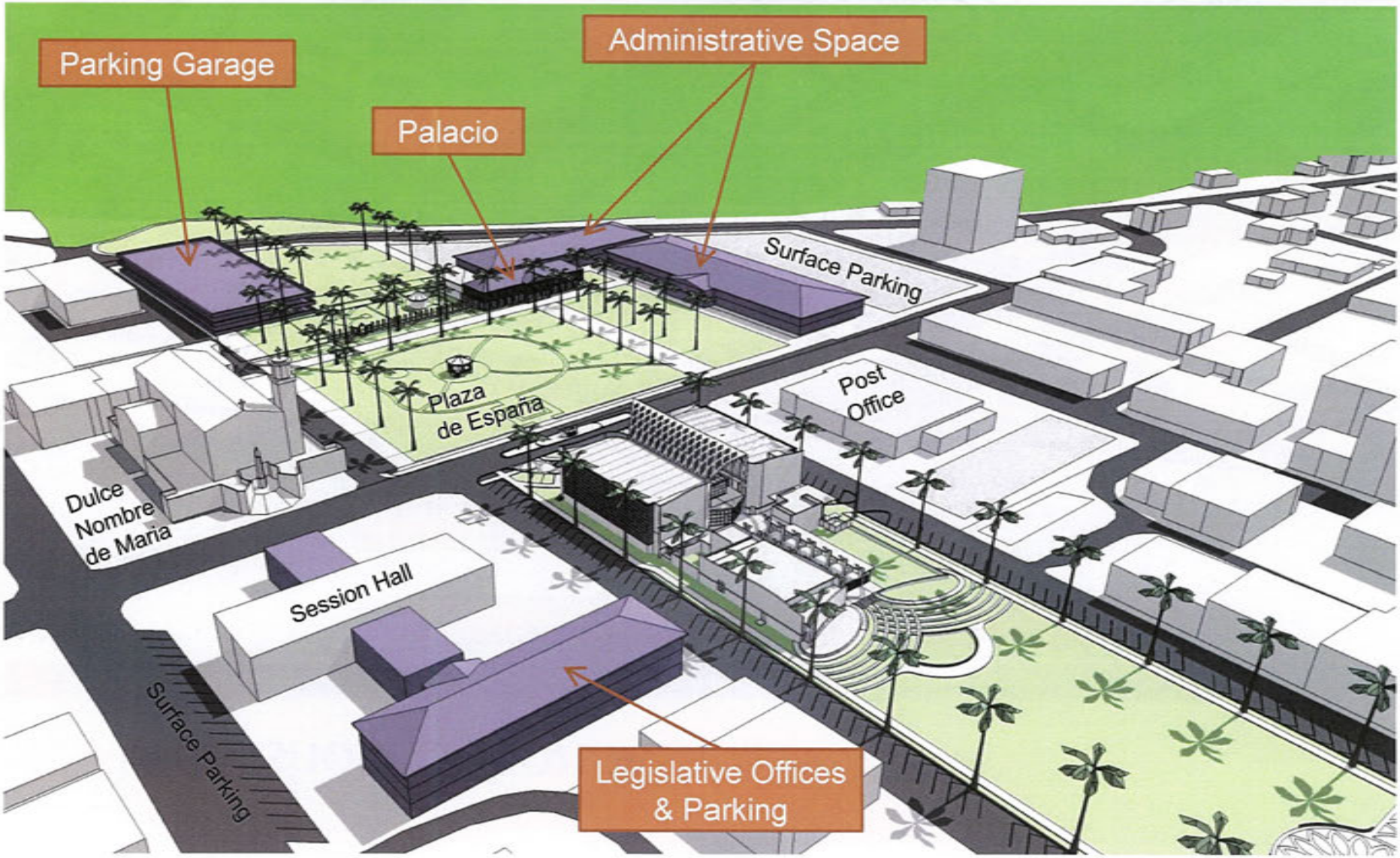


Hagåtña Master Plan

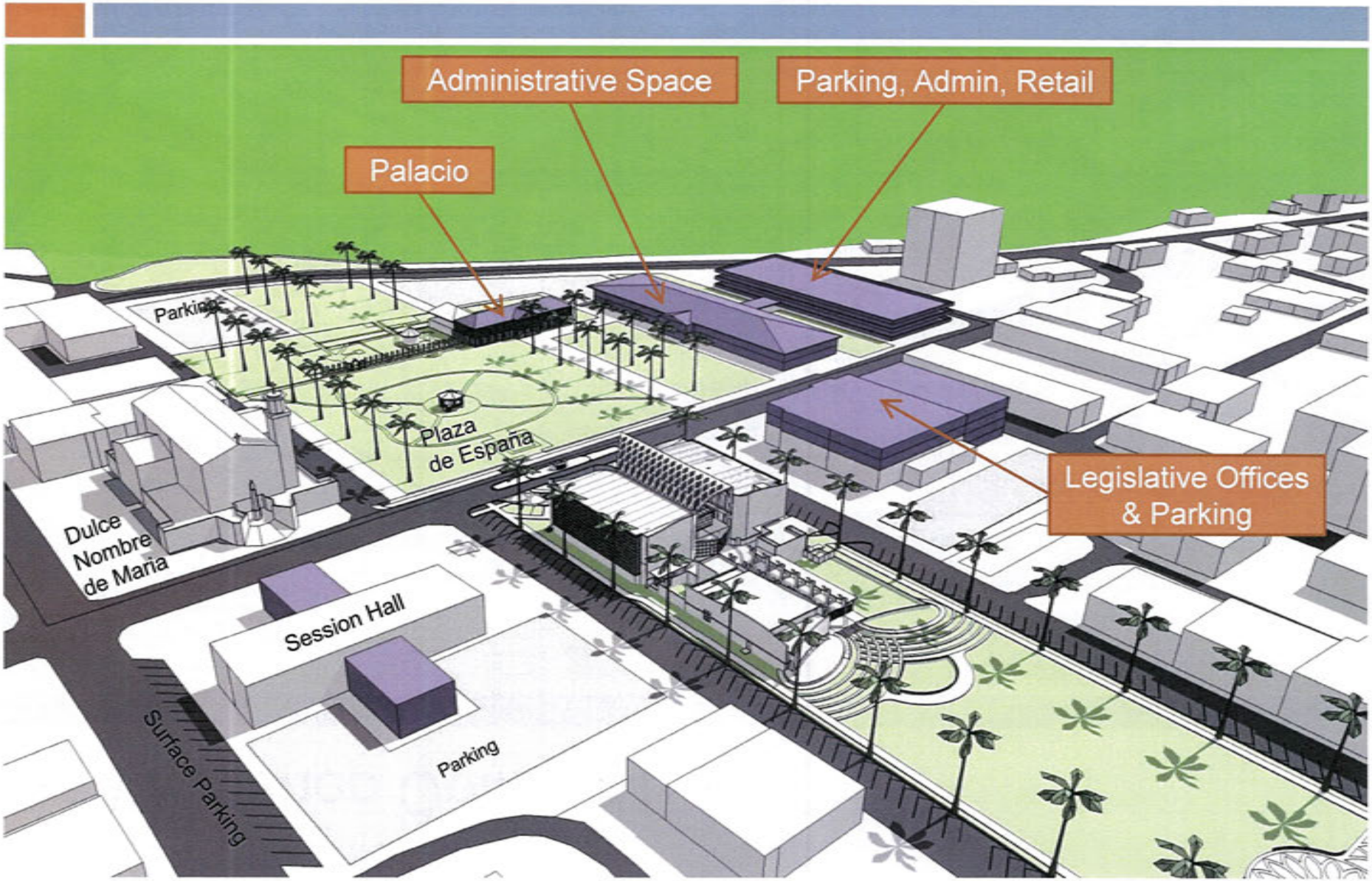
Concepts


Government & Cultural District

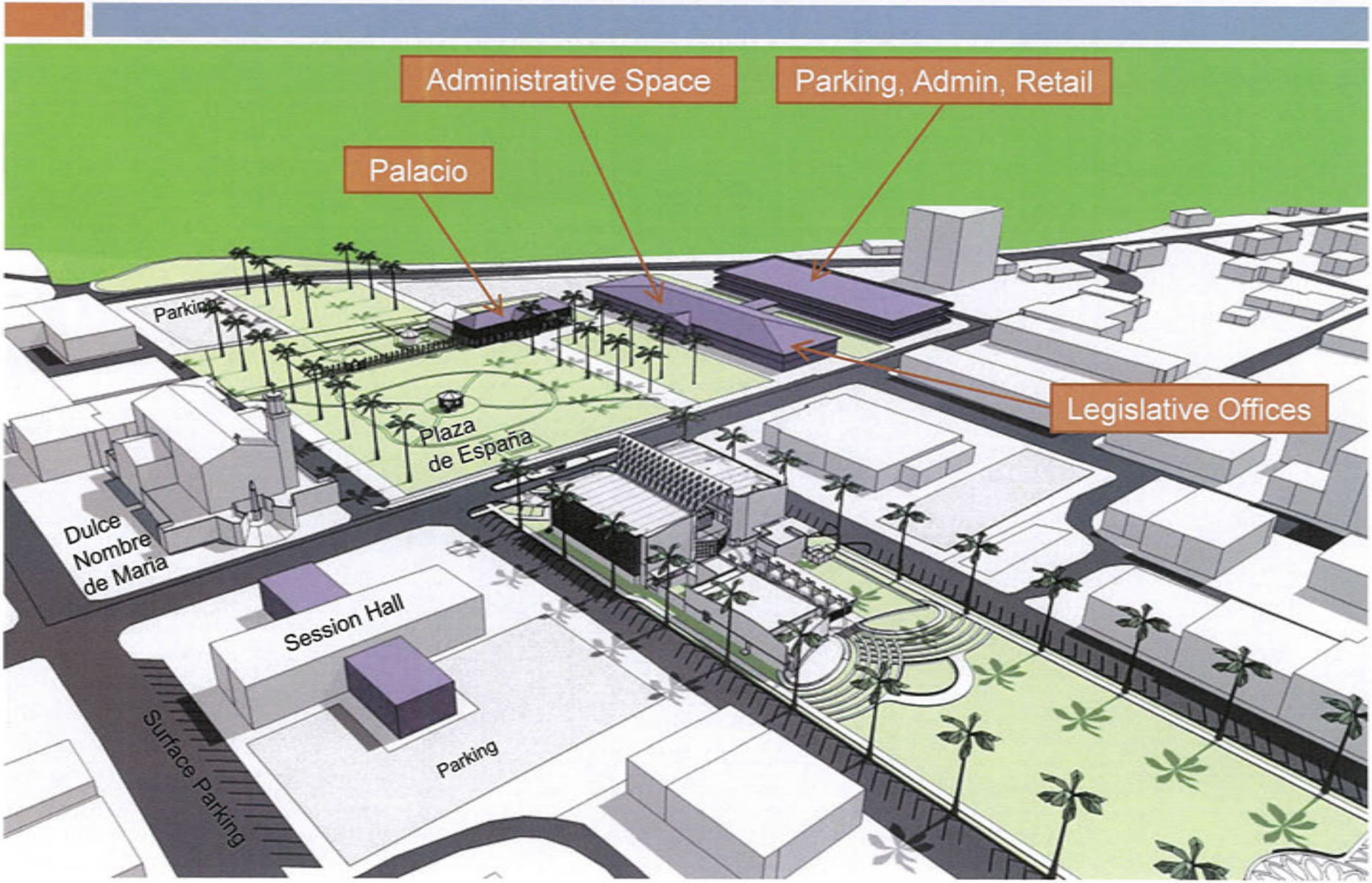
Workshop Option #1



Workshop Option #2



Workshop Option #2, Hybrid



Major Plan Components

Transit – Facilities

- Two transit facilities early in Master Plan implementation
  - Chamorro Village
  - Government Complex
- Connections to outside and inside (trolley) City
- Outdoor facilities with covered waiting areas and sawtooth design
- Future transit facility at Agana Mall



Transit – New Trolley System

- New trolley system to serve areas within Hagåtña
- Free trolley running on continuous cycle
- Funding from HOT funds, tour operators, local businesses, and Parking District





Other Discussion Points

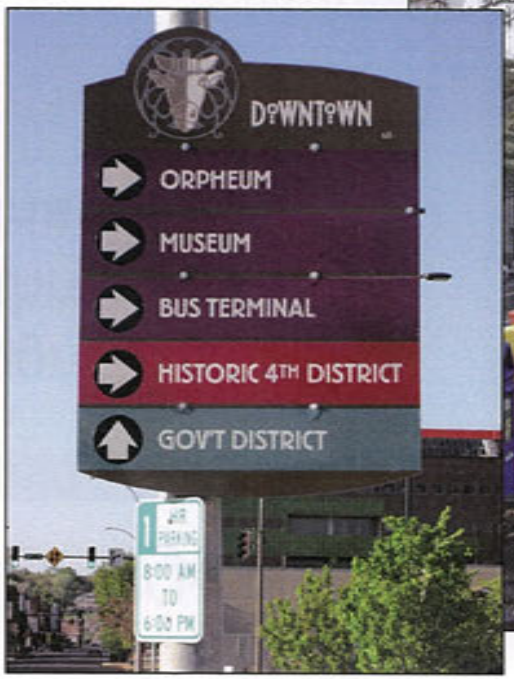
- Establishing a BID – recommend
  - Funded through businesses that benefit
  - Support enhancement projects in BID area
    - Façade improvement program
    - Streetscape enhancements
- Establishing a Parking District – recommend
  - Self-funded by parking fees
  - Fund Trolley operations
  - Provide O&M funds for parking garage
- Relocate Paseo Stadium – Not recommended
- Relocation of detention center – recommend
  - Need location to relocate

Design Guidelines

Wayfinding Signage

- Will incorporate Hagåtña branding into signage to establish sense of place





Wayfinding Signage

- Include path progress signage on the three key trail systems in Hagåtña
  - Heritage Trail
  - Bayside Trail
  - Hagåtña Riverwalk









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Matrix Design Group

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Prepared for

Hagåtña Restoration and Redevelopment Authority (HRRA)

Prepared by

Matrix DESIGN GROUP

August 2018

Doc. No. 35GL-20-1498.

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HAGÅTÑA MASTER PLAN

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1. Introduction

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1.1 Introduction

The Hagåtña Restoration and Redevelopment Authority (HRRA) is updating the 2005 master plan for Hagåtña. A master plan can be described as an expression of a community's vision through goals, policies, mapping and graphics. A master plan helps in directing decisions relating to land use, roads, housing, utilities and other related concerns in order to achieve its vision.

The Hagåtña Master Plan has three defining features:

- All-inclusive. The master plan covers a wide range of social, economic, infrastructure, and natural resource topics. These include land use, housing, transportation, utilities, public services, recreation, cultural resources, and environmental hazards.
- Design-oriented. In addition to new goals, policies and actions for Hagåtña, the master plan also includes design guidelines supported by land use and development strategies.
- Long-range. Master plan goals typically have a ten-year horizon. This master plan update will look at a planning horizon of 15 years to the year 2030. To accomplish this future, the update will include policies and actions that address both immediate and long-term objectives.

The intent of this update is to be all-inclusive and addresses several issues. The Hagåtña Master Plan update addresses these 7 issues:

- Provides a description of current conditions and trends shaping Hagåtña;
- Identifies planning issues, opportunities, and challenges that should be addressed in the Master Plan;
- Provides the public with opportunities for meaningful participation in the planning and decision-making process;
- Ensures that the master plan is current, internally consistent, and easy to use;
- Provides guidance in the planning and evaluation of future land and resource decisions;
- Explores land use and policy alternatives; and
- Provides a vision and framework for the future of Hagåtña.

Finally, for ease of reference and implementation, the master plan update is broken into the following eight components:

- Map Atlas. The Map Atlas provides a detailed description of existing conditions and trends within Hagåtña, as of 2015.
- Alternative Plans. This document contains new alternative land use plans and design concepts that were developed as part of the update.
- Master Plan (Land Use Plan). The Land Use Plan contains the goals and policies which will guide future land use and development decisions within Hagåtña. It also identifies actions that will be used to accomplish these goals and policies.
- Zoning Code. The Zoning Code will provide Hagåtña with a new regulatory framework (zoning) tailored to the needs of Hagåtña.
- Design Guidelines and Regulations. This document contains design guidelines and regulations intended to encourage pedestrian comfort and aesthetically pleasing and resilient design, while maintaining functionality.

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- **Implementation Plan.** The Implementation Plan and related schedule identify prioritized actions that HRRA, Guam Economic Development Authority (GEDA) and the Government of Guam can take to implement the Master Plan.
- **Hagåtña River Flood Protection Study.** This feasibility study will examine the Army Corps of Engineers (ACOE) Flood Damage Reduction project and associated costs, and will provide alternatives for different approaches to reducing the designated flood zone of the Hagåtña River.
- **Hagåtña Restoration Organizational / Financial Construct.** This part of the master plan will help establish sound organizational and funding mechanisms for plan implementation.

1.2 Background

Hagåtña, the capital of Guam, is located in the central part of the island along the western coast and is nestled between Agaña Bay and Agaña Heights. Hagåtña is bordered by the villages of Tamuning, Mongmong-Toto-Maite, Sinajana, and Asan.

Hagåtña's elevation ranges from sea level along the coastline to approximately 350 feet above mean sea level in the Kuestan / San Ramon Hill vicinity. Composing a significant portion of Hagåtña's southeastern section is one of Guam's largest wetlands, Sesonyan (Hagåtña Swamp or wetlands). Drastic changes in elevation exist along the Agaña cliffs and near Fort Santa Agueda. Agaña Bay, along the northern boundary of Hagåtña, is a natural bay protected by a reef barrier approximately 1,500 feet from the shoreline, with a channel opening that leads to the Gregorio D. Perez Marina in Hagåtña.

Covering roughly 1 square mile, Hagåtña is formerly a densely populated area, but is now one of the least populated municipalities on the island and the second smallest in terms of population size. The city is home to just over 1,000 people (2010). Although small in size and population, Hagåtña is one of the island's major centers of commerce and government.

1.3 Agencies Influencing Planning in Hagåtña

Hagåtña Restoration and Redevelopment Authority

The Hagåtña Restoration and Redevelopment Authority (HRRA) was established by Public Law 24-110 and codified under GCA Division 2, Chapter 79. HRRA was created to protect and promote the heritage, economic vitality, restoration, and redevelopment of Hagåtña. HRRA also strives to protect and promote the general welfare of the people of Guam. HRRA's mission is to revitalize, promote, preserve & protect the heritage & economic vitality of the City of Hagåtña by expanding the supply of low- & moderate-income housing, employment opportunities for jobless, underemployed, and low-income persons, and to provide an environment for the social, economic, & psychological growth and well-being of all our citizens.

HRRA strives to restore and revitalize historical sites and parks, to revitalize the city through public-private initiatives, and is responsible for developing and maintaining an overall land use plan for redevelopment in Hagåtña. Moving forward, HRRA plans to revitalize Hagåtña by implementing goals and policies and following through on action items established within the update of the Hagåtña Master Plan. Other means of revitalization of Hagåtña include redevelopment projects such as the Guam and Chamorro Educational Facility, commonly known as the new Guam Museum.

HRRA's vision for Hagåtña is:

> *A vibrant Hagåtña as the center of cultural, civic, political, sports & economic vitality for Guam & the Western Pacific.*

Guam Economic Development Authority

Established and authorized as a public corporation under GCA Division 12, Chapter 50, GEDA was created to develop a sound and sustainable economy through innovative programs that preserve and promote local culture, economic opportunities and quality of life. GEDA also has a broad responsibility for the centralized direction, control and supervision of an integrated plan for the economic development of Guam through its programs and offerings which include public finance services, incentive programs, and real property management. Major GEDA influences on Hagåtña include capital improvement projects funded through the Hotel Occupancy Tax Bond. Projects include the renovation and restoration of cultural and historic sites, such as Plaza de España and Senator Angel L.G. Santos Memorial Park (also known as Latte Park), as well as the construction of new amenities like the new Guam Museum.

Department of Parks and Recreation, State Historic Preservation Office

The Department of Parks and Recreation (DPR), operates public parks in Guam. The Guam Historic Resources Division of DPR, also known as the State Historic Preservation Office (SHPO), maintains and manages all historic sites on Guam, including the various historic sites and buildings in Hagåtña. The Guam Historic Preservation Review Board is an entity within DPR and SHPO.

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Department of Land Management

The Department of Land Management (DLM) maintains and manages all public lands and regulates and controls all developments, including lands in Hagåtña. DLM assists in assuring effective regulation and control of developments determined to be in the best interest of the public. Entities within DLM that also influence land in Hagåtña include the Guam Land Use Commission, the Guam Seashore Protection Commission, the Chamorro Land Trust Commission and the Guam Ancestral Lands Commission.

Other Government of Guam Agencies Influencing Hagåtña

- Governor of Guam / Governor's Office
- Liheslaturan Guahan (Guam Legislature)
- Bureau of Statistics and Plans
- Guam Coastal Management Program
- Department of Agriculture
- Department of Chamorro Affairs
- Department of Homeland Security
- Department of Labor / AHRD
- Department of Public Works
- Department of Revenue and Taxation
- Guam Environmental Protection Agency
- Guam Fire Department
- Guam Housing and Urban Renewal Authority
- Guam Police Department
- Guam Power Authority
- Guam Preservation Trust
- Guam Public Library System
- Guam Regional Transit Authority
- Guam Waterworks Authority
- Judiciary of Guam
- Port Authority of Guam
- University of Guam, Micronesian Area Research Center

1.4 Establishing Hagåtña as a City

Traditionally, Guam has been organized into different villages. Today, there are 19 villages that make up Guam. While each village has its own mayor and established boundaries, there are no true cities on Guam. As part of this Master Plan process, establishing Hagåtña as a true city will allow it to be self-governing in many regards, supported by city administration and management staff. While the GovGuam departments and agencies listed above will still work with Hagåtña, the city will have its own staff to manage day-to-day operations and plan for future growth and development. Establishing Hagåtña as a city is further discussed later in this Master Plan, in the Governance Element.

1.5 Previous Master Planning in Hagåtña

1967 Guam Master Plan

The 1967 Guam Master Plan was developed as the initial master plan to guide land use and development for all areas of Guam, including Hagåtña. The plan describes the municipalities of Guam within part three, which states that the City of Hagåtña is the central city of Guam, which represents the nucleus about which the urban activity and growth of the area is organized. It further states that the activities of Hagåtña are inter-related with the activities of the other communities, and the rural areas surrounding the city.

The 1967 Master Plan identifies that Hagåtña was roughly 1.1 square miles at that time, made up of various land uses, and having a complex problem of fractional lots. In part three of the master plan, land uses are predominately detailed by municipality, although for the purposes of the study, Hagåtña was grouped with Agaña Heights and Sinajana due to small sizes and proximity of the communities. According to the master plan, the municipalities of Hagåtña, Agaña Heights and Sinajana collectively equal about 2,223.15 acres which is broken down into the following land use categories:

- Public (142.80 acres, or 6.4%)
- Semi-Public (74.19 acres, or 3.3%)
- Residential (167.68 acres, or 7.54%)
- Commercial (22.49 acres, or 1.0%)
- Industrial (6.51 acres, or 0.29%)
- Roads (176.66 acres, or 7.94%)
- Military (229.53 acres, or 10.32%)
- Non-Urban (1,403.27 acres, or 63.12%)

Other land uses identified in the master plan include conservation and agriculture, neither of which comprise any acreage in Hagåtña according to the master plan existing land use map.

Future land uses for Guam are identified in part four of the master plan, in the Land Use Element. The following "future" land uses, and their acreages are identified for the whole of Guam, looking ahead to year 1985.

- Public and Semi-Public (2,192 acres, or 1.61%)
- Residential – Single Family / Multi Family (3,927.34 acres, or 2.89%)
- Commercial (538.42 acres, or 0.39%)
- Hotel Areas (no acreage identified)
- Industrial (442.58 acres, or 0.32%)
- Roads (2,227. 42 acres, or 1.64%)
- Agriculture (no acreage identified)
- Conservation (6,057.01 acres, or 4.46%)
- Military (45,716.15 acres, or 33.69%)
- Non-Urban (74,578.64 acres, or 54.96%)

Doc. No. 35GL-20-1498.

2005 Draft Hagåtña Master Plan

The Hagåtña Land Use Plan was an integral part of the broader planning process involved in the 2005 Hagåtña Master Plan effort. The Master Plan defines future development in the terms of all determinants of growth and change (economic, political, social, and physical). The Land Use part of the overall plan is the physical interpretation of those elements of the plan on the geographic areas of Hagåtña and focuses on the arrangement and types of land use types, their impact upon the environment, and relation to community development. The 2005 Land Use Plan objectives are to organize, coordinate, and encourage and guide the process of development so as to protect the essential character of Hagåtña, including the environment, culture, and aesthetics, while meeting the essential needs of an increasing population.

The 2005 Land Use Plan identified that various public and cultural activities are concentrated in the central core of the city, the heart of Hagåtña. To the north are the retail and recreational areas of the Chamorro village, the Marina, and Paseo de Susana Park. Commercial activities flank the east and west side of central core and while a smattering of single and multi-family residences can be found throughout Hagåtña. The highest concentration of residential land use can be found to the far west side of Hagåtña (Anigua). For the purpose of the 2005 Hagåtña Land Use Plan, these land uses and their geographies were envisioned to remain intact.

The various uses of land for Guam and Hagåtña as identified in the master plans has evolved over time. Broad uses such as the commercial land use were broken down into various, more specific land use classifications such as shopping center, commercial and commercial high-rise. Additional uses were proposed in the 2005 Master Plan, such as cemeteries, mixed-use areas, the Planned Use Development (PUD) district, and various Planned Development Districts (PDD). As far as geographic locale, uses identified in the 2005 Master Plan are somewhat similar to those identified in the 1967 Master Plan. What had primarily changed between the two plans was the acreage of allocated land for those land uses. For example, the 2005 Master Plan identified higher percentages of parks / open space, commercial uses, and conservation areas as opposed to the 1967 Master Plan, while the 1967 Master Plan identified higher percentages of public (or civic), residential, and military uses.

The 2005 Master Plan was a draft plan that was never finalized or adopted, and therefore has no implications on land use policy. The proposed land use designations within the 2005 Hagåtña Master Plan are shown on Figure 1-1, and listed in the following paragraphs (with acreage and percentage of Hagåtña area).

Hagåtña Master Plan 2005 Land Uses

- Civic Uses (34.44 acres, or 6.5%)
- Parks and Open Space (58.57 acres, or 10.5%)
- Shopping Center (19.78 acres, or 3.8%)
- Commercial (67.84 acres, or 12.7%)
- Cemetery (15.92 acres, or 3.0%)
- Residential (22.79 acres, or 4.3%)
- Religious and Institutional (7.33 acres, or 1.4%)
- Recreation and Sports Facility (6.03 acres, or 1.1%)
- Commercial High Rise (31.03 acres, or 5.8%)
- Mixed Use A: Pedestrian Friendly (29.12 acres, or 5.5%)
- Mixed Use B: Auto Oriented (17.07 acres, or 3.2%)
- Urban Village (28.16 acres, or 5.3%)
- Marina* (1.39 acres, or 0.3%)
- Marina Related (7.70 acres, or 1.4%)
- Conservation Area (124.3 acres, or 23.3%)
- Planned Use Development District (20.74 acres, or 3.9%)
- Hagåtña PDD: Heart of Hagåtña Overlay (28.33 acres, or 5.3%)
- Hagåtña PDD: Sagan Dinaña Overlay (8.76 acres, or 1.6%)
- Historic Homes District (3.17 acres, or 0.6%)

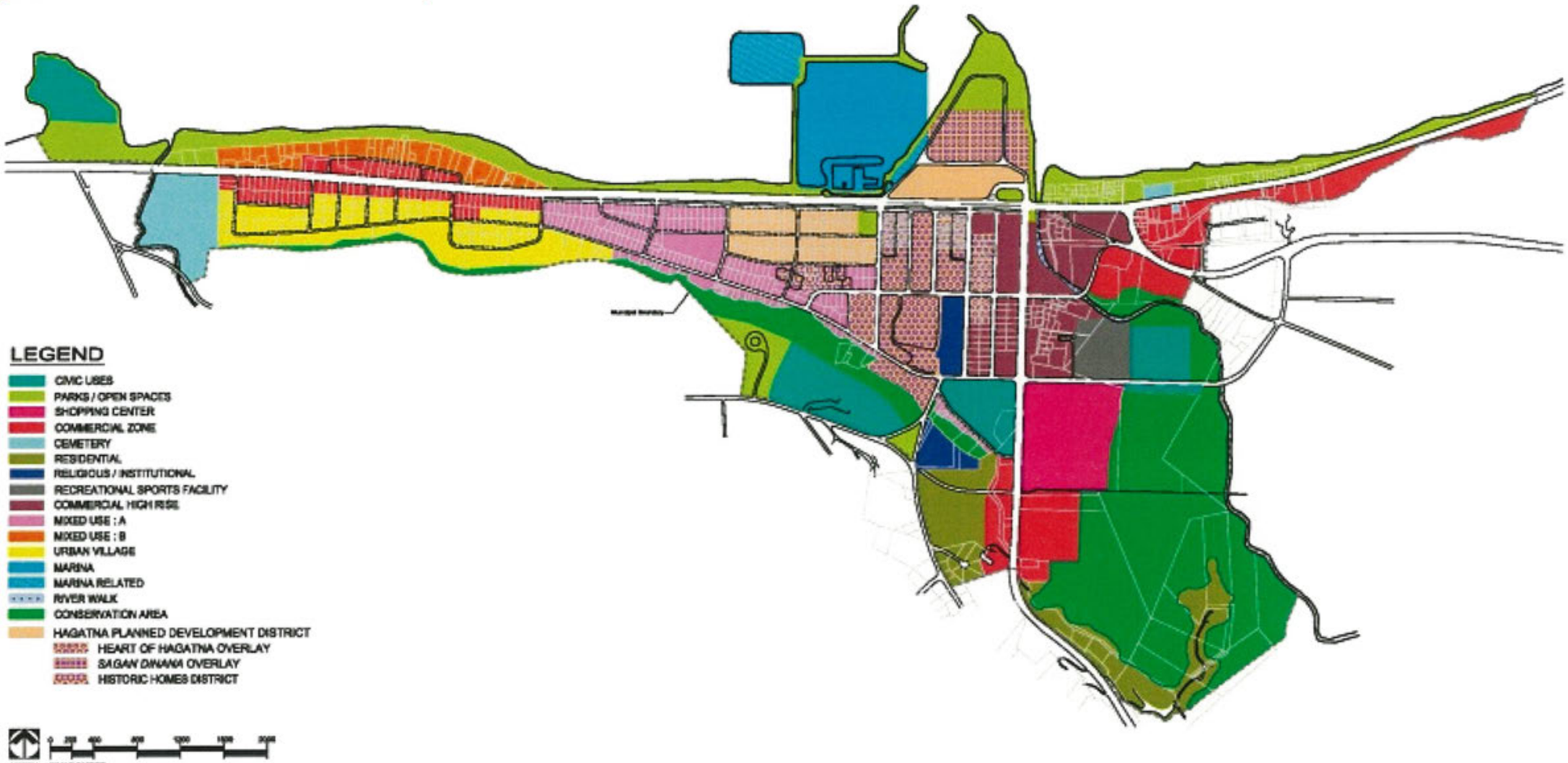
Sources: 2005 Hagåtña Master Plan, Matrix Design Group, 2014

*NOTE: * = The majority of the Marina Land Use from the 2005 Master Plan map is not shown on Figure 1-1 due to the bulk of the use being shown over water. The Marina acreage above is for land use coverage only.*

*** = Total land use acreage does not account for roadway right-of-ways*

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Figure 1-1. 2005 Master Plan Land Use Map



1.6 Community Involvement and Public Participation

Hagåtña Master Plan: Stakeholder Interviews

During the Master Plan initiation phase, interviews were conducted with 35 key stakeholders in an effort to gather their initial input on development and projects, real estate market data and tourism in regard to the Hagåtña area and the development of the Hagåtña Master Plan. While only 16 stakeholder interviews were proposed as part of the project's Scope of Work, it was determined that additional interviews would provide further benefit for the report. At an initial kick-off meeting with HRRA Board members in 2014, the Board provided a list of approved stakeholder contacts to include for potential stakeholder interviews. The stakeholders interviewed included Government of Guam (GovGuam) elected officials, major property owners, business and industry representatives, and community organizations.

These stakeholders were all selected to best represent the broadest spectrum of community interests. Project team staff was on-site and in attendance during this phase of data collection and at all meetings, and some final stakeholder interviews are still pending. These meetings and their findings are crucial for identifying major issues, constraints and opportunities.

Aside from stakeholders, GovGuam agency meetings were necessary for coordination with parties associated with project concerns and plan implementation. The table below is a listing of the stakeholders (including GovGuam agencies) in Hagåtña that were interviewed during the initial months of the planning process.

Summary and Key Findings

Each of the 35 stakeholder interviews generated several key findings and concerns in regard to the Hagåtña Master Plan. Before the whitepaper began, the key stakeholders were selected and classified into different categories based on their affiliations. Those categories are

- Business and land owners
- Institutions
- Development and projects
- Real estate market data
- Economic development and tourism
- Public Works projects
- Historic and cultural
- Seafaring Culture of Guam

As with the stakeholders themselves, these eight categories were predetermined for best representing both the interests of the community and the focus of the master plan. Although each stakeholder expressed concerns specific to their affiliation, locations and category, there were several consistent key findings and concerns identified by multiple participants during the interview process, which are summarized below.

Tourism: Significantly, stakeholder's greatest concern was the lack of tourism in Hagåtña. Tourism is one of Guam's greatest economic drivers, but primarily for Tumon. The issue identified by the majority of participants was that Hagåtña did not provide enough tourism opportunities. Attempts are being made to address this deficiency, such as the Guam Museum.

Flooding: More than half of the participants stated that the existing flood control systems in Hagåtña were insufficient. Flooding caused by storm surges, flash floods, and flooding of the Hagåtña River often impacts necessary daily operations and critical infrastructure within the downtown area. Furthermore, flooding has impacted development projects and construction within Hagåtña to the extent that millions of dollars of additional funding may be required to correct and/or mitigate these impacts.

Parking: A large number of stakeholder's felt that Hagåtña lacked the necessary parking for all leisure / recreation / cultural opportunities. The consensus was that there were not enough individual parking spaces, a lack of on-street parking, lots were too small and deteriorating, parking structures were almost non-existent, and standards were not in place to properly accommodate both Hagåtña residents and tourists. Stakeholders mentioned ideas such as additional parking structures located near Plaza de España, more on-street parking along Marine Corps Drive and other collector and local roads (which would also help with traffic calming), and creating additional parking lots. One of the main concerns with public parking is that stakeholders and residents want it to remain free.

Mixed-use / Compatibility: Conceptually, the idea of incorporating more mixed-use buildings and compatible land use development was widely supported by stakeholders. This idea was based off their perception that the existing mixed-use development in Hagåtña was inappropriately incorporated into the urban fabric and is lacking residential appeal. Stakeholders identified the need for buildings with popular commercial and retail institutions on the first floor, with potential offices and residences above. Stakeholders also identified the need for land use compatibility, stating that many uses within Hagåtña are incompatible with the zoning or with adjacent residential uses.

Table 1-1. List of Stakeholders Interviewed

Stakeholder	Affiliation	Category
Jim Moylan, Bobby A. Shringi & Anthony R. Tenorio	Moylan's Insurance Underwriters, Inc.	Business / Land Owner
Eddie Cruz	Eddie J. Cruz, LLC	Business / Land Owner
Ralph Limtiaco	Limtiaco Auto Lube	Business / Land Owner
Marciano & John Pangilinan	MVP Enterprises, Inc.	Business Owner
Bob Jones, Ramona Jones, Jeff Jones, Juan Carlos Benitez & Dan Murrell	Triple J Enterprises	Business Owner
Geoffrey Perez & Chris Bejado	Proa Restaurants	Business Owner
Shana Guzman	International Distributors, Inc.	Business Owner
Luis Ajamil	Barmello Ajamil & Partners	Business Owner
Anthony Sgro	Paradise Fitness	Business Owner
Jeff San Nicolas & Juanita Quintanilla	Department of Chamorro Affairs, Chamorro Village	Developments & Projects
Marvin Aguilar & Celene Cruz	Department of Land Management	Developments & Projects
Edwin Reyes & Monica Guerrero	Bureau of Statistics And Plans	Developments & Projects
Leonard Calvo	Calvo Enterprises, Inc.	Developments & Projects
Harry Chang	China Pacific Investment Group	Developments & Projects
John Calvo, Shelly Calvo, Joe Santos, Joseph Artero-Cameron & Zenon Belanger	HRRA Board of Commissioners	Developments & Projects
Enrique Agustin & Rally M. Pilipina	Guam Regional Transit Authority	Developments & Projects
Felix Pangelinan, Donna Lizama-Acosta, Maria Taitano, Dora Perez & Dot Harris	Port Authority of Guam	Developments & Projects
John Camacho & Lorraine Guerrero	Department of Revenue And Taxation	Developments & Projects
Jack Jones, FAIA	JB Jones Architect	Developments & Projects
Charles T. McJohn II	Agaña Shopping Center	Econ Dev. & Tourism
Karl Pangelinan & Mark Baldyga	Guam Visitors Bureau	Econ. Dev. & Tourism
Raymond F.Y. Blas & Joe Quinata	Department of Parks And Recreation	Historic / Cultural
Dr. Omaira Brunal-Perry	University of Guam, MARC	Historic / Cultural
Rita Franquez	Franquez Apartments	Historic / Land Owner
Lou A. Leon Guerrero	Bank of Guam	Institutions
Rev. Father Adrian L.F. Cristobal & Monsignor David Quitugua	Archdiocese of Agaña	Institutions
Joshua Tenorio	Judiciary of Guam	Institutions
Mary A.T. Meeks	Academy of Our Lady of Guam	Institutions
Daniel Bruschki	BHI Realty	Real Estate Market Data
Sonny Ada	Ada's Trust & Investment, Inc.	Real Estate Market Data
Christopher Felix & Judy Booth	Century 21	Real Estate Market Data
Gary Hiles	Department of Labor	Real Estate Market Data
Larry Toves, Diego Mendiola & Sheena Black	Guam Economic Development Authority	Real Estate Market Data / Eco. Dev. & Projects
Glenn Leon Guerrero	Department of Public Works	Public Works Projects
Rob Limtiaco	HRRA Board of Commissioners	Seafaring Culture Of Guam

Paseo de Susana / Gregorio D. Perez Marina: The major recreational hub of Hagåtña lies on Paseo de Susana and includes the Fisherman's Co-op area, Chamorro Village, and the Gregorio D. Perez Marina. There are many planned improvements underway or upcoming for facilities within the Paseo and the Marina, and some are well received while others are not. A new 4,000 square-foot facility, new roofing, and roughly 1,600 new seats are planned for Paseo Stadium, which will be operated by DPR and used for spring training by Japanese and Korean baseball teams. Additionally, there are planned improvements and expansions for Chamorro Village, which will help bring new life to the Paseo for the future Unfortunately, there are still concerns revolving around available parking at the Paseo, as well as the homeless "communities" that frequent the area.

Cruise Terminal Potential: One major concern of many stakeholders in this area is the concept of adding Port terminals to the shoreline area of Hagåtña. In the 1980s, Governor Ricardo Bordallo had plans to build a cruise port terminal in Hagåtña. At the time, it was determined to be unfeasible because Guam was too far away from cruise markets. Several cruise entities want to bring more cruises into Guam (currently less than 10 come in per year); however, there are not enough support facilities. Other concerns regarding possible cruise terminals in Hagåtña include winds and waves impacting ship stability, Customs and Border Protection (ships from a non-US port can slow down the process of passengers disembarking), and insufficient areas for traffic / transportation for disembarking passengers, due to the limited operational capacity and berthing space at the outer Apra Harbor.

Stakeholder Interview Meeting Notes

Each stakeholder and GovGuam agency was interviewed separately. After these interviews were conducted, a set of key findings and concerns were documented from each stakeholder. Meeting notes, which include a breakdown of these stakeholder responses and key findings, are provided in the following pages. The meeting notes are arranged chronologically by date and time of the meeting, most of which happened over a two-week period from October 21 to October 29, 2014 and over another weeklong period from February 16 to February 20, 2015.

Alternatives Design Charrettes

In addition to the individual interviews, design charrettes were conducted on February 24 and 25, 2015, to gather more data from the community in a group setting. At these charrettes, redevelopment and mitigation ideas were explored and graphically depicted as part of collaborative, hands-on exercises. A charrette is a collaborative planning process that includes all interested parties and helps to support a Master Plan that represents transformative community change. Charrettes are open ended events that are used in the creation or further development of feasible alternatives. Charrette attendees worked together to identify the issues and opportunities described in this report, and to develop conceptual alternative plans for the Capital District and for the entirety of Hagåtña.

Summary of Charrette Alternatives

Overall, the charrette participants identified many issues and opportunities to keep in mind during the conceptual design and development of the master plan alternatives. Concepts which were common to all blocks of the two-day charrette cover three topical areas, Connectivity, Development and Quality of Life. A summary of these issues includes:

- Connectivity
  - Maintain greenspace and connections from Latte Stone Park to Chamorro Village
  - Emphasis on access to Hagåtña shoreline
  - Improve pedestrian environment, alternative transit modes, and transit hubs with multiple uses to connect Central Park to Capital district
- Development
  - Waterfront development - Chamorro Village Expansion, seafaring emphasis, and fishing pier
  - Riverwalk development
  - Relocate water treatment plant and expand Marina
  - Adelup redevelopment – Civic Center, park, and / or high-tech innovation hub
  - Incorporation of Government Center in Capital district, surrounding Plaza de España
  - Improve district between Adelup and Paseo de Susana – new "Entertainment District"
- Quality of Life
  - Significant Increase in Parking and live/work spaces (mixed use development)
  - Improve housing options, availability in Capital district, and affordability
  - Outdoor recreation hubs at Paseo de Susana and Central Park
  - Move treatment plant

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Public Workshops

Projects like the Master Plan update require public workshops at key points in the process to inform, educate, and solicit public feedback. There were two sets of public workshops held during the course of the Master Plan development. Each workshop used a mix of passive and interactive techniques to engage those attending. These exercises were true hands-on tools to collect public input.

The first set of public workshops was held from 1:00-6:30 pm, Friday, October 16, 2015 and 1:00-6:30pm, Saturday, October 17, 2015 at the CAHA Art Gallery in the Terlaje Professional Building, 194 Hernan Cortez Avenue, Hagåtña. Participants were encouraged via direct invitation, open media, and various public service announcements to attend the Open House any time during the specified-on hours on either day. In addition, the posters were also made available online on the project website for the public to view and provide comments.

The second public workshop was held from 6:00 to 9:00 pm, Wednesday, November 29, 2017 at the Guam Museum, 193 Chalan Santo Papa Juan Pablo Dos, Hagåtña. This workshop allowed the public to view the elements of the Master Plan and provide their input on the draft pieces of the Plan.

A summary of the workshops and results are included in Appendix A.

1.7 Hagåtña Master Plan Vision

The previous vision for Hagåtña was:

> *Imagine the village of Hagåtña as a vibrant gathering place for government offices, businesses, tourists, and residents alike. Pedestrians, bicycles, automobiles, and buses travel throughout the village without conflict. It is an urban center where new businesses want to locate. It is a destination where people want to recreate and shop. It is an island centerpiece where tourists can experience the culture and heritage of Guam and where the children of Guam can learn about their history. It is a village that residents are proud to call home, a place where they want to live, work, and play. Through a commitment of leadership and management the Hagåtña Restoration and Redevelopment Authority (HRRA) has the opportunity to make this vision a reality and shape the future of development of Hagåtña.*

During discussions at the charrette and afterward, the vision for Hagåtña had been updated to:

> *"Re-establish Hagåtña as the Capital City of Guam, and the governmental, cultural, and commercial heart of the island supported by vibrant residential mixed use areas."*

This vision correlates to a new master plan goal identified to "recreate Hagåtña as the Capital City of Guam," and a new master plan planning principle to "develop a sustainable community."

1.8 Guiding Principles

The Guiding Principles in this document provide the framework for the Master Plan Update. These were developed based on stakeholder interviews and public inputs. Some ideas were also derived from the From North and Central Guam Land Use Plan prepared by the Bureau of Statistics and Plans in 2009 (identified with a diamond symbol "◆" in the text).

Re-establish Hagåtña as the Capital City

Hagåtña is the political, commerce, and social center on the island of Guam. Hagåtña is an iconic model which other cities and villages strive to replicate.

Actions:

1. Design iconic government buildings and public open space.
2. Require planning and design best practices for all new developments.
3. Relocate all government facilities and headquarters to downtown.

Develop Mixed-Use Nodes throughout Hagåtña

Mixed-use developments support transit, plus encourage a walkable, healthy, and active urban environment. Areas surrounding transportation nodes and activity centers will benefit the most from mixed-use developments, offering diverse housing options with supporting retail opportunities.

Actions:

1. Encourage mixed-use development along the waterfront.
2. Establish land use categories that provide for a mix of residential, commercial, civic, and industrial development.◆
3. Identify areas for infill and redevelopment for mixed-use.

4. Develop Hagåtña Riverwalk to include mixed-use, mixed residential, and business development that incorporates recreational amenities and trails.

5. HRRA will incentivize private investment through investing in public amenities and infrastructure in Hagåtña.

Preserve, Enhance, and Educate about Cultural and Historic Resources

Hagåtña has a rich cultural and historical heritage, ranging from several different eras, including the Pre-Latte Period, the Spanish Era, Post-War Era, and present day. Many important events in Guam's history have occurred in Hagåtña. There are 14 sites in Hagåtña that are on the National Historic Register, and one historic district. Several other sites have been suggested to be considered for historic registration as well. The historic and cultural places within Hagåtña provide valuable opportunities for establishing Hagåtña as a cultural center and destination. Many of the historic sites are not fully maintained and preserved as they should be, which could lead to degradation and damage in the future. It is important to preserve them for current and future generations.

Specific sites are not the only areas of historical and cultural significance. Chamorro culture is tied to the ocean and traditions, such as dancing, art, fishing, and canoeing. Promoting Chamorro arts and traditions and finding appropriate locations to do so are important items to address to educate locals and visitors alike about Guam's culture.

Actions:

1. Advocate historic preservation, restoration, rehabilitation, and repair of historic properties.
2. Ensure that Guam's cultural heritage is preserved as part of planning for new growth and development. ◆
3. Maintain areas along the shoreline at the Paseo de Susana as a way to preserve and perpetuate the traditional canoe culture needed to be recognized as an important part of any development or redevelopment plan.
4. Provide a connection between Latte Stone Park, the Palacio, the Plaza de España, and Paseo de Susana. This could include enhancements to the Heritage Trail.
5. Improve the quality of landscape and streetscape in historic areas such as Plaza de España to enhance their potential as tourist destinations and major public places.
6. Encourage architectural and urban designs that correlate to surrounding historic designs, where appropriate, for new development or redevelopment.
7. Showcase historic culture to residents and tourists.
8. Establish Paseo as a cultural center.
9. Provide more carabao carts, proa rides, huts, plus cultural performances and demonstrations.
10. Place informational nodes along trails providing users with historical and cultural context.
11. Expand latte stone usage as columns and pillars.

Develop Appropriate Urban Design Standards

Enriching an urban environment that accommodates a safe, enjoyable pedestrian experience is essential for a thriving city. Developing and enforcing best-practice design standards and regulations will significantly enhance Hagåtña's image, identity, and quality of place. Certain identified issues the design standards should include are building and infrastructure maintenance, wayfinding and branding, plus street amenities and aesthetics.

Actions:

1. Establish wayfinding signage standards and branding.
2. Design consistent architectural styles for each district.
   a. Encourage building construction and design guidelines that uphold the architectural designs that had significant influence during the pre-war era and apply them to current modern times. ◆
3. Retain views of geographical and cultural assets.
4. Encourage pedestrian scale design, specifically for commercial uses.
5. Provide shaded walkways where possible with street trees and shade structures.

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Create a Multimodal Circulation System and Enhance Connectivity throughout Downtown

The current circulation system in Hagåtña is not up to the standards of other downtowns. Public transportation exists, but it if often not adequate or reliable. At certain times of the day or at events, such as the Wednesday night Chamorro Village Market, parking is difficult to find. As Hagåtña grows and brings more people in, the problem will only exacerbate if it is not managed. The Master Plan will look at ways to improve multimodal transportation and circulation, including vehicles, transit, pedestrians, and bicycles in Hagåtña.

A great pedestrian experience is safe, accessible, pleasant, interesting, and walkable. Hagåtña has a current deficit of fully integrated pedestrian connections. There are areas that are pedestrian-friendly and provide adequate access, but many areas are not. Some sidewalks are too narrow or are impeded by light poles, trees, and other features, or are in poor condition and cause hazards when being used. Creating or enhancing pedestrian corridors and providing linkages between points of interest will greatly improve Hagåtña's ability to attract people and become a vibrant Downtown.

Actions:

1. Develop high quality pedestrian network that includes wide, shaded, and attractive sidewalks, plus pedestrian connections along roadways, safety enhancements, and a trail system that connects to parks and open space.
    a. Future road repairs should enhance sidewalks and improve pedestrian accessibility and safety.
    b. Ensure appropriately sized sidewalks are included along major roads and pedestrian corridors that have buffers separating vehicular traffic from pedestrians.
    c. Ensure adequate lighting is installed and maintained to provide safety at night.
2. Enhance and promote bicycle facilities and bike lanes.
3. Consider constructing an elevated crosswalk or pedestrian bridge across Marine Corps Drive between Chamorro Village and Skinner Plaza.
4. Consider establishing a Hagåtña trolley system that serves Downtown and has stops at key places of interest, employment, and shopping.
5. Identify ideal location(s) for parking garage structures that may also include park-and-ride and links to bus / trolley routes.

Use the Shoreline's Valuable Resources to Its Full Potential

Hagåtña's shoreline is one of the defining features of the city and is a major asset to the Guam's culture. The shoreline should be utilized to the best use to support recreation, culture, and economic growth. Existing uses along the shoreline should be evaluated for redevelopment to establish a healthy and attractive community that takes advantage of the valuable resource.

Actions:

1. Allow adequate waterfront access to all users.
2. Develop land to the best and most appropriate use.
3. Use land use categories to protect the natural environment and guide future development. ◆
4. Ensure that new development protects the shoreline character and coastal environment consistent with the Guam Coastal Zone Management program. ◆

Establish a Vibrant Downtown

Downtowns are the foundation for every great city and epicenter for activity. Hagåtña's downtown has significant potential to become a vibrant, dynamic, and exciting destination for residents and tourists to experience. Currently, certain existing conflicting land uses detract from the downtown's vibrancy, negatively impacting property values and deterring some new developments. However, creative solutions should be implemented to resolve these land use issues and expand upon the Hagåtña's significant natural, cultural, and historical amenities, revitalizing the downtown and achieving its full potential.

Actions:

1. Create a sustainable Downtown with an enhanced quality of life for residents and tourists by promoting buildings and uses which are unique to each newly defined neighborhood district.
2. Consider innovative measures, such as transfer of development rights, to preserve significant environmental and built features. ◆

Doc. No. 35GL-20-1498.

Encourage Residential Growth, Bringing More Residents into Hagåtña

Hagåtña was once a population hub on Guam, with a population of over 11,000 before World War II. During and following World War II, many of the homes in Hagåtña were damaged or destroyed. This resulted in many families choosing not to rebuild their homes and move out of Hagåtña. Today, Hagåtña is the second least populated village on Guam, with a 2014 estimated population of 1,062, and much of the residential that does exist is unaffordable to potential new residents. The majority of the existing residential development in Hagåtña is in the form of single-family homes and is in Anigua, on the western side of the village. Some of the homes and apartment buildings have fallen into disrepair, and incompatible land uses have developed such as junk yards and automotive shops within the neighborhoods. These uses make it an undesirable location to live.

Residential is a key component of developing a successful and vibrant downtown. It will be important to bring residential closer to the Downtown area and provide a mix of uses ranging from single-family to multifamily apartments. It will also be important to do so in a manner that provides housing that the average family can afford. Developing new residential close to areas of employment will promote opportunities for people to live, work, and play in close proximity and encourage further growth in Hagåtña.

Actions:

1. Encourage development of new mixed-use residential developments in all appropriately identified areas, establishing constant activity and providing the baseline of social and economic functions.
2. Designate sufficient land area and appropriate locations to allow for choice of housing types and prices to meet a diversity of household needs and incomes based on most recent Guam Housing Study. ◆
3. Offer affordable housing.
4. Allow converting upper floors of existing buildings to mixed-use residential structures.
5. Improve existing residential neighborhoods by removing conflicting land uses.
6. Develop the historical, cultural, and recreational resources of the city as the attraction and amenity to develop the desirability downtown housing market.
7. Provide new opportunities for low and moderate first-time homeowners, such as sweat equity loans, low/no interest loans to first time homeowners, and education and counseling for first time homebuyers. ◆
8. Enhance residential environment and livability.
    a. Provide greater access to parks and recreation.
    b. Create more park and open space with recreational opportunities including multipurpose sports fields and trail connections.
    c. Improve river quality.
    d. Extend recycling options.
    e. Encourage the development of parks and community centers.

Promote Economic Growth

Hagåtña has significant potential for economic growth. Along with the important natural, historical, and cultural attractions unique to Hagåtña, many other opportunities were identified during interviews and charrettes. Such opportunities include taking advantage of the new museum for a local farmer's market; ideas to promote the fishing industry; expand the Marina and develop a Marina Authority; and expand on the services offered by the Fisherman's Co-op. However, there is an inadequate residential component hindering night life and other amenities crucial for expanding economic development opportunities. Hagåtña must take full advantage of the day-time population and tourists from cruise ships visiting Guam as well as achieving an adequate residential population.

Actions:

1. Use redevelopment and infill to create an employment base.
2. Promote economic sustainability through incentives for local business opportunities in mixed use urban areas, increased infill along existing transportation corridors and design standards to allow flexible building use. ◆
3. Provide for a diverse economic base, through expansion of wealth generating businesses and educational opportunities.◆

Doc. No. 35GL-20-1498.

HAGÅTÑA MASTER PLAN

Preserving Our Past. Shaping Our Future.

2. Historic and Cultural

Inside Chapter 2 ...

2.1 Issues and Opportunities 2-1
2.2 Goals and Policies 2-3
2.3 Planning Framework 2-5

Hagåtña has been shaped by many influences over its history, cultivating a rich sense of diversity in its culture. The native Chamorros, the Spanish, and the United States have all molded Hagåtña into what it is today and will continue to influence the culture in the future. In years to come, Hagåtña will still have a strong tie to its history, which will continue to influence the culture in the city. Hagåtña will be a cultural center in Guam where citizens and visitors alike will explore Guam's heritage. These historic and cultural sites will be well integrated into the city and daily lives of citizens.

The Historical and Cultural Element supports the following guiding principles:

- Preserve, enhance, and educate about cultural and historic resources
- Use the shoreline's valuable resources to its full potential
- Establish a vibrant downtown

2.1 Issues and Opportunities

Issues

City-Wide

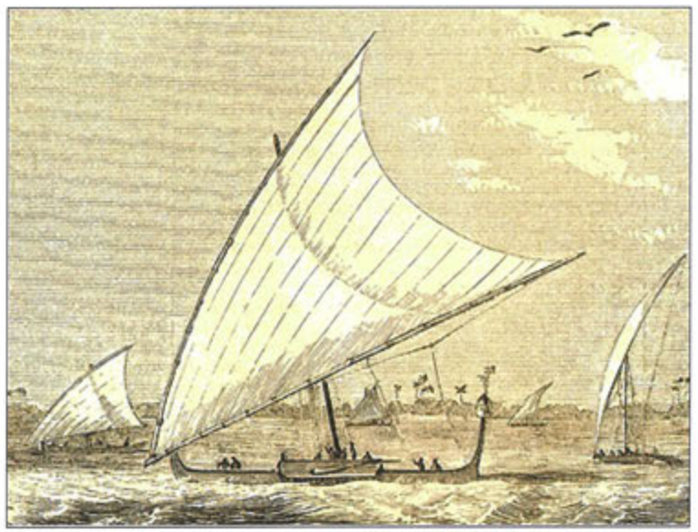
Heritage Trail. The Heritage Trail is currently a 2.5 mile trail through Hagåtña, highlighting some of Guam's prominent historical and cultural landmarks. Currently, the Heritage Trail does not have adequate signage. Signage on the trail is minimal and does not always adequately point travelers in the right direction. Presently, the trail has red bricks and concrete that lead visitors through the trail, but wayfinding signage could help visitors better orientate themselves on the trail. In addition, there is limited lighting along the trail, which presents safety issues for visitors who walk along the trail during dark hours. In addition to lack of signage, the current trail misses key historic and cultural sites throughout the city. Adding these to the trail would allow for a more complete look at Hagåtña's history and culture.

Lack of Historical Architecture. Hagåtña's past architecture was adapted from the Chamorro culture and Spanish influence. Chamorro architecture incorporated many outside stairwells, patios, and general design for pedestrians. Spanish architecture designs included tile roofing and the use of mamposteria, which is stone and mortar construction. Other Spanish influences include wrap around balconies, multi-level structures, and some ornate detail. There is a concern that Hagåtña is losing its Spanish and Chamorro historical characteristics in its new development. Many pre-war and post-war historic structures and places have since been removed or converted into more modern buildings, leaving little resemblance of the style that was once prevalent. Many structures were lost during and after WWII, destroying historical structures and forcing much of Hagåtña to be rebuilt.

Waterfront District

Lack of Cultural Seafaring Amenities. The Waterfront District does not have large seafaring presence despite Hagåtña's seafaring culture. The preservation of the shoreline must be supported in order to protect and foster the traditions of the Chamorro seafaring culture. Specifically, the preservation of the shoreline at the Paseo de Susana should be recognized for canoeing opportunities, or proas. Proas are designed to have a narrow keel with a wider top area, giving the boat speed and agility. The use of the proa has declined over time, but the proa is still acknowledged today in Chamorro culture and as a symbol for Guam.

Doc. No. 35GL-20-1498.



The Proa is a swift, voyaging canoe used historically by Chamorros in trade and fishing, and is today a common symbol of the island

Opportunities

City-Wide

Heritage Trail. There is opportunity to incorporate educational signage throughout the Heritage Trail. As the trail becomes improved, there is an opportunity for marketing the trail as a place for leisure, public education, tourism, and pedestrian traffic to and from cultural and historical destinations. In addition, lighting can be placed along the trail, drawing visitors to the trail throughout all hours of the day.

Historical Architecture. As Hagåtña continues to grow, there is opportunity to incorporate historic architectural details into designs. Such architectural characteristics would vividly reflect the history of Hagåtña. This type of architecture must be balanced with newer and more modern characteristics of buildings so that the modern look does not overpower the historic feel of Hagåtña.

City Center District

Capital and Cultural Sub-Area

Building upon Existing Historic and Cultural Sites. The Palacio was first built in 1744 during Spanish occupation. The building was demolished in 1887 and rebuilt on the same site according to the design of a Spanish Army engineer and architect, Don Enrique Soto. The building was used as the governor's home as well as administrative office space during Spanish occupation and was later used by the first U.S. Naval Government. During World War II, the Palacio served as the Japanese forces' headquarters. The building was destroyed in 1944 during Allied bombing, leaving the Azotea as the only surviving structure of the Palacio. There are plans to reconstruct the Palacio, which is further discussed in the Planning Framework section.

The Capital and Cultural Sub-Area has several historical structures. Because of this, there is some limitation of what kind of redevelopment can be done here. Any memorials in the Plaza de España should remain intact within the Plaza.

Directly north of the Plaza de España, the new Guam and Chamorro Education Facility was recently constructed in Skinner Plaza. The Guam and Chamorro Educational Facility features the history of Guam's existence and culture. It will act as a community center in Hagåtña with activities including an exhibition space, theater, garden, arcade, atrium, pavilion, promenade, café, and retail space. It was planned and designed to be a major attraction and destination for residents and tourists, boosting Hagåtña's tourism economy and reestablishing central Hagåtña as Guam's government and cultural center. The original Guam Museum was founded in the 1930s, but was destroyed during WWII. Skinner Plaza is home to the Guam Heroes Memorial and the future Skinner Monument. Hagåtña has an opportunity to leverage Skinner Plaza as a destination place within the city with the addition of the new museum.

Also, within this district is the Dulce Nombre de Maria Cathedral-Basilica, which was the first Catholic church to be constructed in Guam. The church, built in 1669, is a culturally significant landmark in Hagåtña. Therefore, development nearby the Basilica may have constraints such as limiting size and grandeur to not detract from the Basicilica's significance.

The cliffline on O'Brien Drive is home to Japanese WWII caves. These man-made caves were used for storage of supplies and shelter during wartime. Nearby these caves is Latte Stone Park, which commemorates and celebrates Chamorro history.

Mixed-Use Commercial Sub-Area

Building upon Existing Historic and Cultural Sites. The Mixed-Use Commercial District comprises a multitude of historic houses, pre-dating WWII, such as the Lujan House. Because there are many historic housings in this sub-area, there may be some development constraints in this area. Any development, especially private owners, must be considerate of the historic feel of the sub-area. Some constraints may include compliance with building heights, setbacks, and design standards. In addition, there are some historic homes that are located within the Mixed-Use Riverwalk land use designation. This provides an opportunity for these houses to be incorporated into the Riverwalk development; however, development along the Riverwalk should be attentive of these historical sites to ensure that design and uses are compatible.

The Spanish Bridge is also located in the Mixed-Use Commercial Sub Area in Sirena Park. The bridge is listed on the National Register of Historic Places, and has cultural significance as a reminder of the Spanish heritage that has been passed through generations.

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Waterfront District

Building upon Existing Historic and Cultural Sites. The Waterfront District has many historic and cultural landmarks and sites. There are two historic fortifications on the shoreline by the Marina, which should be preserved as any changes are made to the shoreline. On the eastern side of the district is the U.S. Naval Cemetery, opened by the U.S. Navy in 1902. The cemetery contains about 250 burial plots, which date back to the Spanish-American War, War World I, World War II, and the Korean War. The cemetery is the burial ground for U.S. service members, some German sailors and civilians, Chamorro service members, and military dependents. The German burials are commemorated by the Comoran Memorial, which commemorates the seven German servicemen who died in the first altercation between the U.S. and Germany in WWI. The cemetery has not had any new burials since the 1950's. The site may require future land use constraints for new development in order ensure respectful uses around the sensitive site. The Waterfront District also has two fortifications on the shoreline of the Paseo de Susana that were used during WWII. These historical structures should be preserved and designed into any future plans at Paseo.

Hagåtña now has a great opportunity to redevelop the Marina and Paseo de Susana area to be more culturally prominent. Recreational proas can be incorporated into the marina along with canoeing lessons for residents or tourists who wish to experience the activity.

The Chamorro Village is a marketplace with locally made products and produce. The Village comes alive with food, vendors, and dancing and entertainment on its Wednesday Night Market. The Wednesday Night Market is a big tradition in Hagåtña. The Chamorro Village has the opportunity to be expanded and enhanced, especially as the Village hosted the 12th Annual Festival of the Pacific Arts in the late spring of 2016.

A few scattered historic homes are located in the Mixed-Use shoreline land use designation on the western side of the Waterfront District. These homes may come with development constraints, when developing along the western part of the shoreline. Further west is Adelup Park and the Latte of Freedom. This cultural landmark signifies the strength of Guam and is a welcoming beacon to visitors. The Latte of Freedom is next to the Hall of Governors, which commemorates the 12 Guam governors who have held office from 1950 to the present day. The hall contains various exhibits and can be used for social gatherings and cultural events. In addition to the Hall of Governors at Adelup Point is the RAIDR 21 Memorial, which commemorates the lives of the six crew members of the US Air Force who died in 2008 after their B-52H Stratofortress crashed into the Pacific Ocean right before it was scheduled to fly over the Liberation Day parade in Hagåtña. The site of Adelup Point is also a burial ground for Chamorros who died of a smallpox outbreak in the late 1800s. The disease was brought over by a merchant ship and broke out in Hagåtña first before affecting the whole island. Because this is a sensitive area, development of Adelup should be respectful. Adelup Point has great cultural significance and has the opportunity to be promoted throughout the city in an effort to bring more visitors to the western side of Hagåtña.

West Hagåtña District

Building upon Existing Historic and Cultural Sites. The West Hagåtña District contains some scattered historical houses, which are not a part of the Heritage Trail. The Ungacta House, Gumataotao House, and the Rosier House are all located in this district. There is no specific area of high density historic sites in this district. Much of this district is currently residential, providing compatibility with the existing historical houses. If the district sees an increase in mixed-use urban and commercial uses, development should be considerate of these historical houses and should not be developed in such a way that would diminish their significance. The Pigo Catholic Cemetery, a culturally significant site, is also located in the West Hagåtña District. The cemetery is still used today and is expected to remain in use in the future. Future land uses by the Pigo Catholic Cemetery should be appropriate and respectful of the cemetery.

2.2 Goals and Policies

Historic and cultural resources can be found throughout Hagåtña, although many of them are concentrated in the Capital and Cultural District. These sites are a part of Guam's heritage, which this element intends to preserve. The following goals and policies present opportunities for significant sites to remain prominent in Hagåtña.

Goal HC-1

To preserve and leverage historical and cultural landmarks as key elements of the Hagåtña's economic development and other Master Plan strategies.

Policy HC-1.1	The City shall formally integrate the protection, renovation and appropriate use of buildings, sites and features with special and recognized historic, architectural, cultural, or aesthetic value into applicable plans, codes and procedures.
Policy HC-1.2	Agencies that have jurisdiction over historically significant lands shall support efforts to conserve and, when appropriate, develop and utilize such resources for the public benefit and enjoyment.
Policy HC-1.3	The City shall integrate historic and cultural resources as part of the marketing of Hagåtña.
Policy HC-1.4	The City shall establish appropriate financial, design, procedural and/or other incentives to encourage the preservation and use of historic and cultural assets.

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Policy HC-1.5	The City shall establish and administer a program to publicly recognize private businesses, property owners and others who have contributed to historic and cultural resource preservation.
Policy HC-1.6	The City should provide interpretative plaques and historic districts and significant contributing historic properties.

Goal HC-2

To develop and actively maintain a comprehensive and up to date electronic database of all historic structures, sites and assets.

Policy HC-2.1	The City should budget for, hire, train and retain sufficient staff and equipment necessary to actively maintain a comprehensive electronic database of historic and cultural resources, using GIS.
Policy HC-2.2	The City shall provide public access to this database and use it in evaluating success in accomplishing strategic objectives, monitoring compliance activities, plan and regulatory updates, public education, annual reporting and to otherwise support resource program initiatives. Actively make improvements to cultural facilities and resources.

Goal HC-3

To have residents, businesses, and visitors appreciate and support the City's historic and cultural preservation efforts and how these relate to other community objectives.

Policy HC-3.1	The City shall actively seek to engage residents, land owners and all other interested parties in the development, implementation and update of historic and cultural resource plans, design standards, programs and other public initiatives.
Policy HC-3.2	The City shall encourage public and private participation in support of cultural events and arts.
Policy HC-3.3	The City shall support local education programs on cultural and archaeological resources.
Policy HC-3.4	The City shall recognize seafaring culture by protecting the shoreline and perpetuating the proa.
Policy HC-3.5	The City shall provide and promote recreational services and programs that reflect the cultural diversity of the community.
Policy HC-3.6	The City shall utilize barrios as a means for creating an identity for each neighborhood.
Policy HC-3.7	The City shall partner with non-profit organizations engaged in historic and cultural resources, to share resources, information and to otherwise accomplish mutual goals whenever possible.

Goal HC-4

To incorporate appropriate consideration of historic and cultural resources and promote their protection in City plans, policies, design standards, development codes, programs and operations.

Policy HC-4.1	The City shall evaluate all applicable plans, codes, standards and procedures to identify conflicts with historic and cultural resource strategies and implement changes necessary to eliminate such conflicts.
Policy HC-4.2	The City shall provide code enforcement that protects the cultural and historic value of existing places and buildings. Code enforcement guidelines should address demolition, demolition by neglect, inappropriate renovations, lack of maintenance, overgrown landscaping, and inappropriate storage
Policy HC-4.3	The City shall strive to assure that development of land and buildings adjacent or proximate to historic and cultural resources is sensitive to the setting and character of the resource and does not diminish its value or contributions to the District. The City shall develop sufficient guidance for property owners and developers with respect to how compliance is accomplished and will provide sufficient technical staff to provide such guidance.

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Policy HC-4.4 The City shall develop and administer standards to assure that construction and site development on lands adjacent or proximate to historic or cultural resources does not have a negative impact on such resources.

Goal HC-5

To support the development of community and public art throughout the city.

Policy HC-5.1 The City shall promote a stimulating and engaging environment through an increase in the incorporation of artwork in public places, as part of new commercial centers, and associated with new activity centers.

Policy HC-5.2 The City shall encourage community art projects that create a greater understanding and appreciation of art and artists through community involvement.

Policy HC-5.3 The City shall strengthen partnerships between the City and local artists, art agencies and organizations, schools, and businesses.

Policy HC-5.4 The City shall encourage public and private participation in and support of arts and cultural events.

Goal HC-6

To enhance monuments of historical and cultural value by regulating the location, density, and design of monuments in public spaces.

Policy HC-6.1 The City shall establish a Monuments Committee to oversee all new monuments, and the preservation of existing monuments. The Monuments Committee shall produce an inventory of all existing public and private monuments and memorials in Hagåtña, including their current condition, relevance, and recommendation for preservation.

Policy HC-6.2 The City shall regulate the placement of all new monuments in Hagåtña's public spaces through a review process by the Monuments Committee and the City Council.

Policy HC-6.3 The City shall encourage utilizing Hagåtña's monuments for the edification of the citizens and visitors.

2.3 Planning Framework

Historical Resources

Historic landmarks will be preserved, restored, and highlighted throughout the village to respect the heritage of Hagåtña's diverse history. One way in which this will be done is by the extension of the Heritage Trail. Historical sites that are not a part of the current Heritage Trail will be better promoted to draw in visitors. New developments and buildings will be planned to maintain the integrity of historic landmarks that may be nearby and will not diminish the overall cultural feel of Hagåtña.

Heritage Trail

The Heritage Trail leads to about half of Hagåtña's different cultural and historical sites and although it acknowledges several landmarks throughout the village, many sites are left out. A revised route would extend the trail to include more sites of cultural and historical significance. With such scenic views of Hagåtña, the proposed re-routed trail would still begin at Fort Santa Agueda, but would head north down the cliff towards O'Brien Drive. The trail on O'Brien Drive will head up O'Brien Drive and connect to Padre Palomo, then to Hesler Place. It will head south down Aspinall Avenue before heading east to pass the Guam Museum. The other route that the trail will take from O'Brien, heads east on O'Brien Drive, then cuts through the Plaza de España. It will continue north until it reaches the new Guam Museum. This is where the two routes connect and continue through Skinner Plaza to Soledad Avenue. The trail will continue west on Soledad Avenue and will take a quick detour on Aspinall Avenue to Sirena Park and the Spanish Bridge. After connecting to those landmarks, the trail will head into the Paseo de Susana, passing Chamorro Village, the Statue of Liberty, and the Guam Park along the way. The trail heads east from the Paseo de Susana onto Marine Corps Drive where it ends at the U.S. Naval Cemetery.

Along with the extension, the trail will also be enhanced with better wayfinding and signage for direction and to identify the landmarks along the way. The signs are meant to be educational tools to help visitors explore and learn about the historical and cultural sites on the Heritage Trail. These signs will be multi-lingual to accommodate both locals and tourists. In addition to the signs, the trail will also receive improved lighting and landscaping throughout for safety and aesthetic purposes.

The extended trail is shown on Figure 2-1. Additional historical and cultural sites that the trail would pass through are listed in Table 2-1. The significance of the sites is discussed by district.

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Figure 2-1

Heritage Trail

Sources: Government of Guam; Matrix Design Group

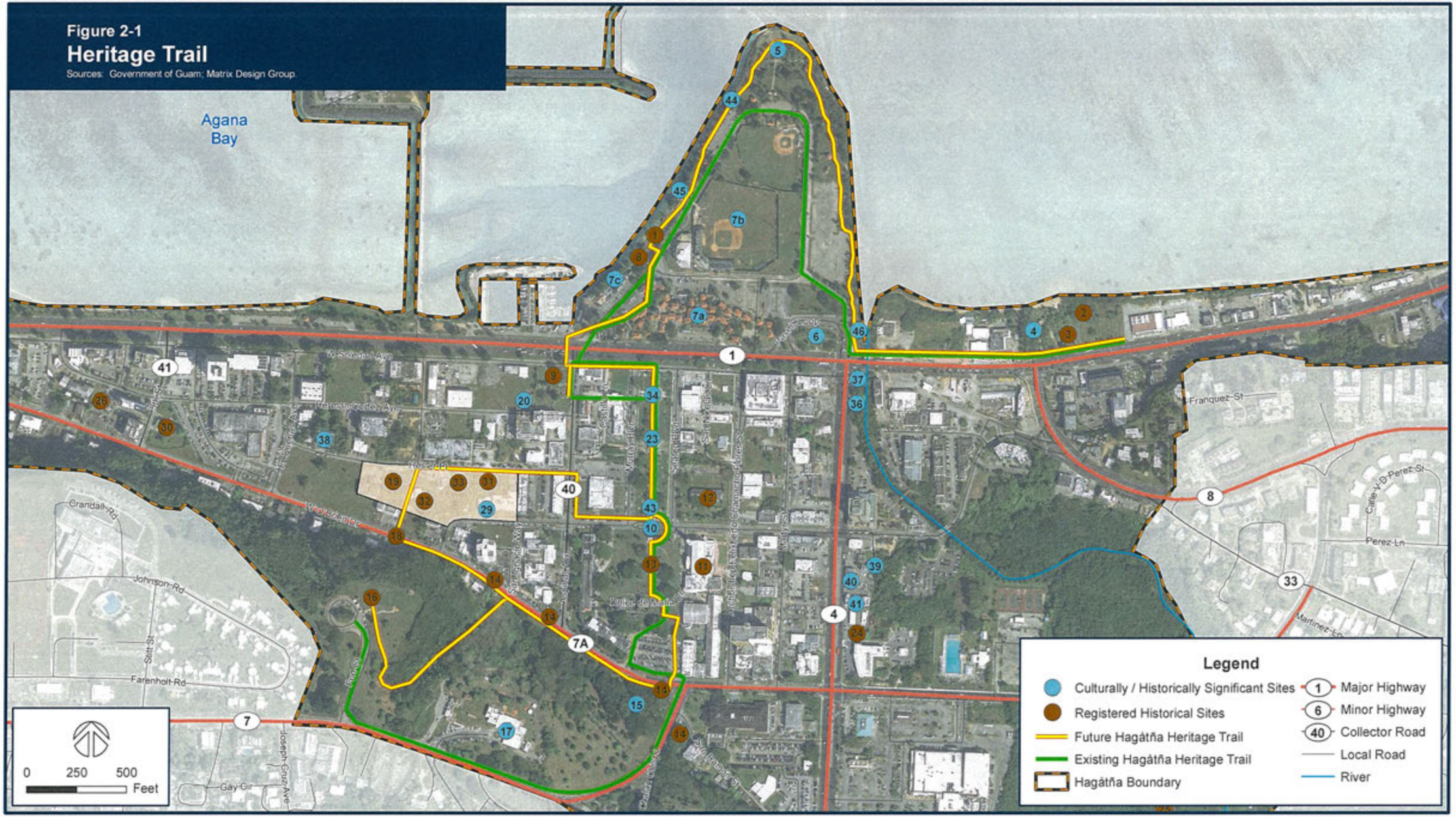


Table 2-1. Additional Historical and Cultural Sites on the Rerouted Heritage Trail

Name	Significance	Designation
Capital and Cultural Sub-Area		
Guam and Chamorro Educational Facility	The Guam and Chamorro Educational Facility is a museum meant to exhibit Guam's culture, arts, and history.	Cultural Significance
Hagåtña Cliffline Fortification	The fortifications were used by Japanese Imperial Forces during the Japanese Occupation Period during WWII. The fortifications were used as air-raid shelters and ammunition storages.	Registered Historic
Mixed-Use Commercial Sub-Area		
Calvo House	The Calvo house is one of the oldest homes in Guam, dating back to the 1800's. It is one of the few remaining pre-WWII houses in Hagåtña.	Cultural Significance
Guam Institute (Lujan House)	The Lujan House was built in 1911. It was used as a residence and general store until the property was rented out to the Guam Institute in 1922. It is one of the few remaining pre-WWII houses in Hagåtña.	Registered Historic
Guerrero House	The Guerrero House began constructing in 1939. During the WWII, the Guerrero House was used as barracks for Japanese personnel. It is one of the few remaining pre-WWII houses in Hagåtña.	Registered Historic
Hagåtña Cliffline Fortification	The fortifications were used by Japanese Imperial Forces during the Japanese Occupation Period during WWII. The fortifications were used as air-raid shelters and ammunition storages.	Registered Historic
Japanese Caves	The Japanese Caves, located at the base of the cliff, were created during WWII for Japanese personnel. They were used as storage spaces and for shelter. The caves are man-made and were created by forced labor.	Registered Historic
Martinez-Notley House	The Martinez House is one of few remaining houses that withstood the intensive bombing during wartime in 1944. The Martinez house is one of the oldest homes on Guam, dating back to the 1800's.	Registered Historic
Rosario House	The Rosario House is a Pacific Spanish colonial homes and one of four nearby houses that withstood the intensive bombing during wartime in 1944. Its nearness to the Guerrero House, Martinez House, and the Lujan House depict what pre-wartime Hagåtña neighborhoods looked like.	

Name	Significance	Designation
Waterfront District		
Fishermen's Co-Op	Although the Fisherman Co-op is already along the Heritage Trail, the co-op will be renovated and expanded to include additional marina resources and commercial uses.	Cultural Significance
Fishing Pier	A fishing platform and facility is anticipated to be constructed on the north western tip of Paseo de Susana.	Cultural Significance
Great Seal of Guam Park	The Great Seal of Guam Park will be renovated to depict the Seal of Guam in a three dimensional display with landscaping and sculptures.	Cultural Significance
Proa Storage and Educational Facility	The west side of the Paseo de Susana, adjacent to the marina, will expand its proa storage space to include an educational facility, which will have a focus on proas.	Cultural Significance

City Wide Monuments

Monuments are any marker, statue, or permanent memorial used to mark cultural and heritage values and recognize the community's connection with its public spaces. They can also be utilized as education tools. There are two areas of focus regarding monuments in Hagåtña: preservation and proper placement, density, and design of new monuments.

To date, Hagåtña has refurbished dilapidated monuments in order to preserve its history. Monuments that were not a part of the refurbishing process remain in good condition.

The Monuments Plan below will help implement the goals and policies regarding proposed monuments and memorials in Hagåtña.

Location Process. All proposed new monuments and memorials, and additions to existing monuments, shall go through a selection process to determine its appropriate location. A public hearing shall be held to allow for input from the pubic and any stakeholders. Any proposed location must be accompanied by a site plan detailing the following information:

- Location and size of the public space
- Shape and size of the monument
- Location of all pedestrian paths and gathering places
- Location and description of existing landmarks, including monuments and memorials, within 500 feet of the proposed location

Monuments shall only be located within public spaces, such as parks. Monuments shall not be placed within the public right-of-way, with the exception of memorials for City employees who died in the line of duty at that location.

Density. Each proposed new monument shall be reviewed on a case by case basis. Each location shall be analyzed for potential saturation of existing monuments.

Design. The Monuments Committee shall review the design of each new monument. Monuments shall be culturally or historically significant to Hagåtña, Guam, or the United States. A plaque must describe the monument with an educational narrative. Monuments shall be designed in harmony with the surrounding public space with respects to scale, materials, color, and form. A color rendering of the monument shall be included with the site plan.

The Monuments Committee shall take into consideration the visual impacts, cultural landscape, and maintenance requirements of the monument. The monument shall be made of durable materials, requiring minimal maintenance, and be as resistant to vandalism to the greater reasonable extent possible.

The Monuments Committee shall make a recommendation to the City Council within 90 days.

City Center District

Within the Plaza de España, the Governor's Palacio, is in the planning stages of being reconstructed. Today, the restoration of the Palacio is desired to help return the seat of the government back to the heart of Hagåtña. The intent is for Government of Guam buildings to be relocated to the district to create a government square. The new Palacio will provide community meeting space and historical displays. The reconstruction of the Palacio will uphold the historical context of the area through architectural styles and through the use of the Plaza de España.

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This project is further described in Chapter 4, Public Buildings and Facilities.

Cultural Resources

Guam's culture has evolved from its diverse heritage and is entwined in seafaring with a strong sense of community. Cultural facility opportunities will continually be sought out to celebrate modern culture and values while also respecting the past. These facilities will be maintained and enhanced to ensure that cultural awareness is sustained throughout generations. Barrios, which once represented the neighborhoods in Hagåtña, will reemerge to create a strong sense of identity for residents living and interacting within these neighborhoods. Access to nature, such as the shoreline and view sheds will be preserved as these valued for traditional uses.

Hagåtña Barrios

Barrios can be an identifying feature, which can be used to define a community. In the Pre-War Era, Hagåtña was made up of 13 barrios, most of which were entirely included in the current boundaries of Hagåtña, although two are only partially within the city (Apugan and Mongmong).

The boundaries of the historic barrios were determined primarily by geographic features, such as the Hagåtña River, and other factors such as land ownership or roads. After WWII, many of these boundaries were lost due to destruction of the city, followed by reconstruction. While some areas of Hagåtña are still referred to by their barrio name, the defining boundaries and continuity of others has been diminished.

Since many of the historic barrio boundaries bisect current parcels, the boundaries have been redrawn to align with the current street layout and development patterns. Barrios in relation to districts are described in the each of the district sections as follows.

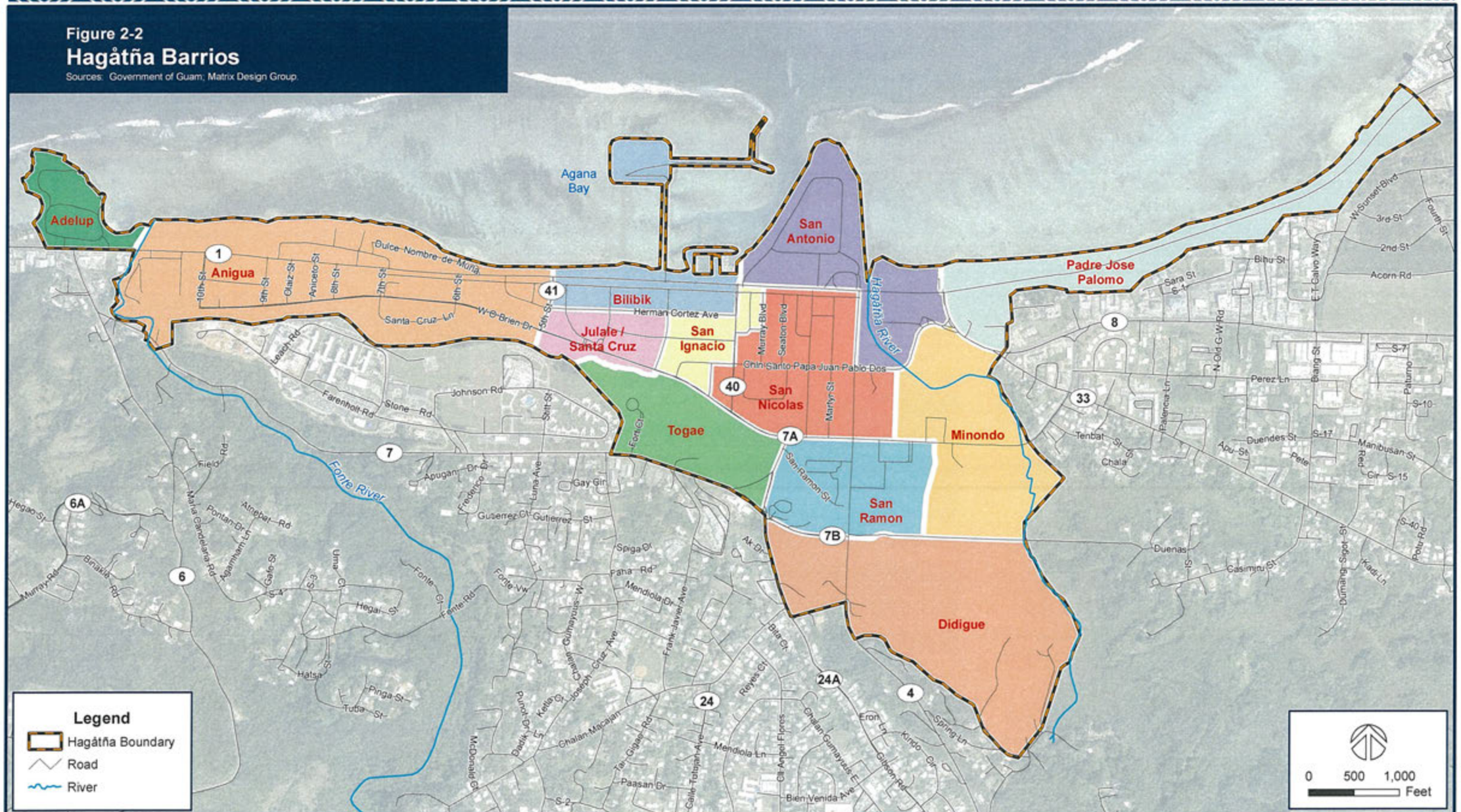
The redrawn barrios are listed in Table 2-2, with a listing of historical and cultural sites that are within their boundaries, and illustrated on Figure 2-2. The sites are one factor that can help create an identity for each barrio.

Table 2-2. Barrio Sites and Landmarks

Barrio	Site / Landmark
Adelup	Adelup Point
	Latte of Freedom
Anigua	Garrido House
	Gumataotao House
	Pigo Catholic Cemetery
	Rosier House
	Toves House
Bilibik	Boat Basin
	Dungca House
	Hagåtña Spanish Bridge
Didigue	Rural land
Julale / Santa Cruz	Flores House
	Shimizu House
Minondo	Agaña Swamp
	Spanish Dikes
Padre Jose Palomo	Cormoran Monument
	Jose Bernardo Torres Palomo Statue
	US Navy Fortification
San Antonio	Agaña Fortification
	Calvo House
	Chamorro Village
	Chief Quipuha Statue
	Fisherman's Co-Op
	Fishing Platform
	Paseo de Susana Stadium
	Proa Facility
	Statue of Liberty
San Ignacio	Lujan House (Guam Institute)
	Guerrero House
	Martinez House
	Rosario House
San Nicolas	Cruz House
San Nicolas	Guam and Chamorro Educational Facility
	Guam Congress Building
	Dr. Mesa House
	Duenas House
	Flores House
	Plaza de España
	Pope John Paul II Monument
	Skinner Plaza
San Ramon	Cliffline Fortification
Togae	Cliffline Fortification
	Fort Santa Agueda
	Government House
	Japanese Caves
	Latte Stone Park

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Figure 2-2
Hagåtña Barrios
Sources: Government of Guam; Matrix Design Group



Hagåtña Waterfront District

Many new cultural facilities and improvements are anticipated to be enhanced and added in the Waterfront District, mainly around the Paseo de Susana. The Fishermen's Co-Op will be extended to include additional marine related resources and some commercial uses. Just north of the Fishermen's Co-Op, a proa storage and educational facility will be constructed. The educational facility will have an emphasis on proas and provide interactive experiences. This development will showcase the traditional proa culture through recreation, education, and training. North of there, a newly built fishing pier will contribute to the marine culture in Guam as a designated place for fishing. These additions reflect Guam's marine culture.

On the eastern corner of Paseo de Susana, the historic Great Seal of Guam Park will be renovated to bring the Guam seal to life. The renovation will include a statue of a proa boat, benches, and enhanced lighting and landscaping. The park will resemble the culture of Guam and is meant to be a defining landmark for residents and tourists to visit.

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HAGÅTÑA MASTER PLAN

Preserving Our Past. Shaping Our Future.

3. Land Use

Inside Chapter 3...

3.1 Issues and Opportunities 3-1
3.2 Goals and Policies 3-2
3.3 Planning Framework 3-9

Future land uses in Hagåtña support its vision of becoming a true, urban, capital city as the economic, financial, and political center of Guam. These land uses support a dense urban core with an abundance of activity and culture across the village, creating a live-work-play environment. Centralized government buildings and offices create a sustained employment anchor in Hagåtña's core, generating new financial and business opportunities and investments downtown. This new revitalized downtown activity radiates growth and enhancements to the waterfront, neighborhood development, and Riverwalk, which become dense, mixed-use clusters of their own. Each of these new mixed-use clusters features its own look and feel, establishing a unique sense of place and revitalizing each district.

The Land Use Element supports these guiding principles:

- Reestablish Hagåtña as the capital city
- Develop mixed-use nodes throughout Hagåtña
- Develop appropriate urban design standards
- Use the Shoreline's valuable resources to its full potential
- Establish a vibrant downtown
- Encourage residential growth, bringing more residents into Hagåtña
- Promote Economic Growth

3.1 Issues and Opportunities

Issues

Incompatible Land Uses and Zoning. Hagåtña experiences incompatible land uses in certain areas due to insufficient enforcement of land use and zoning regulations. The Guam Zoning Law, found in GCA Title 21: Real Property, Chapter 61, is an island-wide ordinance which sets forth the zoning regulations for the Island of Guam. As an island-wide construct, the Zoning Law is not refined to address specific needs and opportunities in Hagåtña. Some existing land uses in Hagåtña do not comply with Guam's Zoning Law. This places incompatible land uses proximate to each other, which can impact the quality of life and daily operations of one or both uses. For example, there are junkyards and other industrial-type uses in the Santa Cruz Lane loop area of Hagåtña, which is zoned as R-2 Multi-family dwelling. Also, the parcels Cliffside of West O'Brien Drive, west of Latte Stone Park, are zoned as R-2, yet there are various commercial offices located here.

Unusable Lots and Lot Encroachment. The layout of Hagåtña was much different before World War II. Rivers and streets were not in the same location and lots were configured differently. When Guam was recaptured from Japan by the U.S., Hagåtña had been almost completely destroyed, setting the stage for the reconfiguration of roads, property lines and natural features as part of the reconstruction effort. During the post-war era, the new layout was based on blocks of land divided into rectangular lots, oriented to the new street pattern. These new lots were overlaid on top of the old pre-war lots, creating undivided interest and many conflicts with property lines and boundaries. The affected lots became known as the Hagåtña "fractional lots." This term was used to describe these lots because when the new lot lines were laid out, many of the pre-war lots were split into various pieces – for example, a single pre-war lot may have been given new boundaries where a portion would be located on one of the new lots, a portion on an adjacent new lot and possibly another portion located in the new road. In some cases, some smaller lots, which may have bordered former streets, were nowhere near the new streets that were developed and hence became land locked.

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Corresponding efforts to resolve fractional lot issues in Hagåtña were initiated and carried out. As a result, fractional lots no longer exist in Hagåtña, although some lots are too small to build upon, or otherwise un-developable as currently configured. In some cases, consolidation of these lots for the purpose of singular lease arrangements has resulted in successful developments and construction of facilities/utilities within the new rectangular lots, which conform to the new lot and block system. However, while these developments may have resolved the undivided interest issue, the percentage of undivided interest in these respective lots many not always be known. In other cases, vacant land may also remain undeveloped because of government disapproval of development plans without legal easements for utilities and access, or because the lots do not provide sufficient area and/or geometry to accommodate the proposed development.

Many previous property lines and boundaries have been affected due to the fractional lot issue in Hagåtña. Some of the existing private land uses in Hagåtña are also encroaching onto publicly owned lands, particularly along the waterfront areas and in public rights-of-way. These areas where development is partially encroaching on Government land creates temporary and potentially permanent issues with land use compatibility, zoning compliance, and property tax assessments.

Lack of Certain Types of Development. Currently, Hagåtña does not have a good balance of different types of development to promote residential growth or activity in the city. There is no true mixed-use development in Hagåtña to support live-work-play activities. The Agaña Shopping Center is a hub for retail and restaurants in the area, but it is the only location where there is a grocery store in Hagåtña, and is not close enough to the residential development for people living in Hagåtña to walk there. There are no major uses to draw people to Hagåtña for nightlife activities, such as dining and entertainment. In order to thrive, Hagåtña will need a mix of appropriate uses and development to produce a lively and attractive downtown area.

Housing. Lack of affordable housing in the village, and lack of desire to live in Hagåtña leads to low resident population and little to no activity after work hours.

Opportunities

Economic Development. There are approximately one dozen (12) HOTBOND projects being funded within Hagåtña, including the new Guam Museum. Furthermore, the Agaña Shopping Center and the Julale Center both provide for retail opportunities. The potential for a farmer's market, Adelup redevelopment, and the expansion of the Fishermen's Co-op are positive.

Urban Design. Enhancing street amenities and establishing design guidelines will help revive character and historical context. Clean up of dilapidated buildings could improve the urban environment, which could potentially bring people back to the village to live.

Housing. Potential for higher density residential options would help bring in younger population, as well as additional residents and nightlife to the area.

Center of Commerce. Government facilities such as Adelup Point, the Government House, the Post Office / Legislative Offices, the US Court, and the Judicial Center help to keep Hagåtña the center of commerce and government. Centralization of offices would help improve upon this.

Miscellaneous. Other opportunities for Hagåtña include the creation of a local citizen patrol task force like Tumon's, redistribution of governmental offices, and organizing businesses along Marine Corps Drive and in the "industrial waterfront" to clean up the area and make ADA accessible.

3.2 Goals and Policies

Land use forms the underlying basis for all community functions. It concerns the productivity of land, as well as the overall benefits drawn from it. Therefore, ensuring that uses are compatible with nearby existing and future land uses is important. Land use goals and policies envision opportunities to revive Hagåtña as the capital city and Guam's core destination. They establish the importance of developing dense, urban structures which support a variety of uses, creating live-work-play environments.

The Land Use Plan for Hagåtña is shown on Figure 3-1.

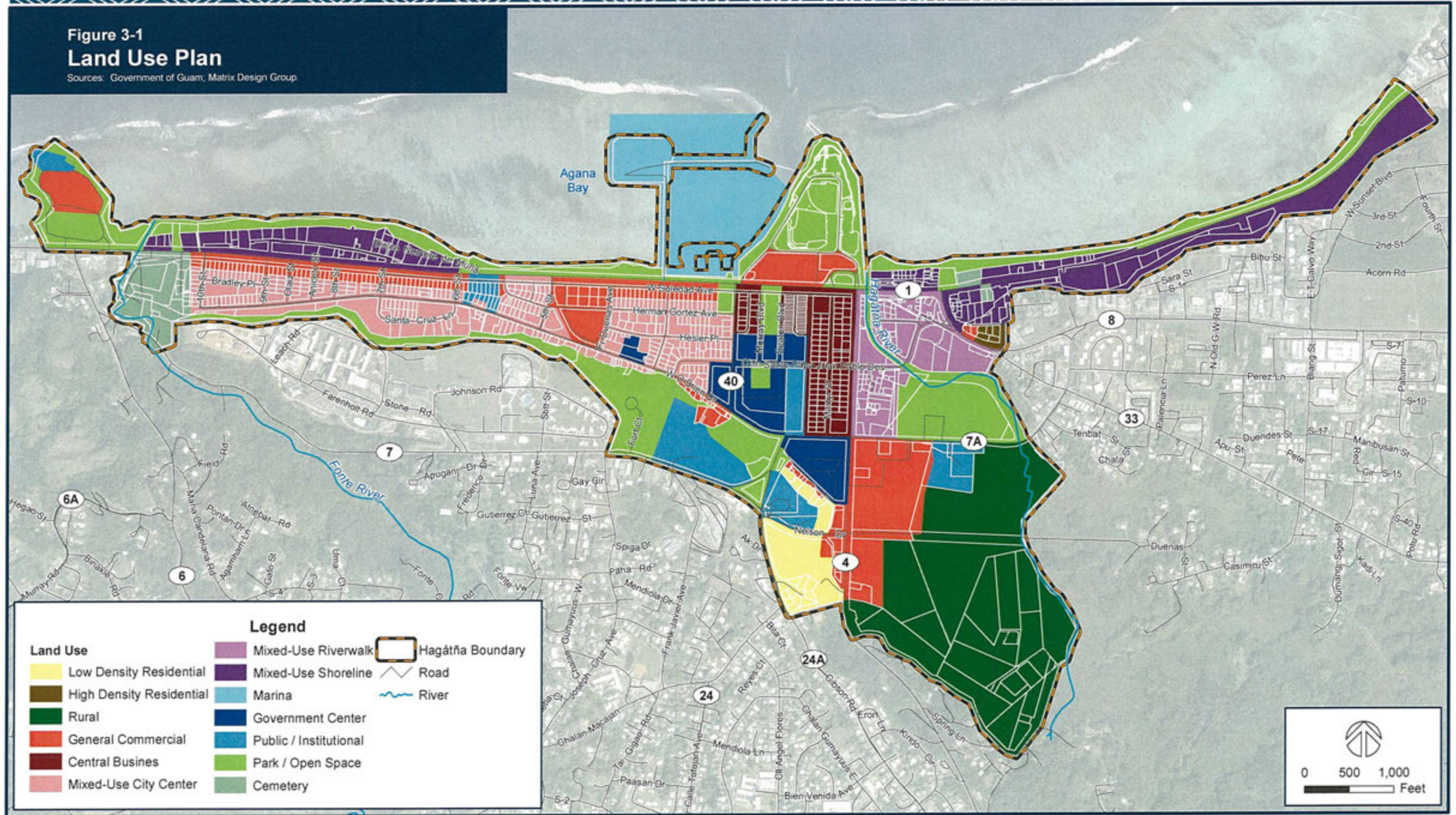
Goal LU-1

To have mix land uses that are designed, located, and scaled to support the Master Plan objectives.

Policy LU-1.1	The City shall carry out and support actions which will lead to the transition, improvement, creation and where necessary removal of land uses where such actions will further the objectives of the community's adopted master plan.
Policy LU-1.2	The City shall discourage and if necessary, prohibit land uses which will undermine or otherwise conflict with the community's land use objectives for Hagåtña village.
Policy LU-1.3	The City shall officially endorse, maintain and use the Land-Use Diagram to designate the location and extent of each land-use designation.

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Figure 3-1
Land Use Plan
Sources: Government of Guam; Matrix Design Group



Policy LU-1.4 Where a compatible mix of viable land uses have occurred that do not comply with the current zoning code, the City shall work with the land owners to bring the property in compliance by allowing a reasonable mix of uses while moderating negative impacts.

Goal LU-2

To have an orderly process to manage land uses in ways which preserve and enhance desirable attributes and which modify or eliminate uses which undermine the ability to accomplish Master Plan objectives.

Policy LU-2.1 The City shall work with all stakeholders to create a rational and feasible program for plan implementation which identifies near term, mid-term and longer term phased actions necessary to accomplish the community's land use aspirations for Hagåtña.

Policy LU-2.2 The City shall work closely with major land owners, the US military, governmental agencies and other major interests to build consensus and support for the community's land use plan and to help avoid, reduce or mitigate actions which would conflict with community objectives.

Policy LU-2.3 The City shall design public plans, programs, codes, operations, budgets, staffing and other factors impacting land uses to promote consistent and supportive outcomes and to minimize or avoid negative land use actions whenever possible.

Policy LU-2.4 The City shall proactively enforce zoning laws when land use conflicts present a clear health and safety conflict.

Policy LU-2.5 Where a compatible mix of viable land uses have occurred that do not comply with the current zoning code, the City shall work with the land owners to bring the property in compliance by allowing a reasonable mix of uses while moderating negative impacts.

Goal LU-3

To have a phased implementation of capital facility improvements that can be leveraged to build economic value consistent with land use objectives.

Policy LU-3.1 The City shall assess the suitability of current infrastructure in the village and determine what improvements need to be accomplished to accommodate master plan land use concepts giving highest priority to improvements where near-term return on investment can be leveraged to create economic value that can be used to support subsequent investments.

Policy LU-3.2 The City shall give preference to those which will limit long term costs, while maximizing social, ecological and cultural benefits in designing and implementing capital facility plans to support master plan land use strategies.

Policy LU-3.3 The City shall identify partners to mitigate Hagåtña River flood hazards, sea level rise impacts and untreated run-off in order to leverage federal and local funding opportunities for appropriate management actions to incentivize economic development and for the health of the marine ecosystem.

Policy LU-3.4 All utilities should be undergrounded to create a city that is typhoon resilient, environmentally safe and ultimately provides an aesthetically pleasing community that incentivizes economic development.

Goal LU-4

To have land uses that are intelligently integrated with community services, transportation, recreation, and employment.

Policy LU-4.1 The City shall ensure that land use, transportation, open space, recreation, and environmental decisions promote synergistic and mutually beneficial relationships between uses and avoid actions which isolate and diminish the functional, economic and social benefits of particular community assets.

Policy LU-4.2 The city shall strive to create lively mixed-use nodes and corridors where residents of all socioeconomic backgrounds can live and work wherever possible and appropriate.

Policy LU-4.3 Higher density mixed use nodes and corridors shall be served by and support carefully designed multi-modal systems including transit, para-transit, bikes and pedestrian walks.

Policy LU-4.4	The City shall use the design, siting and timing of public improvements and facilities to promote and if possible, subsidize the timely implementation of master plan land use strategies and outcomes.
Policy LU-4.5	The City shall use its ability to implement consistent design standards and "themes" for public improvements as a way to define and promote a coherent brand that is unique and authentic and which serves to reinforce distinctions between major land use areas, while also linking them together visually.
Policy LU-4.6	The City shall promote development that creates and enhances the positive spatial attributes of major public streets, open spaces, cityscape and ocean sight lines and important "gateways" into the city.

Goal LU-5

To have suitably located and designed housing options that meet the socioeconomic needs of the City's current and future residents.

Policy LU-5.1	The City shall strive to create housing inventory which meets the needs of a broad range of ages, family types and income levels without undue physical segregation or "stratification" between product types.
Policy LU-5.2	The City shall prevent the intrusion of new incompatible activities and land uses (i.e., traffic, noise) and environmental hazards (i.e., flood, soil instability) into existing residential areas.
Policy LU-5.3	The City shall promote projects which include mixed income housing, either for rent or purchase and including provisions to secure this mix over 15-20 years.
Policy LU-5.4	The City should ensure that Family housing is designed and located to limit the negative impacts of noise, high traffic volumes and tourist related activities, while still providing convenient and safe non-vehicular linkages to higher activity areas.
Policy LU-5.5	The City shall not permit undue privatization of the waterfront for tourist based "resort" housing and will seek to maximize public access to and use of these areas where appropriate.
Policy LU-5.6	The City shall encourage architectural variation in single-family housing developments and promote planned-unit developments that provide flexibility in unit types, sizes, design and arrangement.
Policy LU-5.7	The city shall seek to integrate housing with educational, public service and recreational uses wherever feasible and appropriate.
Policy LU-5.8	The City shall promote building code enforcement with a focus on abandoned, poorly maintained and condemned buildings.
Policy LU-5.9	The City shall encourage active involvement by individuals and organized citizens in maintaining and upgrading existing residential neighborhoods.

Goal LU-6

To have land uses that are designed to minimize impacts on the community's natural environment and which reflect the best current environmental practices.

Policy LU-6.1	The City shall protect Coastal area ecology and marine land uses to the highest possible degree.
Policy LU-6.2	The City shall ensure that pubic open spaces/natural areas be used as corridors / linkages for wildlife and as amenities for residents and tourists, as an integral part of the districts overall land use framework.
Policy LU-6.3	The City shall support strategic targeted nodal Infill shall be over greenfield development, especially with regard to downtown development and the ability to leverage existing public infrastructure.
Policy LU-6.4	The City shall address flooding impacts in the design of any and all land uses.
Policy LU-6.5	The City shall ensure that landscaping emphasizes native species and shall be used extensively as both an ecological tool and an aesthetic feature.
Policy LU-6.6	The City shall employ dark sky lighting practices, particularly where outdoor lighting impacts residential uses, wherever possible.
Policy LU-6.7	The City shall give energy conservation a high priority and land uses shall be designed where possible to incorporate use of renewable energy systems, suitable low energy fixtures, building envelopes which minimize energy use for interior cooling and other

Policy LU-6.8 The City will use potable water conservation, rain harvesting, use of pervious pavement or pervious surfaces, and other practices intended to limit water use into all land uses.

Policy LU-6.9 The City shall ensure that building designs apply the best possible practices, materials and features in terms of minimizing ecological impacts.

Policy LU-6.10 The City shall not only address the physical or "aesthetic" issues of blight, but also ecological and health impacts associated with poorly maintained land uses, sites and related vectors.

Goal LU-7

To have land uses and related design standards that are carefully designed to maximize the unique benefits associated with particular areas of Hagåtña.

Policy LU-7.1 The City shall develop the Hagåtña Riverwalk to include mixed-use, mixed residential, and business development that incorporates recreational amenities and trails as an amenity for the attraction and development of restaurant and hotel uses.

Policy LU-7.2 The City shall create a sustainable Downtown with an enhanced quality of life for residents and tourists by promoting buildings and uses which are unique to each newly defined neighborhood district.

Policy LU-7.3 The City shall promote and renew the existing central business district in order to provide diversified business opportunities and avoid "strip commercial" land uses along major street corridors.

Policy LU-7.4 The City shall support the relocation of incompatible uses from the downtown in order to assist in the development of a vibrant downtown for retail, office, and entertainment activities

Policy LU-7.5 The City shall improve the quality of landscape and streetscape in historic areas such as Plaza de España to enhance their potential as tourist destinations and major public places.

Policy LU-7.6 The City shall maintain areas along the shoreline at the Paseo de Susana as a way to preserve and perpetuate the traditional canoe culture needed to be recognized as an important part of any development or redevelopment plan.

Goal LU-8

To activate public spaces and create economic vitality.

Policy LU-8.1 The City shall ensure that the site and building design be oriented to and respectful of public spaces by incorporating amenities and providing suitable transition from public to private space.

Policy LU-8.2 The City shall ensure that the scale and siting of structures adjacent to public spaces shall be appropriate for the context and in general, shall be suitable for pedestrian activity, especially in mixed use nodes ad corridors.

Policy LU-8.3 The City should encourage business owners to "animate" the public realm through the use of push carts, outdoor uses, outdoor displays, plantings, decorative lighting, entertainment, public art or by other approved means which are compatible with the public's use and the land use goals of the master plan where appropriate.

Policy LU-8.4 The City should ensure that service uses are not adjacent to public areas, such as refuse or materials storage, delivery areas or other such incompatible uses.

Goal LU-9

To have design codes and standards and related procedures that are specifically designed to accomplish the community's land use objectives.

Policy LU-9.1 The City shall develop, adopt, administer and enforce zoning and design standards intended to promote the creation and retention of land uses endorsed by the master plan including provisions for scale, siting, site design, relationship to adjacent and proximal uses and other attributes.

Policy LU-9.2 The City shall establish programs for the prevention of blight, using all public and private resources available, including: enforcement of all codes, neighborhood rehabilitation programs, and redevelopment agency actions.

Policy LU-9.3 The City shall ensure that adequate parking and access are included in approved commercial development plans

Policy LU-9.4 The City shall avoid "strip commercial" land uses in new development areas by encouraging grouping of commercial land uses in core areas

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Goal LU-10

To encourage site design that is sensitive to residents' and businesses' needs for privacy, security, and buffering from other uses and activities.

Policy LU-10.1	The City shall design open space areas, bicycle and pedestrian systems, and housing projects allow visual sight lines to help deter crime.
Policy LU-10.2	The City shall ensure that lighting and landscaping plans respond to public safety concerns.
Policy LU-10.3	The City shall require that all outdoor light fixtures, including street lighting, externally illuminated signs, advertising displays, and billboards, use low-energy, shielded light fixtures that direct light downward (i.e., lighting shall not emit higher than a horizontal level). Additionally, the City shall continue to improve and maintain proper lighting in park facilities and fields without undue nuisance light and glare spillage on adjoining residential areas. Where public safety would not be compromised, the City shall encourage the use of low intensity lighting for all outdoor light fixtures.

Goal LU-11

To provide transition and buffer areas between unrelated land uses.

Policy LU-11.1	The City should use spatial transitions, design buffers or similar techniques between incompatible land uses.
Policy LU-11.2	The City shall assure adequate buffers between residential and non-residential uses.

Goal LU-12

To ensure land use ties into existing and future transportation systems.

Policy LU-12.1	The City shall develop Transit-Oriented Development policies and strategies to promote private sector investment in mixed housing and dense core developments.
Policy LU-12.2	The City shall encourage Transit-Oriented Development around transit stations and establish standards for new developments to promote ridership.
Policy LU-12.3	The City should utilize Transit-Oriented Development strategies to promote an environment that supports a live-work-play philosophy in support of both residential and employment opportunities.

Goal LU-13

To provide visual identities and transitions between districts and neighborhoods.

Policy LU-13.1	The City shall encourage economic diversity and identify different economic emphasis in each District.
Policy LU-13.2	The City should design pedestrian amenities (street furniture, street lighting, entry signage, etc.) to define individual districts.
Policy LU-13.3	The City should establish streetscape themes, open space, and / or density transitions between different districts and / or neighborhoods.
Policy LU-13.4	The City shall designate major entryways as gateways into the City, as well as neighborhoods and districts.
Policy LU-13.5	The City shall coordinate specifics of building design, site arrangements and intended uses.

Goal LU-14

To provide enhanced streetscapes to enrich the experience of traveling through Hagåtña.

Policy LU-14.1	The City shall use landscaping, decorative lighting, signage and / or other streetscape design techniques to enhance the City's identity, sense of place, and provide visual emphasis to the streetscapes to the City.
Policy LU-14.2	The City should design and implement an urban street tree program. The City should improve the visual quality of Hagåtña's existing commercial corridors and major thoroughfares by providing landscaping, right-of-way treatment, and visual screening of obtrusive uses.
Policy LU-14.3	The City shall encourage private participation in beautification.
Policy LU-14.4	The City shall support the installation and maintenance of public art throughout the community.

Goal LU-15

To ensure Hagåtña's design standards are related to the zoning ordinance.

Policy LU-15.1	The City shall develop zoning ordinance standards to ensure compatibility with a Main Street type of environment that encourages pedestrian activity. Standards to consider include, but are not limited to, building setbacks, lot size and density requirements, allowed uses, parking requirements, outdoor dining, live entertainment, building heights and floor area ratios.
Policy LU-15.2	The City shall develop zoning ordinance standards to ensure compatibility with a large-scale type of mixed-use environment that encourages pedestrian activity. Standards to consider include, but are not limited to, lot size and density requirements, allowed uses, parking requirements, outdoor dining, live entertainment, building heights, and floor area ratios.

Goal LU-16

To revitalize neighborhoods and remove unattractive, unmaintained structures.

Policy LU-16.1	The City should conduct major urban renewal in blighted sectors when prevailing structural conditions are not susceptible to renovation, and where planned residential or mixed-use clusters will rejuvenate the greater area.
Policy LU-16.2	The City should retain small businesses with support programs including site design / architectural assistance to improve visibility, appearance and commercial function.
Policy LU-16.3	The City shall develop strategic and proactive intervention efforts for property redevelopment, rehabilitation, and maintenance on properties beginning to show signs of decline, so as to prevent further progression of blight, distress, underutilization or deterioration.
Policy LU-16.4	The City should evaluate small vacant lots with low development options for their potential use as community gardens or parks.
Policy LU-16.5	The City should remove vacant structures where rehabilitation and reuse is impractical, and coordinate with property owners to plan for rapid reintegration into the existing neighborhood development pattern.

Goal LU-17

To promote infill development as a top priority.

Policy LU-17.1	The City shall encourage and support infill development to take advantage of existing infrastructure, community and educational facilities, and enhance existing neighborhoods.
Policy LU-17.2	The City shall prepare and implement infill construction incentives, including zoning ordinance revisions, to remove impediments to qualified infill projects.
Policy LU-17.3	The City should add incentives for the facilitation of infill housing and the quality redevelopment of housing stock in areas of substandard or obsolete housing.
Policy LU-17.4	The City shall involve major developers in its capital improvements plan process for joint improvement phasing and financial participation to expedite desired types and intensities of use on key growth areas and infill sites.

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Goal LU-18

To ensure regulations and standards for livability guide existing and future neighborhoods.

Policy LU-18.1	The City shall establish residential property maintenance standards and related provisions and enforce these by emphasizing voluntary compliance with regulatory provisions.
Policy LU-18.2	The City shall ensure building inspectors enforce code compliance and prepare an annual report to the HRRA Board.

Goal LU-19

To show Hagåtña actively supports a sustainable food system that increases the availability of fresh food and eliminates food deserts

Policy LU-19.1	The City should support the temporary utilization of vacant or underutilized lots for community gardens or farmers markets.
Policy LU-19.2	The City shall develop regulations to support and guide community gardens.

3.3 Planning Framework

Districts

Like many capital communities, Hagåtña will be organized into districts. A district is a defined area within the city characterized by unique traits or uses. Districts are created so smaller areas within the village can craft their own identity and theme, providing a uniform look, feel, and character to the area. Districts are typically determined by geographical boundaries, types of land uses, and activities that occur there. In collaboration with HRRA, four districts were identified in Hagåtña: City Center District, Waterfront District, West Hagåtña District, and Riverwalk District.

The districts that make up Hagåtña are shown on Figure 3-2.

City Center District

The City Center District is at the heart of Hagåtña. It is broken down into two sub-areas: the Capital and Cultural Sub-area and the Mixed-Use Commercial Sub-area.

Mixed-Use Commercial Sub-area

The Mixed-Use Commercial Sub-area is composed of largely commercial uses, containing most of Hagåtña's existing commercial businesses, offices for professional and financial services, and shopping locations, such as Agaña Shopping Center. The Hagåtña Historic House District is also located within this Sub-area's borders, along with other historical and residential properties scattered throughout. The Mixed-Use Commercial Sub-area builds upon these existing assets to strengthen the commercial core of Hagåtña, supporting the new employment base generated in the Capital and Cultural Sub-area.

The Mixed-Use Commercial Sub-area attracts commercial developments and financial centers downtown surrounding the Capital and Cultural Sub-area, sustained by the new activity generated by the new Government Civic Center Complex. This creates a strong foundation for a Business Improvement District (BID)—a strategy many United States municipalities use to create financially and fiscally feasible downtowns.

Capital and Cultural Sub-area

Hagåtña was originally a true capital wherein local government agencies, departments, and functions were centralized. However, most agencies have since relocated outside of Hagåtña during and just after World War II. Currently, only the Judicial Branch remains entirely in central Hagåtña, with the Legislative Branch somewhat removed (some Senators are located in Hagåtña, but not all of them) and the Executive Branch located at Adelup.

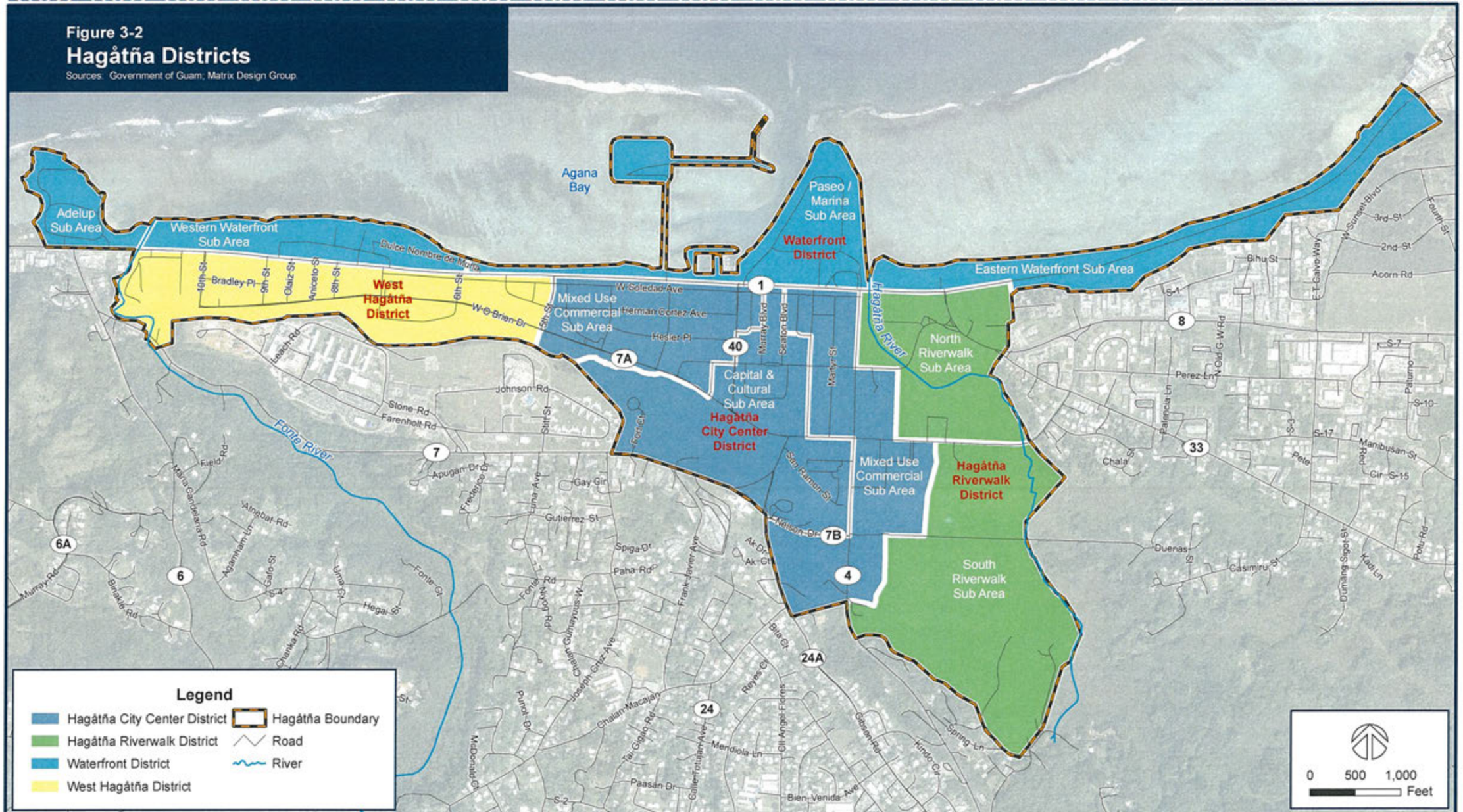
The Capital and Cultural Sub-area is primarily made up of public / governmental uses and park / open space, containing many of Hagåtña's important and iconic cultural and historical features. These include the new Guam Museum, Plaza de España, Latte Stone Park, the Dulce Nombre de Maria Cathedral Basilica, and Fort Santa Agueda.

With a majority of historical structures located here, this district functions as the primary tourist location of Hagåtña. Currently, only a few government agencies still exist in this area. Still, the island's primary seat of the Catholic Church along with the historical location of the previous Spanish and Military Government are located on or around the Plaza de España.

The Capital and Cultural Sub-area will relocate governmental agencies, entities, and elements into a single central location, creating a hub of political activity and reviving Hagåtña as Guam's capital city once again. It would include new administrative office space, a rebuilt Governor's Palacio, revitalized and expanded Legislative Session Hall and offices, and a parking garage.

Doc. No. 35GL-20-1498.

Figure 3-2
Hagåtña Districts
Sources: Government of Guam; Matrix Design Group



Doc. No. 35GL-20-1498.

Waterfront District

The Waterfront District covers Hagåtña's entire waterfront from east to west, drawing locals and the tourism industry to the shoreline. In past decades, only sporadic development was pursued on a piecemeal basis with the idea that a holistic development approach was neither warranted nor feasible. Thus, for various reasons, only certain improvements were completed. Much of the current land in the Waterfront District east of Paseo is light commercial and recreational, including beach and water sports, while west of Paseo is more commercial and industrial. The developments west of Paseo have not been using the waterfront to its full potential, specifically the under maintained industrial buildings.

Along with the beaches, this district also contains many of the major cultural tourist attractions in Hagåtña, including Chamorro Village, Paseo Stadium, the Great Seal of Guam Park, the Statue of Liberty, Fisherman's Co-op, the Marina, and Adelup Point. Parking is a major issue facing this district, and an increase in parking availability will be necessary to support this district's growth and prosperity.

The Waterfront District has significant scenic and beach-front assets, providing substantial economic potential and driving forces for development. The Waterfront Trail, which follows the shoreline's edge, generates pedestrian activity that could support commercial frontage along the trail. The waterfront also provides economic potential for new, high-quality housing with scenic, uninterrupted views into the Philippine Sea, generating greater property values in Hagåtña.

Currently, this district features sparse beachfront development that includes East Hagåtña and other picnic shelters along with various small and independent businesses such as cafes, restaurants and bars. The beach itself is often utilized for small water recreational vehicles and other water sports.

With the waterfront as one of Hagåtña's most prominent features, this district becomes an important area for redevelopment. Water-based sports and boating are attractive activities in the Agaña Bay and Seashore Park. Expanding the marina capacity and beach access offer more opportunities for tourists and local community members alike to enjoy these activities.

Three focus areas in the Waterfront District were identified for redevelopment: Paseo, the West Shoreline, and Adelup.

The focus area at Paseo expands the key features at Paseo de Susana Park: Chamorro Village, Paseo Stadium, and Fisherman's Co-Op. A pedestrian bridge over Marine Corps Drive connects Chamorro Village to Skinner Plaza, enhancing pedestrian access and safety. Adjacent to Chamorro Village, Paseo Stadium is redeveloped into a new, multipurpose sports / events complex. A new parking structure supplements these expanded facilities, as well as supporting parking needs throughout Hagåtña.

The West Shoreline focus area revitalizes the waterfront with mixed-use developments, increasing the density and activity along Hagåtña's shoreline and making the best use of the waterfront. In return, this expands beach access and attracts new activity along the Waterfront Trail. New activity includes restaurants and shopping, with residential units on above floors. The last focus area is Adelup.

West Hagåtña District

The West Hagåtña District is located between City Center District and Adelup, south of Marine Crops Drive. It mainly comprises residential uses, including single family homes and aged apartment buildings, with some industrial and commercial properties.

This district's location and developable land provide a solid foundation to grow and integrate new residential and mixed-use development. Since this district is located away from Hagåtña's busy downtown employment base and the waterfront's tourist-heavy attractions, these new mixed-use and residential developments create a quiet and calm, human-scale district, supporting a comfortable neighborhood environment.

As this district becomes the primary residential focus for Hagåtña residents, establishing the essential neighborhood amenities and a full range of housing options are crucial. In combination with affordable housing opportunities, establishing complete streets and trails that extend to the West Hagåtña District create opportunities for residents to walk and bike throughout Hagåtña. These easily accessible modes of transportation make it possible to live in this district without relying on a vehicle to get around the city, providing more affordable living conditions.

Riverwalk District

The Riverwalk District is located along the proposed Riverwalk Trail, adjacent to Hagåtña's downtown and feeding into the Waterfront District. During the Pre- and Post-War Eras, only residential uses were found along the Hagåtña River. As residents subsequently began relocating elsewhere, the river lost utility and was viewed as an obstacle to development. Today, commercial strip centers fill the properties east of the river. West of the Hagåtña River is Hagåtña Central Park, but the rest of the land is mostly conservation area with some single-family residential properties. However, improving and developing the river's body would create opportunities along the bank, including: enhanced safety, channeling, tourism, and recreational and commercial activity.

Currently, this district is home to one of the island's two public pools and public tennis courts, as well as the Village's Mayor's Office.

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The Riverwalk District features planned future mixed-use developments surrounding Hagåtña River enhancements, creating retail and commercial office opportunities along the Riverwalk Trail. This district's location will transform into one of the most attractive destinations in Hagåtña.

Land Use Categories

Land uses are organized in Hagåtña to achieve the community's values, visions, goals, and aspirations of their future. Each land use category carries a significant character and identity as it is developed. The 12 land use categories in this Master Plan are:

- Low Density Residential
- Rural
- Commercial
- Central Business District
- Mixed-Use Urban
- Mixed-Use Riverwalk
- Mixed-Use Shoreline
- Marina
- Government Center
- Public / Institutional
- Parks and Open Space
- Cemetery

Low Density Residential

Low Density Residential is made up of single-family residential lots, with a density of less than 6 dwelling units per acre. This category is located mostly near the Rural land use category to act as a transition to high-density development. It helps create housing diversity within Hagåtña by providing single-family detached housing. Building heights in this land use category should not exceed 30 feet, and FARs should be between 0.1 and 0.5.

Rural

Rural land uses seek to conserve natural areas in Hagåtña that must be protected from heavy development to preserve the land for future generations. This land use category is largely located at the southern end of Hagåtña which is mostly undeveloped forest land, including the Agaña Swamp, and along the cliff line. These areas are used for water retention and low-impact recreation. If development is approved, densities in this land use category will not exceed 0.5 units per acre, building heights will not exceed 30 feet, and FARs will not exceed .05.

Commercial

The commercial land use category provides office and retail opportunities to highly trafficked locations, supporting restaurants, shopping centers, local businesses, and grocery stores among others. Multi-unit dwelling buildings are also permitted in this land use category if approved. This land use category is located primarily along Marine Corps Drive, where properties are easily accessible by foot, bike, and motor vehicle. Commercial developments should not exceed heights of 50 feet, and FARs should not exceed 2.5.

Central Business District

The Central Business District land use category provides for a variety of residential and employment uses and maximum development flexibility. All uses identified in the Commercial land use category are permitted in this land use, as well as mixed-use developments with variations of commercial, office, and residential. Single-use possibilities also include multi-unit residential buildings and regional corporate offices. This land use is located in Hagåtña's downtown, creating an active and high-density center in Guam's capital. This land use category permits the tallest buildings, with heights up to 125 feet, and FARs at minimum 3.0.

Mixed-Use

Mixed-Use is a type of development that allows multiple uses, such as residential and retail, within the same parcel or structure. Mixed use designations are established and applied to areas to facilitate desired intensities and functions within defined areas, or to simply allow flexibility for future development. Mixed-use is generally categorized as horizontal mixed-use or vertical mixed-use.

Horizontal mixed-use is a combination of varying single-use buildings on separate, but adjacent parcels. Each building is on its own separate parcel and is therefore, able to be sold and financed individually. Horizontal mixed-use buildings can share utilities and amenities. This type of mixed use offers diverse land uses and walkable blocks.

Vertical mixed-use is a combination of different uses in the same building; uses can vary from floor to floor. Generally, the lower floors have public uses and the higher floors have more private uses. For example, the ground floor could have retail and the second floor could have apartments. Vertical mixed-use offers housing choices nearby goods and services while encouraging pedestrian activity.

Mixed-Use Urban

Mixed-Use Urban is a general mixed-use category that promotes development of small-scale commercial, retail, services, restaurants, office, and residential at the neighborhood level. It encourages a mix of residential and other uses in the same or adjacent buildings. This land use category also permits single-family residential properties with densities greater than 8 units per acre.

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This land use category is located in West Hagåtña to create a dense, active, live-work neighborhood. Although, since this is located against the cliff line, building heights should not exceed the height of the cliff, and FARs will be between 1.5 and 4.0.

Mixed-Use Riverwalk

Mixed-Use Riverwalk land use category offers uses similar to those in the Mixed-Use Urban, but does not permit single-family residential uses. This land use category provides for vertical mixed-use developments which are supported by the Hagåtña River and proposed Riverwalk Trail. New developments in this land use are oriented towards the Hagåtña River, with restaurants and retail stores lining the ground floor and residential units above, establishing a live-work-play environment along the river.

This land use category supports building heights up to 70 feet, and FARs 2.0 to 4.5.

Mixed-Use Shoreline

Mixed-Use Shoreline encourages a mix of pedestrian-friendly uses along Hagåtña's waterfront. This land use category focuses on small-scale boutique-style retail / shopping and restaurants oriented towards the shoreline, with residential units on above floors featuring picturesque views into Agaña Bay and Pacific Ocean.

The Mixed-Use shoreline category supports building heights up to 70 feet for properties south of Marine Crops Drive. However, building heights north of Marine Corps Drive will not exceed 40 feet to protect views to the shoreline in the West Hagåtña District. FARs in properties with this land use designation will be between 1.0 and 4.0

Marina

The Marina land use category expands use of the Hagåtña Marina and boat basin, along with the related uses, including marina facilities, use of the access road to the sewage treatment plant, and growth of the Fisherman's Co-op. This increased marina use creates a new water-based destination in Hagåtña, attracting more people and tourists to its shores. Potential developments in the Marina land use category should not exceed 25 feet, and FARs should be between 0.8 and 1.3.

Government Center

The Government Center houses several GovGuam functions to work towards turning Hagåtña into a true capital city, consolidating governmental buildings. This land use is located in the heart of Hagåtña, and includes the reconstructed Governor's Palacio, new buildings to house various GovGuam agencies and departments, improved parking and access, and also historical and cultural amenities such as the new Guam Museum.

Public / Institutional

Institutional land uses establish and preserve Hagåtña's culture, and include uses such as churches / religious centers, and educational facilities. This land use category is scattered throughout Hagåtña, creating specific nodes for neighborhood centers and gatherings. Building developed on land designated as Public / Institutional should not exceed 50 feet in height, and will have FARs between 0.5 and 2.0.

Park and Open Space

The Park and Open Space land use focuses on enhancing recreational opportunities and providing links between Hagåtña's parks and open spaces. This land use category is spread across Hagåtña, providing park and open space to neighborhoods, surrounding historical and cultural sites, and along the shoreline. This land use improves the shoreline's access and use, enhances existing facilities at Paseo de Susana, and expands the recreational amenities near Hagåtña Pool. Only structures supporting the park / open space are permitted in this land use designation.

Cemetery

These areas are the locations of existing cemeteries in Hagåtña and are not expected to change in the future. No development is permitted in these land use designations.

Public Land

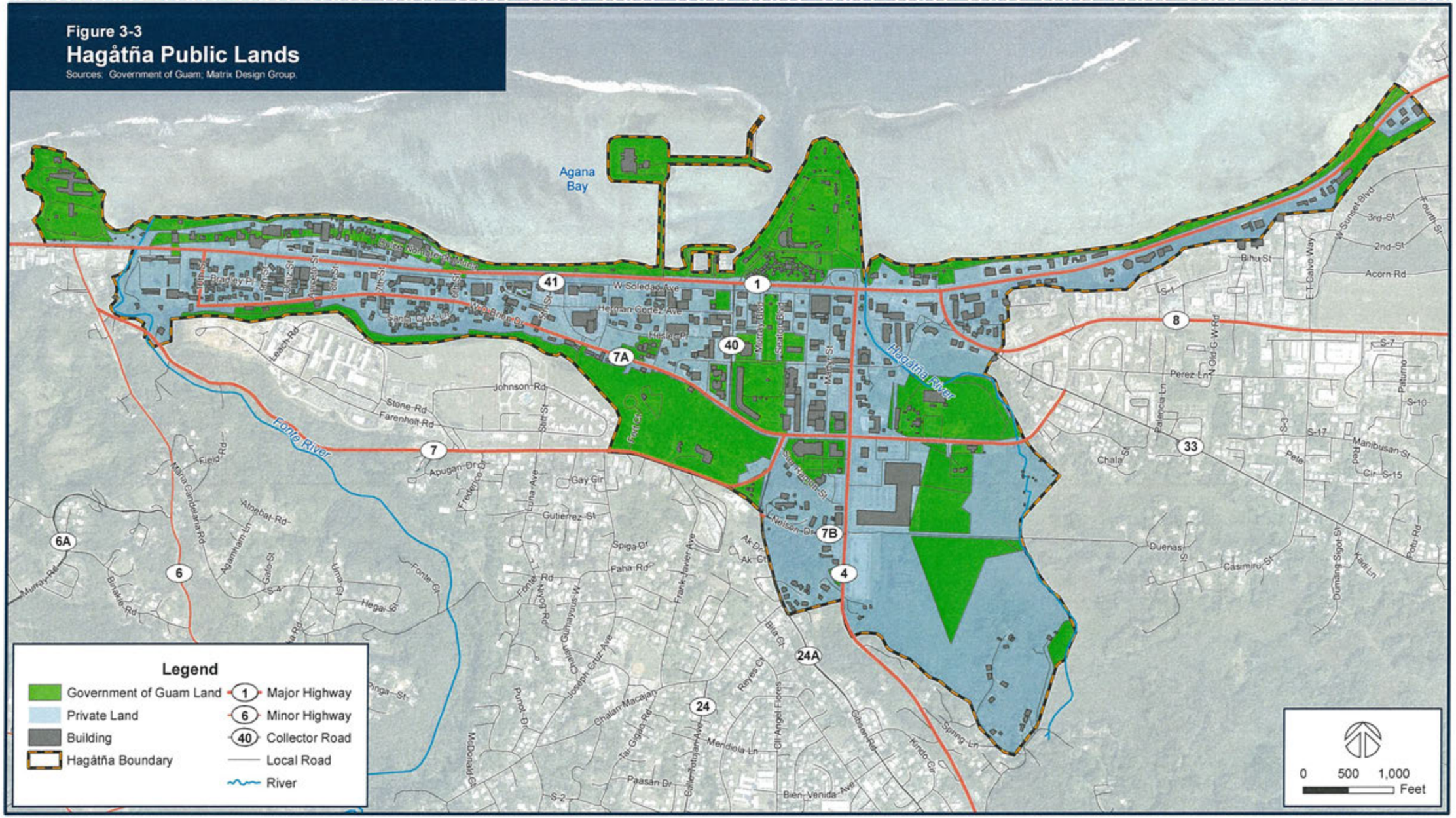
Approximately 222 acres of Hagåtña's 630 acres is publicly owned land. This means that the land is available for development at the Government of Guam's discretion. Figure 3-3 delineates the land that is publicly owned and the land that is privately owned.

There is public land located in each of Hagåtña's four districts. The majority of the public land in the City Center District is located within the Capital & Cultural Sub-area of the district. The publicly owned land in the waterfront district is mainly parkland and includes Hagåtña's beaches and Adelup. There is minimal public land located in the West Hagåtña District as the majority of the district is privately owned. The public land in this district traces the Village's southern border, just north of the US Naval Hospital. And the public land in the Riverwalk District is limited largely to swamp land.

Private land within the Village comprises the remaining 408 acres. While this land typically can't be developed by the government, partnerships between private land owners and the Government can occur.

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Figure 3-3
Hagåtña Public Lands
Sources: Government of Guam; Matrix Design Group



HAGÅTÑA MASTER PLAN

Preserving Our Past. Shaping Our Future.

4. Public Buildings and Facilities

Inside Chapter 4...

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Hagåtña has served as the center of government for Guam throughout many parts of its history, including the Spanish colonial era, the American Naval Government era, and during World War II. While several components of the Government of Guam (GovGuam) are located in Hagåtña today, they are not centralized. The Judiciary and Legislative branches of GovGuam are located close to the center of Hagåtña, but the Office of the Governor and several administrative functions are located at Adelup, still in Hagåtña, but not centrally located. Additionally, many GovGuam departments currently lease office space in privately-owned buildings in and outside of Hagåtña. The Hagåtña City Center District shall be established in the heart of Hagåtña, which will be anchored by the reconstruction of the historic Governor's Palacio and the Congress Hall. These functions will be supplemented by new GovGuam buildings to create a government core that supports a true capital. The reestablishment of Guam's government core will encourage new growth and economic opportunity and provide better accessibility for Guam's citizens to access related government functions.

The Public Buildings and Facilities Element supports these guiding principles:

- Re-establish Hagåtña as the capital city
- Establish a vibrant downtown
- Promote economic growth

4.1 Issues and Opportunities

Issues

City-Wide

Lack of Historic Architectural Features. There is an overall lack of historic architectural detail in Hagåtña, which diminishes the identity and sense of place within the community. Many pre-war and post-war historic places or structures have been converted and / or removed leaving no mark of the history unique to each notable feature.

Leased Space for Government Agencies. There are several privately-owned buildings in Hagåtña that house Government of Guam agencies. With a surplus of available commercial space and a lack of space in government-owned buildings in Hagåtña, many public agencies have been prompted to lease space in privately-owned buildings. More than 10 agencies (or divisions or satellite facilities) are located in private buildings across Hagåtña. The DNA building currently hosts the Guam Fire Department (GFD) Headquarters (administration), Guam Waterworks Authority (GWA) Engineering Division, and the Department of Integrated Services for Individuals with Disabilities. Several other agencies also used to be located there. The GCIC building along Marine Corps Drive hosts the Department of Labor, the Bureau of Women's Affairs, and the Guam Election Commission as well as a myriad of private businesses and agencies. Furthermore, the Ada Commercial Center near the Hagåtña River is host to the PEACE office of the Guam Behavioral Health and Wellness Center, and the Mayor's Council of Guam.

The need to relocate some of the GovGuam agency offices is critical to the modernization of Hagåtña, and consolidation of agencies into GovGuam-owned buildings throughout the downtown area will be beneficial. The need for additional public buildings to host public services, such as a fire station and healthcare services is also evident within Hagåtña. Additionally, the use of underutilized buildings, such as the Guam Preservation Trust using the Lujan House, is another potential opportunity for Government of Guam agency relocation.

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Public Buildings in Poor Condition. All public buildings in Hagåtña are owned by GovGuam, with roughly 25 buildings and facilities throughout Hagåtña. Many of these facilities have been in existence since the 1970s and 1980s and are in need of improvements.

While most buildings and facilities have seen some sort of renovation or rehabilitation over the years, the lack of funding and distribution of (limited) available funds has required ad hoc attempts to fix deteriorating conditions. The facilities at the Paseo de Susana Park and Stadium are in poor condition, are improperly maintained, and are underutilized. The Chamorro Village, which is one of Hagåtña's top destinations, is in below average condition and is constantly crowded and over capacity, leading to safety issues along Marine Corps Drive. The facilities at the Hagåtña Central Park are also in below average condition and are underutilized, possibly attributed to the location or proximity to the Hagåtña River which often floods.

Underutilized Parks. Between Adelup and central Hagåtña, there is a lack of attractive parkland. The shoreline from Adelup to Paseo is mostly designated as parkland, but it is difficult to access in many areas, and it is not a very inviting asset, so it remains underutilized. The majority of existing residential development in Hagåtña is located in the western portion, but does not have adequate access to functional park space. As the city grows and new residential is developed in this area, park space will need to be considered to add to a higher quality of life for residents.

Lack of Attractions. With the exception of cultural resources, there is a lack of tourist attractions within Hagåtña such as shopping, nightlife, hospitality, and entertainment. The marina and Chamorro Village facilities are also underutilized on a regular basis and could be enhanced upon to provide more activities and opportunities for locals and tourists. Chamorro Village is a big attraction for the Wednesday night market, but other than that, it is not very well trafficked. Similarly, on the average day, Hagåtña as a whole does not have any major attractions or draw to bring people there in the evenings.

No Fire Station. There is currently no Guam Fire Department (GFD) fire station in Hagåtña. There is a station in Sinajana, less than a mile away, which services the majority of Hagåtña. Another GFD station is located roughly 1.5 miles away in Tamuning, which also responds to emergency service needs in eastern and central Hagåtña.

City Center District

Capital and Cultural Sub-area

Hagåtña Detention Facility Location. The Hagåtña Detention Facility and Police Precinct services the whole municipality of Hagåtña, as well as many adjacent municipalities. For safety reasons, the facility is surrounded by barbed wire and tall fencing that goes all the way to the sidewalk. This is not aesthetically pleasing and does not provide an inviting pedestrian experience, especially with future plans to redevelop the area around the facility as the governmental center of Guam. There are discussions about relocating the detention facility, although it is unclear whether or not the Hagåtña Police Precinct will relocate with it.

Opportunities

City-Wide

Historic Landmarks and Districts. The village contains over 40 historic landmarks, almost half of which are locally or nationally registered. Renovations and other improvements have been proposed for many of Hagåtña's historic landmarks within the Capital / Cultural District.

Culture and Character. Paseo de Susana and the amenities scattered throughout the Capital and Cultural District in Hagåtña give the village a sense of cultural pride and character. An overall high concentration of historic and cultural places within the village provide opportunity for the village as a destination, although connections need to be made with seafaring culture.

Park and Recreational. For roughly one square mile and 1,050 residents, Hagåtña has a good amount of parkland and open space, much higher than national averages. Territorial or community recreation facilities are opportunities for recreational activity for all ages, and for special uses such as aquatics or other sports. These existing and future anticipated recreation facilities are located in several areas throughout Hagåtña and include:

- Paseo Stadium which includes several baseball / softball fields.
- Hagåtña Rec Center includes tennis courts and the Agaña Pool.
- Marina and Fisherman's Co-Op includes water related activities; anticipated facilities include a fisherman's platform and market.
- Adelup Park which includes several sports fields.
- Hagåtña Riverwalk which is an anticipated recreation linkage.
- Chamorro Village which hosts an outdoor mall / marketplace with vendors selling food, souvenirs and cultural goods.

Hagåtña offers a wide variety of youth and adult recreational programs that are designed to meet the needs of all residents. The promotion and supervision of these recreation programs is the responsibility of Department of Parks and Recreation and

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Mayor's Council of Guam staff. Programs at some of Hagåtña facilities include soccer leagues and summer camps.

City Center District

Capital and Cultural Sub-area

Reestablish Hagåtña as the Government Center. Many plans have been moving along to reestablish Hagåtña as the capital, cultural, and government center of Guam. The construction of the Guam and Chamorro Educational Facility Museum, renovation of the historic Legislature Hall, and plans to rebuild the former Government House next to Plaza de España, among existing cultural and historic assets in the area, will help revitalize central Hagåtña to its former prominence, as well as bring new life to the downtown core.

4.2 Goals and Policies

Public buildings are generally located in the Hagåtña City Center District of Hagåtña. Facilities, such as parks and areas of recreational can be found throughout the village but will become notable in Hagåtña City Center District. Improving public safety is crucial in establishing a sense of security and a sense of place within the city. These goals and policies intend to reestablish Hagåtña's reputation as the capital city.

Goal PB-1

To re-establish Hagåtña as the governmental center of the island.

Policy PB-1.1	The Government of Guam should locate the principal governmental administrative offices in Hagåtña.
Policy PB-1.2	The City shall site major public buildings in locations that will support proximate private commercial uses where possible.
Policy PB-1.3	The City shall avoid undue concentration of government and private offices in single use nodes.

Goal PB-2

To locate and design public facilities within Hagåtña to enhance community surroundings.

Policy PB-2.1	The City should ensure that public buildings and facilities reflect high quality design in terms of site planning, architecture, landscape, materials and other project elements.
Policy PB-2.2	The City should ensure that new public buildings honor Guam's historic and cultural character and be complementary to existing nearby historical and/or cultural uses.
Policy PB-2.3	The City should locate major government buildings so that they function as key focal points within the district as a way to provide both structure and visual landmarks where possible.
Policy PB-2.4	The City should encourage public and private landscape to have native species, reflect culture and history, and where possible, enhance natural ecological conditions in public and private landscapes.
Policy PB-2.5	The City shall ensure that building scale, massing, lighting, materials, articulation and other attributes are appropriate for the site as well as for its surroundings.
Policy PB-2.6	The City shall link public buildings and facilities to transit systems to promote connectivity and to support the transit system where feasible.
Policy PB-2.7	The City shall maintain public facilities and other public properties on a consistent basis, including programming sufficient annual funds for staffing and equipment.

Goal PB-3

To establish parks and recreational areas as a principal element of the district's structure and enhance the use and value of district buildings and uses.

Policy PB-3.1	The City shall design and locate parks and trail connections throughout the district as a means of providing recreation, ecological value, aesthetic benefits and mobility through biking and walking.
Policy PB-3.2	The City shall plan and implement park facilities to enhance and support tourists' experiences.
Policy PB-3.3	The City shall program events at major park facilities to draw patrons to support district businesses.
Policy PB-3.4	The City shall design parks to enhance the value and use of adjacent and proximal buildings and facilities.
Policy PB-3.5	The City shall encourage private and non-profit support for districts parks, such as by adopting a park program.
Policy PB-3.6	The City shall use parks as a way to recognize and honor local history, historical figures, and culture and unique ecological resources.

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Policy PB-3.7	The City shall provide a full range of park types in appropriate locations, including pocket parks, public art installations, scenic overlooks, trails in addition to major public parks and active recreational areas.

Goal PB-4

To have safe and secure public facilities.

Policy PB-4.1	The City shall ensure that all public areas have sufficient lighting and are otherwise designed to enhance security in ways that are sensitive to other master plan objectives.
Policy PB-4.2	The City shall develop additional emergency response facilities in appropriate areas
Policy PB-4.3	The City shall provide regular patrols by law enforcement.
Policy PB-4.4	The City shall create a district crime watch program.
Policy PB-4.5	The City shall encourage creation of a BID to supplement district security funding.

4.3 Planning Framework

Public Buildings

The cornerstone of reestablishing a central government core in the heart of Hagåtña is the reconstruction of the historic Governor's Palacio and building complementary GovGuam offices around it. Hagåtña is the historic capital city of Guam, although many GovGuam departments are not located within its boundaries. The relocation of government buildings back into the Hagåtña City Center District will recreate the government hub that Hagåtña once was. Hagåtña has much governmental history within its boundaries and has the historic sites to attest to it. These sites will be restored to the aesthetic and functionality that they once were to show that Hagåtña remains a strong government center.

Hagåtña City Center District

The Hagåtña City Center District will not only centralize the three main branches of GovGuam, supplemented by related GovGuam departments, but it will also be an epicenter for Guam's culture and history for residents and tourists with the newly completed Guam Museum.

The reconstructed Governor's Palacio will be a historical re-creation of the former building, but it is not planned to be used to house the Office of the Governor. The Palacio will be used as a welcome center for residents and visitors to familiarize them with the Government Civic Center Complex. It will include a small Hall of Governor's museum and information on Guam and Hagåtña's history and redevelopment of the Government Civic Center Complex. Some space on the second floor may be used as administrative office space, but the Governor and Lieutenant Governor's offices will be located in a different building. The two-story Palacio will have 6,000 square feet of space on each floor, for a combined 12,000 square feet.

The land surrounding the Palacio will contain other newly-constructed GovGuam buildings to house various GovGuam departments and functions. Since the Palacio will be built to mimic the historical style and look of the former building, the nearby GovGuam buildings should be constructed in a scale and style that are complementary and harmonious with the Palacio and the Plaza de España. Design features for the Palacio and surrounding buildings will include sloped roofs with clay tiles, railing with covered walkways paved with stone pavers, and punched windows with balconies.

As part of the revitalization of Hagåtña as the government center of Guam, it is proposed to relocate several GovGuam departments and functions to a centralized Government Civic Center Complex located around Plaza de España, with the Palacio as the epicenter. the relocation of GovGuam departments to the Government Civic Center Complex would not only improve GovGuam operations by having related departments in close proximity to each other, but it would also save GovGuam millions of dollars annually by removing costs paid to lease various offices from private operators. The GovGuam departments and functions that are proposed to be relocated to central Hagåtña are as follows.

- Bureau of Budget and Management Research (BBMR)
- Bureau of Statistics and Plans (BSP)
- Department of Land Management (DLM) / Chamorro Land Trust Commission (CLTC)
- Department of Administration (DOA)
- Department of Labor (DOL)
- Department of Revenue and Taxation (DRT) – Director's Office only
- Office of the Governor
- Office of the Attorney General of Guam (OAG)

While these are the departments and functions that are currently proposed to relocate to Hagåtña, this list may change once the buildings are constructed and other factors are taken into account.

Average space per occupant standards developed by the International Facility Management Association (IFMA) were used to determine the total square footage needed for each department to move to the Government Civic Center Complex. Data on current

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staffing levels and positions from each GovGuam department was analyzed and calculated with the IFMA numbers for space requirements by staff position to develop an amount of square footage needed for each department proposed to relocate to the Government Civic Center Complex. Table 4-1 identifies the average (based on maximum and minimum needs) amount of square feet estimated to be needed for each department based on current staffing levels, current square footage used, and information from IFMA sources. A detailed explanation of how the square footage needs were calculated is included in Appendix B: Facility Scoping Memorandum. The square footage used was derived in the Military Buildup Scenario section of Appendix B.

Table 4.1. Estimated Square Footage Needed by Department

Agency	Square Feet Needed (Avg.)
BBMR	4,778
BSP	6,628
DLM / CLTC	19,155
DOA	42,159
DOL	42,899
DRT Director's Office	2,431
Office of the Governor	26,563
OAG	39,919
TOTAL	184,532

Source: DLM; DOA; DRT; Palacio Reconstruction and Site Feasibility Study, GPT, 2015; FY2015 Budget Act and 2014 4th Quarter Guam Agency Staffing Patterns; Matrix Design Group, 2015

Land Resources Building

Some of these departments would be housed in a new Land Resources Building that is in the planning and development stages by DLM (as of 2016). The new building would be constructed in central Hagåtña, on Block 24, on the northwest side of West O'Brien Drive and Padre Palomo Street. The building will be five stories tall, totaling 24,531 net square feet of usable space. DLM staff has indicated that they may only need three floors to accommodate their staff, allowing the remaining two floors to potentially be used by another GovGuam agency. Plans for this building include a three-level parking garage with 121 parking spaces and surface parking, accounting for a total of 172 parking spaces.

Government Civic Center Complex

There are proposed to be four complementary buildings for other GovGuam departments. Each of these buildings would be two stories tall, except for one building, which will have a third level on part of it. Two of the buildings would face Plaza de España and also front Aspinall Avenue. These would each provide 20,750 square feet of gross floor area. The third building would be across Aspinall Avenue and include a three-level parking structure behind it. This is the building that will have a third level for additional office space and would have 47,260 square feet of gross floor area. The fourth building will be located on what is currently the parking lot for the former Manual F.L. Guerrero Department of Administration building, just west of Academy of Our Lady of Guam's cafeteria building. This building would have 22,600 square feet of gross floor area. It is likely that this is the building where the Office of the Governor will be located. It may need to be expanded to include an additional 4,000 square feet of gross floor area to accommodate the size of the Office of the Governor. The combined floor space of these four buildings is estimated at 111,360 square feet. Construction of these buildings will require the demolition of the existing DOA Data Processing Division building, the Guam Police Department building, and the detention lockup facility on Aspinall Avenue. The Police and detention lockup facilities would need to be relocated. Relocation of these uses would also enhance the pedestrian experience of the area, as the detention facility does not provide a welcoming look or feel to visitors. The three-level parking structure behind Building 1 is planned to include 329 parking spaces. There are two surface parking lots planned as well, one with 42 spaces and one with 90 spaces, for a total of 461 parking spaces. Development of additional buildings may require additional parking spaces.

The combined estimated space of the Land Resources Building and the four buildings around the Palacio (but not including the Palacio) would be 135,891 square feet, which is 48,641 square feet less than the amount shown in Table 4-1 to support the departments proposed to move to Hagåtña.

Guam Legislature Building

Another important part of centralizing government in Hagåtña is to bring all of Guam's Senators to the area. The historic Guam Legislature Building (former Guam Congress Session Hall) is in the process of being renovated to be used once again as the Session Hall. It will also house offices for several Senators, but not all of them. The building is slated to have a gross building footprint of 13,884 square feet, with a total net floor area (first and second floor) of roughly 19,615 square feet of space. There will be office space within the reconstructed Guam Legislature building for the Speaker of the Legislature, eight other senators, the executive director, legal counsel, clerks and other various support staff. The remaining Senators will need office space in proximity to the Legislature Building, and some may be housed in the Government Civic Center Complex buildings.

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While there are no set standards for legislative offices, square footage needs identified for the Governor and the Lieutenant Governor's office spaces were estimated at 1,000 square feet each, while support / conference spaces identified for the Governor and Lieutenant Governor were estimated at 1,200 square feet each. An office space estimate of 900 square feet and a support / conference space estimate of 700 square feet per Senator is used. An estimate of 700 square feet support / conference space per Senator should be large enough to host legislative / senatorial staff members as needed. Not accounting for the Council Chambers or Session Hall, the Senators require an estimated 31,622 square feet of space for all 15. The plans also account for around 50 off-street parking spaces and 32 on-street parking spaces.

Figure 4-1 identifies the locations of the new government buildings within the City Center District and illustrates what they will look like.

Other Public Facilities

Other public facility improvements in the Hagåtña City Center District are renovation and expansion of the Nieves M. Flores Memorial Library, which may be enhanced up to a six-story building and include a children's library, and improvements and expansion of the Superior Court of Guam campus. Enhancements to the Superior Court campus include renovations, new building construction, improved parking, and an upgraded Guam Territorial Law Library.

Waterfront District

The majority of the public facility projects and enhancements in the Waterfront District will occur on or near Paseo de Susana. Paseo itself will see many enhancements to its park and recreational facilities (as described in more detail later in this element) and its walking / biking trails (as described in more detail in Circulation Element).

I Sengsong Chamorro (Chamorro Village) will be expanded to provide more formal space for exhibitors. Enhancements will be made to make the village safer and more navigable for visitors walking through. Many renovations are planned for Chamorro Village, including an improved main plaza entrance, light house reconstruction, amphitheater, 11,000 square foot art gallery and workshop, and administrative offices and meeting rooms. Chamorro Village could be used on weekends as a farmer's market to promote its use and allow residents and visitors a place in Hagåtña to buy fresh, local goods.

The Gregorio D. Perez Marina is an asset to Hagåtña's economy, culture, and recreation activity. The marina will continue to be an asset to Hagåtña and will become a center of activity. In the long-term, the Hagåtña water reclamation facility near the marina will be relocated out of Hagåtña. This land would best be redeveloped as a complementary use to the marina, which may include a boardwalk, restaurants, fishing / boating supply shop, and leisure space. To improve upon this concept, land around the marina may be reclaimed to provide a better base for development. Expansion of the marina would create more boat slips and increase the use of the marina for both economic and recreational purposes. The relocation of the wastewater treatment plant and expansion of the marina area could also allow for the development of a cruise ship port terminal. Establishing cruise line service to Guam via Hagåtña could have a significant positive economic impact on the city and bring tourists to the many new attractions.

West Hagåtña District

There is some existing public land and a few existing public buildings in the West Hagåtña District, but no new facilities are planned.

Riverwalk District

The Riverwalk District has great potential for redevelopment into a thriving mixed-use destination; however, since majority of the land is privately-owned, there is little development that will occur as public facilities. The Hagåtña Mayor's Office and Community Center are located in the southern part of this district and may be expanded to include a senior living center.

Public Safety

As Hagåtña grows and prospers from future GovGuam activity, economic growth, and increased tourism, it will be important to maintain a safe and welcoming community. Public safety is at the forefront of this, both for residents and visitors. There are many current public safety concerns in Hagåtña, ranging from poor nighttime lighting in many areas, unsafe or unwelcoming pedestrian sidewalks and access, and a lack of police presence.

Appropriate lighting will be a key function for recreational uses and trails throughout Hagåtña. Existing pedestrian pathways, sidewalks, trails, recreational facilities, and bus stops will be retrofitted with nighttime lighting and future development of these amenities will include lighting as well.

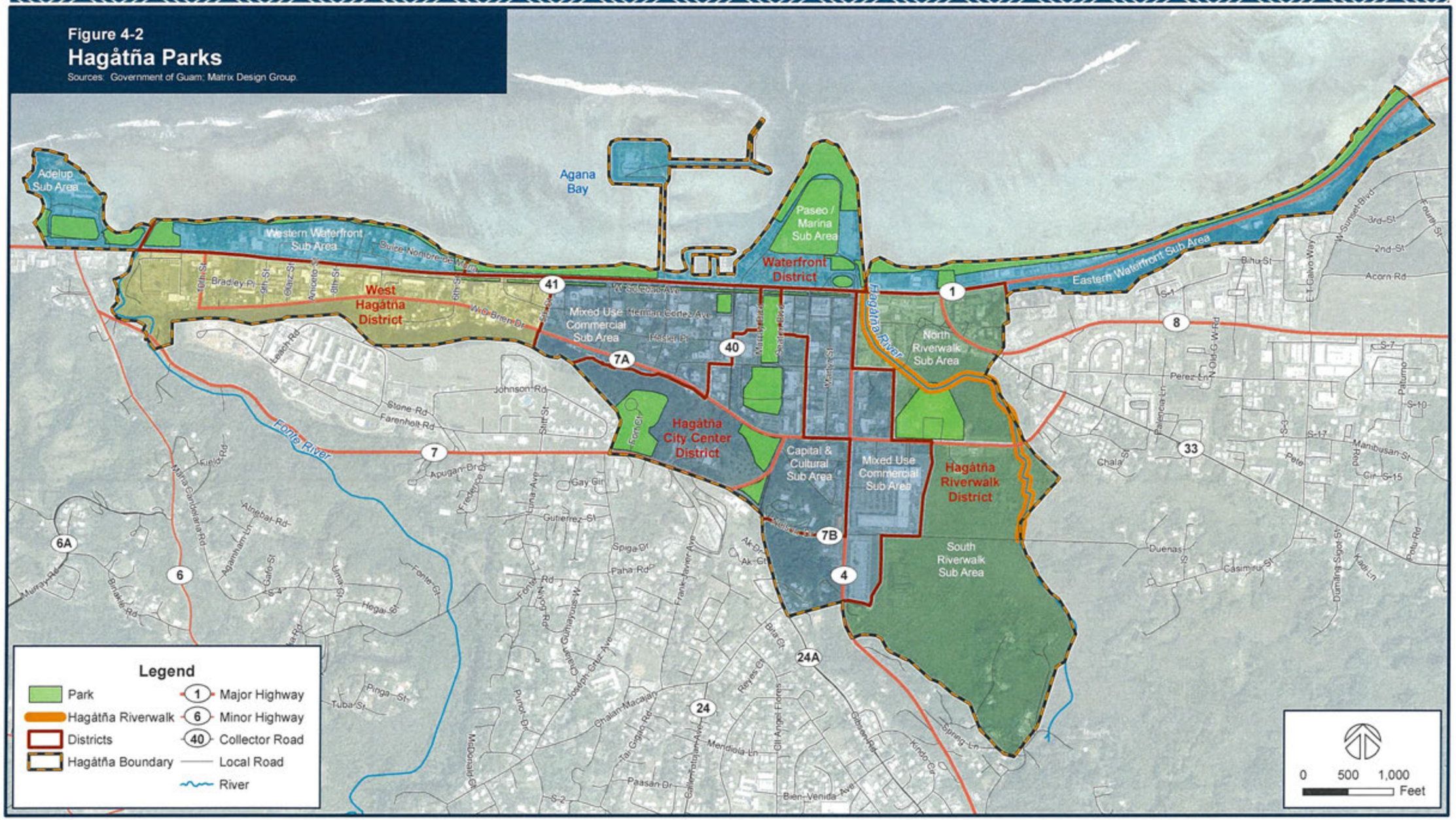
There is a lack of city-wide police and fire fighting presence in Hagåtña that creates an unsafe feeling in parts of the city. There is now a structure at the Hagåtña Marina for the Guam Fire Department and Guam Police Department, which is used for water rescue and shore safety. A Hagåtña Citizen's Patrol Task Force, similar to the one in Tumon, should be established to patrol heavily trafficked areas and provide assistance and a safer feeling for residents and visitors.

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Figure 4-1. Future Hagåtña Government Center Complex at Plaza de España



Figure 4-2
Hagåtña Parks
Sources: Government of Guam; Matrix Design Group



Parks and Recreation

Parks and open spaces in Hagåtña provide necessary escapes from the built environment and opportunities for active recreational activities, both of which are vital to Hagåtña's quality of life and living healthy lifestyles. As Hagåtña grows, it will become increasingly important to retain its spacious feel and provide adequate access to quality parks and open spaces for residents. Parks and Recreational areas include several different types and scales of open space—regional, village, neighborhood, and pocket. Figure 4-2 illustrates the existing and proposed parks.

Hagåtña City Center District

The Hagåtña City Center District contains several parks, all of which have historical or cultural significance—Fort Santa Agueda Park, Plaza de España, Santos Latte Park, Skinner Plaza, and Sirena Park. Since this district is mostly built out with sufficient park space, there are no new proposed parks. However, it is important that these existing parks are highly accessibly and properly maintained to preserve their historic character and iconic image in Hagåtña.

The main potential for new parks in the Hagåtña City Center District are small pocket parks between dense urban developments. Hagåtña should work with new developers in this district to encourage small pocket parks tucked between structures, which can contain tables and chairs, shade, public art, newsstands, and water features. These small open spaces provide a comfortable and relaxing space for urban employees to meet clients and / or escape the office environment during breaks.

Hagåtña Waterfront District

The Waterfront District will have the longest consecutive park in Hagåtña that extends the majority of the district along the beach and waterfront. The waterfront park will be enhanced to include improved lighting, safer pavement and pedestrian access, improved pedestrian amenities and picnic areas, and linkages to recreational areas such as Paseo de Susana and Adelup Park.

The Great Seal of Guam Park will be completed at the mouth of the Agaña River. This will be an interactive park that will allow visitors to step into a living version of the Seal of Guam. It will feature a proa model that can be sat upon.

Paseo de Susana will feature improved baseball and softball facilities to provide a better experience for players and fans alike. Other enhancements at Paseo include a boathouse for showcasing the traditional canoeing culture through education, recreation, and training on the west shoreline; and improvements to the park grounds in general, including enhanced and appropriate lighting fixtures and improved exercise stations.

Hagåtña Riverwalk District

In terms of recreation, the Riverwalk District is anchored by the Hagåtña Central Park, which will be a premier destination for sports activities in Guam. Currently, Central Park features a large community swimming pool, tennis courts, and a community center. It is proposed to become a major city-wide park with a hub of recreational activity. This park expansion will enhance the existing public pool, plus feature new multipurpose athletic fields and a renovated and expanded community center. These new multipurpose athletic fields and community center will host activities for all ages, young and old, from across Hagåtña and even Guam. Some sports and activities this park will host include:

- softball / baseball fields,
- basketball,
- soccer,
- rugby,
- football,
- volleyball / sand volleyball,
- tennis,
- swimming, and
- exercise classes.

The Riverwalk itself will feature recreational opportunities via a pedestrian trail along the riverbank. Another park and recreational opportunity in this district is a pavilion located along the Riverwalk Trail. This pavilion can host small concerts and other community-wide events.

West Hagåtña District

The West Hagåtña District does not currently have significant park space or recreational opportunities within the area. With the proposed increase in mixed-use residential development, new neighborhood-scale park and open space is a necessity to enhance the district's quality of life and attract new residents. There is a minimal amount of public land in this district compared to the other districts, so the only place for a public park would be along the base of the cliff line. New residential developments of 5 acres or more in the West Hagåtña District should include community and / or park space.

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HAGÅTÑA MASTER PLAN

Preserving Our Past. Shaping Our Future.

5. Circulation

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Despite its small footprint, Hagåtña has the potential to become a dense, multimodal, urban environment that supports mass transit opportunities. An enhanced transportation network will strategically link mass transit with bicycle and pedestrian corridors, as well as parking garages, ensuring all modes of transportation are available to residents, visitors, and commuters. New transit stations will bring commuters and tourists to Hagåtña's center, creating a mobility hub. New city-wide trails connect to these transit stations and weave through Hagåtña, guiding pedestrians safely to their destinations. Parking garages will be developed in strategic locations, which connect to these transit stations and trails, offering commuters and visitors multimodal opportunities.

The Circulation Element supports these guiding principles:

- Create a multimodal circulation system and enhance connectivity throughout Downtown
- Develop appropriate urban design standards
- Develop mixed-use nodes throughout Hagåtña
- Establish a vibrant downtown

5.1 Issues and Opportunities

Hagåtña is served by three primary highway routes which are considered Hagåtña's major traffic (and freight) corridors: east and west via Marine Corps Drive (Route 1) and Purple Heart Highway (Route 8), and north and south via Route 4. Marine Corps Drive is the primary highway in Guam and within Hagåtña, spanning a total of 22 miles of four to six lanes, with speed limits of 35-45 miles per hour (mph). Its pavement condition varies. Figure 5-1 depicts the roadway network in Hagåtña.

Issues

Roadway Conditions. Several of the roadways within Hagåtña are old and deteriorating and are in need of rehabilitation. Route 4 spans a total of 24.4 miles and has several speed limits with lane widths ranging from 2 to 6. Its northern terminus is in Hagåtña. Its pavement condition is generally unacceptable.

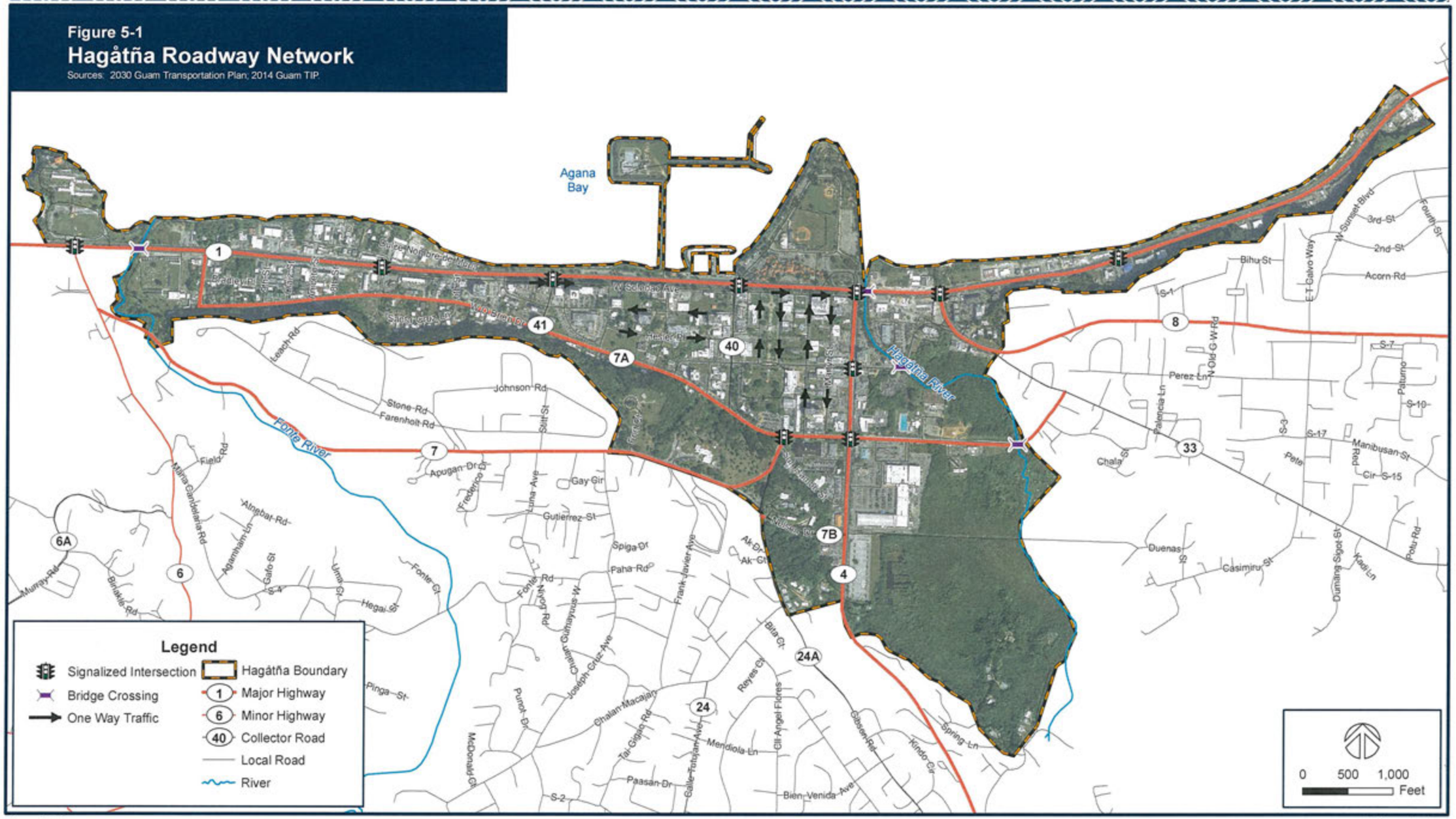
Purple Heart Highway (Route 8) consists of 4 lanes spanning a total of 4.3 miles (only a small portion of this is in Hagåtña) with speed limits of 35 and 45. Its western terminus is in Hagåtña, and the pavement condition is categorized as poor.

Lack of Pedestrian and Bicycle Amenities. Hagåtña lacks comfortable sidewalks and pedestrian amenities such as benches, public art, trash receptacles, lighting fixtures, and crosswalks in key areas. Hagåtña roadways have limited accommodations for pedestrian and bicycle travel and the quality of facilities generally parallel that of the road conditions. Additionally, there are no designated bicycle routes in Hagåtña. Sidewalks and roadway shoulders generally make up the existing bicycle and pedestrian system. This not only creates an uninviting experience, but it also poses safety concerns for pedestrians and bicyclists along busy roads with inadequate sidewalks.

Bicycle and pedestrian travel currently constitutes a very small portion of the total transportation system in Hagåtña. Providing sidewalks and paths becomes more relevant as the population increases. Hagåtña provides pedestrian facilities within and between residential neighborhoods along with commercial and industrial areas. Pedestrian facilities are especially important in those parts of Hagåtña where sidewalks are currently only provided along Marine Corps Drive (Route 1), Route 4, and Route 7a. Marked crosswalks and pedestrian safety devices are located at some signalized intersections throughout Guam, although few are located within Hagåtña.

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Figure 5-1
Hagåtña Roadway Network
Sources: 2030 Guam Transportation Plan; 2014 Guam TIP.



Insufficient Parking Availability. There is a lack of available public parking areas in Hagåtña during the day and during events, and available on-street parking in the area is quickly filled. Except for highways (Routes 1, 4, 8, and parts of 7 and 7a) most streets in Hagåtña accommodate on-street parking, although not all of this on-street parking is recognizable with road markings or actually "designated" for parking use. On roads where no sidewalks are present, the shoulder generally functions as pedestrian or cyclist space, which can create safety concerns due to conflicting on-street parking use.

Many parking areas in Hagåtña result from improvised use of underutilized public and private land and are not designated or designed for parking. For example, several grass lots proximate to the Spanish Bridge have been used for parking by employees in the area, and many vacant lots have been used as overflow parking during Wednesday night events at Chamorro Village. Several peripheral areas of the Plaza de España have been turned into underutilized and poorly maintained parking lots, the largest of which serves as the only pedestrian link between Senator Angel L.G. Santos Memorial Park (also known as Latte Park), and Plaza de España – a connection that is traversed by many visitors to Hagåtña.

Transportation Alternatives. There is an inadequate amount of facilities for buses, both local and tour buses. Tour buses often drop off riders at undesignated bus stops and wait for them while the riders are visiting locations such as Plaza de España, Latte Stone Park, Dulce Nombre de Maria Cathedral Basilica, and Chamorro Village. This can interrupt traffic flow. Additionally, Guam mass transit bus service is not always reliable and buses may not arrive at the time they are supposed to for various reasons.

Opportunities

Heritage Trail. Marketing and enhancement of the Heritage Trail could provide new opportunities for leisure, public education, tourism, and pedestrian traffic to and from cultural destinations.

Traffic Flow. Hagåtña comprises over 20 percent of Guam's total signalized intersections, allowing for safer and more sufficient traffic flow. Additionally, planned parking structures and potential additional transportation options would help reduce traffic congestion. New parking structures on underutilized surface parking lots would provide more off-street parking for all.

Transit Routes and Destination Points. Hagåtña has the largest concentration of mass transit routes and destinations in Guam, including the terminus at Chamorro Village. Better coordination of mass transit in Hagåtña could improve ridership not only in the city, but in other areas as well.

Funding for Bicycle and Pedestrian Routes. One million dollars of the proposed 2011 CEDS 3rd year update has been appropriated for establishing a proper transportation road and traffic circulation system for pedestrians and bicycles. This CEDS allocation may be to implement the planned bicycle route, identified in the TPURP that will span from Micronesia Mall in Tamuning, down Route 1 through Hagåtña's Capital and Cultural District. This planned bicycle route would not only reduce vehicle miles traveled, but also encourage safe and convenient bicycling. Other proposed projects identified in the TPURP include potential rideshare and bike share systems, development of a motorcycle and bicycle safety strategic plan, encouraging telecommuting, and educational campaigns for alternative transportation. Additionally, the Guam Energy Action Plan includes a transportation options strategy aimed at reducing fossil fuel consumption, such as examining the feasibility of bringing electric vehicles to Guam.

5.2 Goals and Policies

The Circulation Element's goals and policies provide guidance to establish multimodal opportunities, improving access throughout Hagåtña. They focus on enhancing and linking transportation systems to facilitate mobility for residents, visitors, and commuters.

Goal C-1

To establish and integrate multimodal opportunities throughout Hagåtña.

Policy C-1.1	The City shall implement the Circulation Diagram to designate the classification of all major roadways, transit facilities, and bicycle facilities.
Policy C-1.2	The City shall connect new and existing trails to transit stations.
Policy C-1.3	The City shall support the development of Complete Streets along appropriate roadways, to support walking, biking, public transit, driving, and parking.
Policy C-1.4	The City shall locate and develop parking garages near transit facilities for park-and-ride opportunities and to supplement surface and on-street parking.
Policy C-1.5	The City shall coordinate with other jurisdictions in Guam to establish an island-wide transportation system.
Policy C-1.6	The City shall actively pursue measures that will help reduce vehicle trips by maintaining a ridesharing program.

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Goal C-2

To support Complete Streets and develop pedestrian and bicycle infrastructure that encourages safe, accessible, village-wide walking, and bicycling.

Policy C-2.1 The City shall ensure that sidewalks of an appropriate width run along all streets, with no obstructions blocking travel and are ADA compliant.

- Major highways should have sidewalk widths of at least 12 feet—18 feet to 22 feet is preferred.
- Minor highways should have sidewalk widths of at least 8 feet—12 feet to 18 feet is preferred.
- Collector roads should have sidewalk widths of at least 5 feet—8 feet to 12 feet is preferred.
- Local roads should have sidewalk widths of at least 3 feet—5 feet to 8 feet is preferred.

Policy C-2.2 The City shall place bicycle and pedestrian facilities in appropriate locations along trails.

Policy C-2.3 The City shall ensure that crosswalks are located at all intersections and road crossings.

Policy C-2.4 The City shall provide pedestrian amenities—such as garbage cans, benches, shade structures, and lighting—in appropriate locations throughout Hagåtña.

Policy C-2.5 The City shall promote and support a regional bikeway system throughout Guam.

Policy C-2.6 The City shall design bicycle and pedestrian routes that will minimize conflicts with vehicular traffic.

Policy C-2.7 The City shall review site plans for pedestrian accessibility. New developments should emphasize pedestrian connectivity and provide walkable sidewalks and trails linking residents with shopping centers, offices, parks, schools, and other public facilities.

Policy C-2.8 The City shall plan for separate rights-of-way for multiuse recreational trails where feasible. All trails should be between 10 and 25 feet wide, and have sufficient room for water retention areas along at least one side of the trail to supplement a stormwater management plan where feasible.

Policy C-2.9 The City shall design local streets to not only accommodate traffic, but also to serve as comfortable pedestrian environments. Improvements should include, but not be limited to:

- Street tree planting between the street and sidewalk to provide a buffer between the pedestrian and the automobile.
- Minimum curb cuts along streets.
- Sidewalks on both sides of streets, with the sidewalk separate from the curbface with a landscape strip, where feasible.
- Traffic calming devices such as roundabouts, bulb-outs at intersections, traffic tables, etc.
- Encourage the establishment of a tree canopy over residential streets and neighborhoods. A street tree program shall be included with all specific plans.

Policy C-2.10 The City shall require bike lanes in the design and construction of major new street and highway improvements, and to establish bike lanes on those city streets wide enough to accommodate bicycles safely. Bike lanes along minor highways and collector streets shall be at least four feet wide—five to six feet is preferred—and be stripped separately to drive lanes.

Policy C-2.11 The City shall provide pedestrian / bicycle crossings at appropriate intervals along new roadways that will adequately serve new large-scale commercial, office, and residential development as well as parks and schools.

Policy C-2.12 The City shall promote pedestrian convenience and safety through development conditions requiring sidewalks, walking paths, or hiking trails that connect residential areas with commercial, shopping, and employment centers. Where feasible, trails will be looped and interconnected.

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Goal C-3

To establish a Village-wide wayfinding system in Hagåtña that provides guidance for residents and visitors.

Policy C-3.1 The City shall place wayfinding signage along major roadways and trails.

Policy C-3.2 The City shall develop gateway features at major entry points into Hagåtña and at major intersections.

Policy C-3.3 The City shall provide pedestrian kiosks periodically along trails and in the downtown area.

Goal C-4

To ease Hagåtña's parking congestion through a new on-street parking plan.

Policy C-4.1 The City shall provide on-street parking along streets identified in the On-Street Parking Map, and place parking meters along streets identified as pay-by-space.

Policy C-4.2 The City shall monitor municipal on-street parking monthly to observe trends and deficiencies.

Policy C-4.3 The City shall enforce on-street parking regulations identified in the On-Street Parking Map.

Policy C-4.4 The City shall establish a clear parking control identification signage system for users to easily understand regulations.

Policy C-4.5 The City shall encourage government and other Hagåtña employees to park in parking garages, preserving on-street parking for consumers and visitors.

Goal C-5

To have adequate parking available in conjunction with new development.

Policy C-5.1 The City shall ensure that parking for commercial portions of Village Centers are shared amongst uses and have connected driveways, curb cuts, and pedestrian connections.

Policy C-5.2 The City shall require the provision of adequate off-street parking in conjunction with new development. Parking shall be located convenient to new development and shall be easily accessible from the street system.

Policy C-5.3 The City shall work cooperatively with developers and the business community to develop funding mechanisms for the construction of future parking facilities.

Goal C-6

To have efficient street systems that are well funded, maintained and safe, as well as meet demands of existing and planned developments.

Policy C-6.1 The City shall maintain existing streets in a safe condition and require new streets be built to Hagåtña's standards. Driving lane widths should not exceed 11 feet—nine to 10 feet is preferred. Certain accommodations for transit lanes and truck lanes may be made accordingly.

Policy C-6.2 The City shall require detailed traffic studies and necessary improvements as part of all major development proposals to ensure streets and highways are available to serve new developments.

Policy C-6.3 The City shall prioritize street and highway improvements that increase safety, minimize maintenance costs, improve air quality, and increase the efficiency of the street system.

Policy C-6.4 The City shall strive to maintain a LOS C at all signalized intersections in the city during the p.m. peak hours. Exceptions to this standard may be considered for intersections where the City determines that the required road improvements are not acceptable (e.g., due to factors such as the cost of improvements exceeding benefits achieved, results are contrary to achieving a pedestrian design, or other factors) or that based upon overriding considerations regarding project benefits, an alternative LOS may be accepted.

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Policy C-6.5	The City shall pursue financing on an ongoing basis for all improvements necessary to maintain level of service standards.
Policy C-6.6	The City shall allocate the costs for funding interchanges to areas of benefit and proportionately borne by individual projects.
Policy C-6.7	The City shall require developers to construct at least the first two lanes of any road (including curbs, gutters and sidewalks) within their projects.
Policy C-6.8	The City shall require dedication by affected property owners of rights-of-way for all streets and interchanges as part of the project approval process.
Policy C-6.9	The City shall restrict new developments from being located or designed that will inhibit or impair future improvements of the transportation system, based on the Circulation Diagram.
Policy C-6.10	The City shall limit curb cuts along collector and arterial roads to intersections, plus one alleyway for business and resident access / parking.
Policy C-6.11	The City shall require construction of landscaped corridors along State Highways and on all major arterials. The City will require developers to provide installation and establish a means of providing for maintenance of landscaping by either private mechanisms or a lighting and landscaping district.

Goal C-7

To have enhanced public transportation that circulates throughout Hagåtña, connecting residents and visitors to their destinations.

Policy C-7.1	The City shall promote and support the trolley system to meet needs of residents and visitors.
Policy C-7.2	The City shall ensure all public transportation is ADA compliant to serve the handicapped / disabled population.
Policy C-7.3	The City shall develop convenient transit stations which meet the needs for all users, including information, restrooms, lighting, and a sheltered waiting area.
Policy C-7.4	The City shall cluster land uses surrounding public transportation and planned transit to maximize use.
Policy C-7.5	The City shall support public transit services that meet the needs of the disabled and are in compliance with the Americans with Disabilities Act.
Policy C-7.6	The City shall expand fixed route transit service to serve new development areas, including direct connections to employment and commercial areas.

5.3 Planning Framework

Road Network

In order to facilitate the implementation of the goals and policies stated in Chapter 5.2, street cross sections of each type of street in Hagåtña, found on Figure 5-1, have been developed with flexible options for the best roadway design. In some cases, the curb to curb road width may stay the same, while restructuring the road to efficiently serve the appropriate users.

The various components of the street cross section can include the following:

- Drive Lane—standard driving lane
- Transit / Truck Lane—outer lane dedicated to buses and larger vehicles
- Sharrow Lane—shared between bikes and cars
- Bike Lane—dedicated to bicycles and pedestrians
- Unmarked Roadway—local, residential road
- Parallel Parking Lane—parking lane parallel to the drive lane, reducing width for required for parking
- Angled Parking Lane—parking lane on the side of the right-of-way that is angled for easy entrance
- Roadway Median—central buffer lane, landscaped or paved

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- Landscape Buffer—between lanes for vehicular driving or parking and pedestrian sidewalks or bike lanes
- Extended Curb—an extra wide curb to provide a landing for passengers stepping out of parallel parking space

By reconfiguring the roadway to include bike lanes, lanes dedicated to buses, on-street parking, and landscaped buffers, a complete street begins to form and serves multi-modal transportation.

In many circumstances, the drive lanes are wider than they need to be. By narrowing the drive lanes, additional space is available for bike lanes, on-street parking, and landscaped medians. This concept helps to slow vehicular speeds by supplying a sense of obstacles for the driver, who in turn, pay closer attention to the road and all its users. Central landscaped medians will open up to create a protected central turning lane for either direction of travel, allowing the drive lanes to continue moving. Despite slowing traveling speeds, traffic ultimately flows more smoothly and efficiently.

Lane stripping and signage are critical elements to creating intelligible streets. Roadway users must be able to clearly distinguish the different components of the roadway to travel safely and efficiently.

Major Highways

Major highways in Hagåtña include Route 4, running north-south through central Hagåtña and Route 8. These highways are several lanes wide, but never exceed 45 mph speed limits. Since the speed limits are not as great as many major highways (upwards of 70 mph), pedestrians and bicycles can utilize these major highways if properly designed.

The Major Highways cross section and dimension table below detail possible reconfigurations of the Major Highways. Since these two highways road widths change throughout their courses in Hagåtña, a range of possible widths of each roadway component are detailed in the dimension table.

Along with two standard drive lanes in each direction, outer transit / truck lanes will allow for regular vehicular traffic to flow efficiently, while allowing transit and other larger transport vehicles to travel freely. A landscaped central median breaks the highway up and provides a protected left turn lane.

Landscaped buffers separate the transit / truck lanes from the sidewalk on one side and bike lane on the opposite side. This separation is vital on faster moving roadways.

Minor Highways



Landscaped buffer between drive lane and bike lane

Source: http://www.cleveland.com/architecture/index.ssf/2015/03/community_group_say_they_want.html

The mostly east-west running West O'Brien Drive, Route 33, and Route 7 make up the minor highways in Hagåtña. These roads vary in width and intensity from two lane neighborhood streets in the western portion of West O'Brien Drive to four lane roads with higher traffic volumes.

Due to the wide differences between various portions of these minor highways, several street designs will likely exist.

Adequate sidewalks and a bike lane will increase and enhance pedestrian activity. Landscaped buffers are important, especially on the busier roads, to shielf pedestrians and cyclists from traffic. The addition of designated on-street parking will alleviate parking issues around these areas.

Marine Corps Drive and Soledad

Marine Corps Drive follows the shoreline while it encircles the entire island. West Soledad Avenue runs parallel to and south of Marine Corps Drive for approximately one and a quarter miles from 9th Street to Route 4. Marine Corps Drive bring high volumes of people into Hagåtña from all around Guam, making it a pivotal connection.

Central medians and landscape buffers are used to break up the 150 foot right-of-way, making the width less daunting to pedestrians and cyclist who will utilize a two-way bike lane and wide sidewalks. Angled parking on Soledad Avenue will ease parking congestion and further buffer the sidewalk.

Main Streets

Many downtowns and capitals have a well-known "Main Street"—a corridor emphasizing a destination for activities, government, and retail / restaurants. "Main Street" is a generic term used to denote a primary retail street that acts as a focal point for shops and retailers, and may also include government functions. Main Streets provide a sense of identity for downtowns and are often identified

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through thematic branding and signage to let people know that they are on "Main Street" and include a mix of uses and activities to attract locals and visitors alike. They may be closed off to vehicular traffic at times to accommodate events or exhibitions.

Aspinall Avenue and Chalan Santo Papa were identified as appropriate to be Hagåtña's two Main Streets, supporting the downtown area. Both streets run through Hagåtña's heart, showcasing many historical and cultural locations and structures, including: the new Guam Museum, Dulce Nombre de Maria Cathedral-Basilica, Guam Congress Building, and Plaza de España, plus numerous professional and private commercial businesses. Similar to many Main Streets, Aspinall Avenue and Chalan Santo Papa connect multiple districts. In following the Main Street concept, new commercial and restaurant uses would be developed to supplement the existing uses and amenities. It will also be a focal point for the proposed new trolley system.

The existing right-of-way of these streets is approximately 70 feet, however, the curb to curb width is approximately 38 feet in most places. The first cross section given below maintains the existing curb to curb width. Options A through D show four possible variations within the 70-foot right-of-way with an extended curb to curb width to accommodate for roadway medians, on-street parking, and bike lanes.

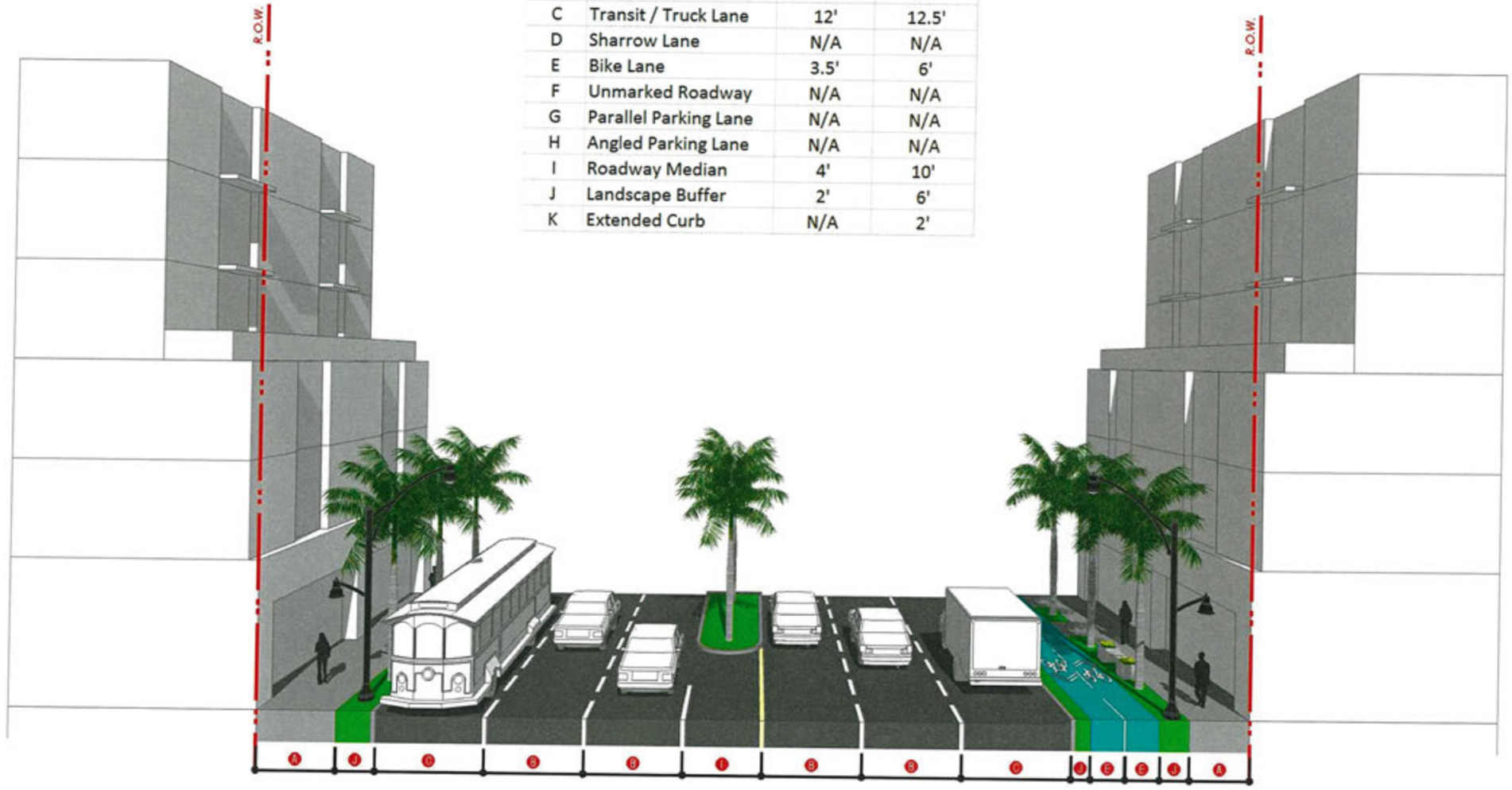


Example of a "Main Street" with shops, restaurants, and civic spaces

Source: https://img.buzzfeed.com/buzzfeed-static/static/2014-06/20/9/enhanced/webdr06/enhanced-14371-1403270340-11.jpg

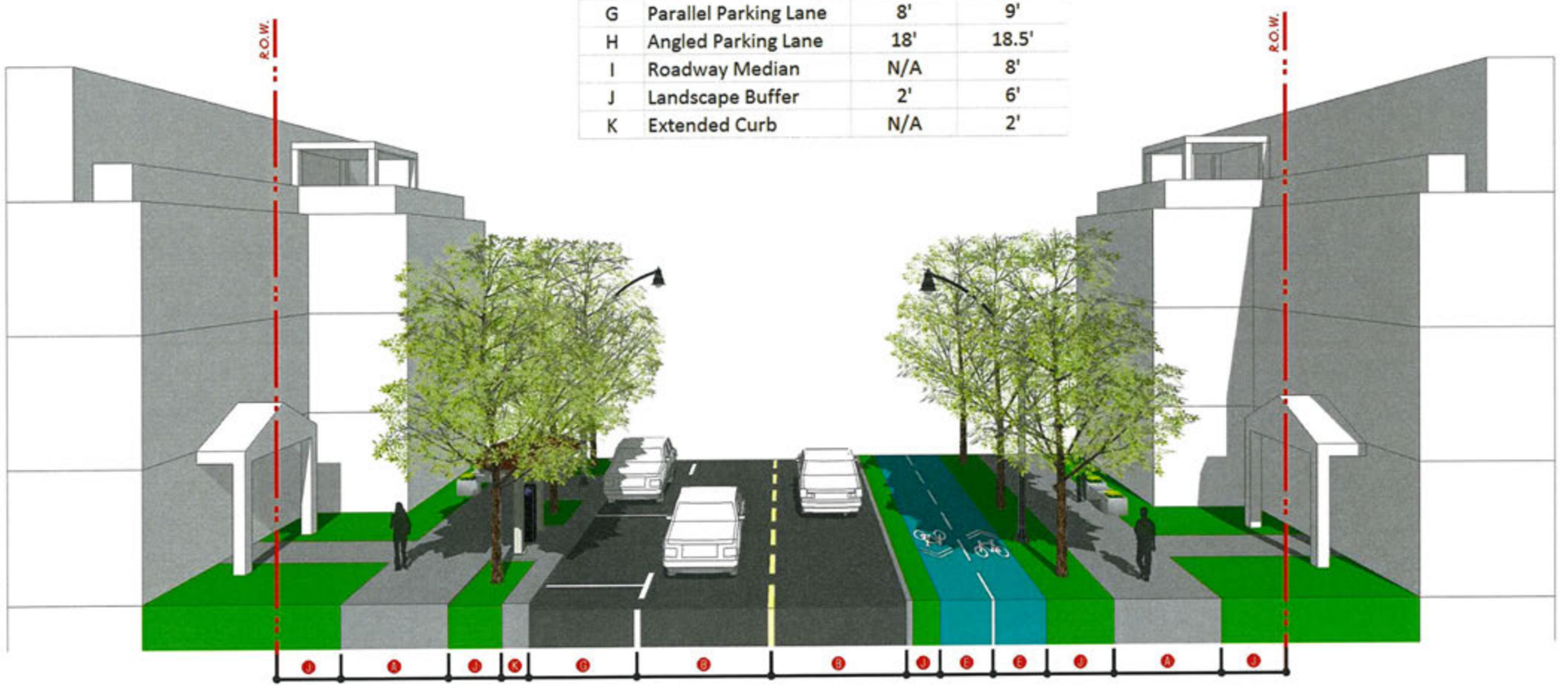
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Major Highway			
Label	*Function*	*Minimum*	*Maximum*
A	Sidewalk	8'	24'
B	Drive Lane	10'	11'
C	Transit / Truck Lane	12'	12.5'
D	Sharrow Lane	N/A	N/A
E	Bike Lane	3.5'	6'
F	Unmarked Roadway	N/A	N/A
G	Parallel Parking Lane	N/A	N/A
H	Angled Parking Lane	N/A	N/A
I	Roadway Median	4'	10'
J	Landscape Buffer	2'	6'
K	Extended Curb	N/A	2'



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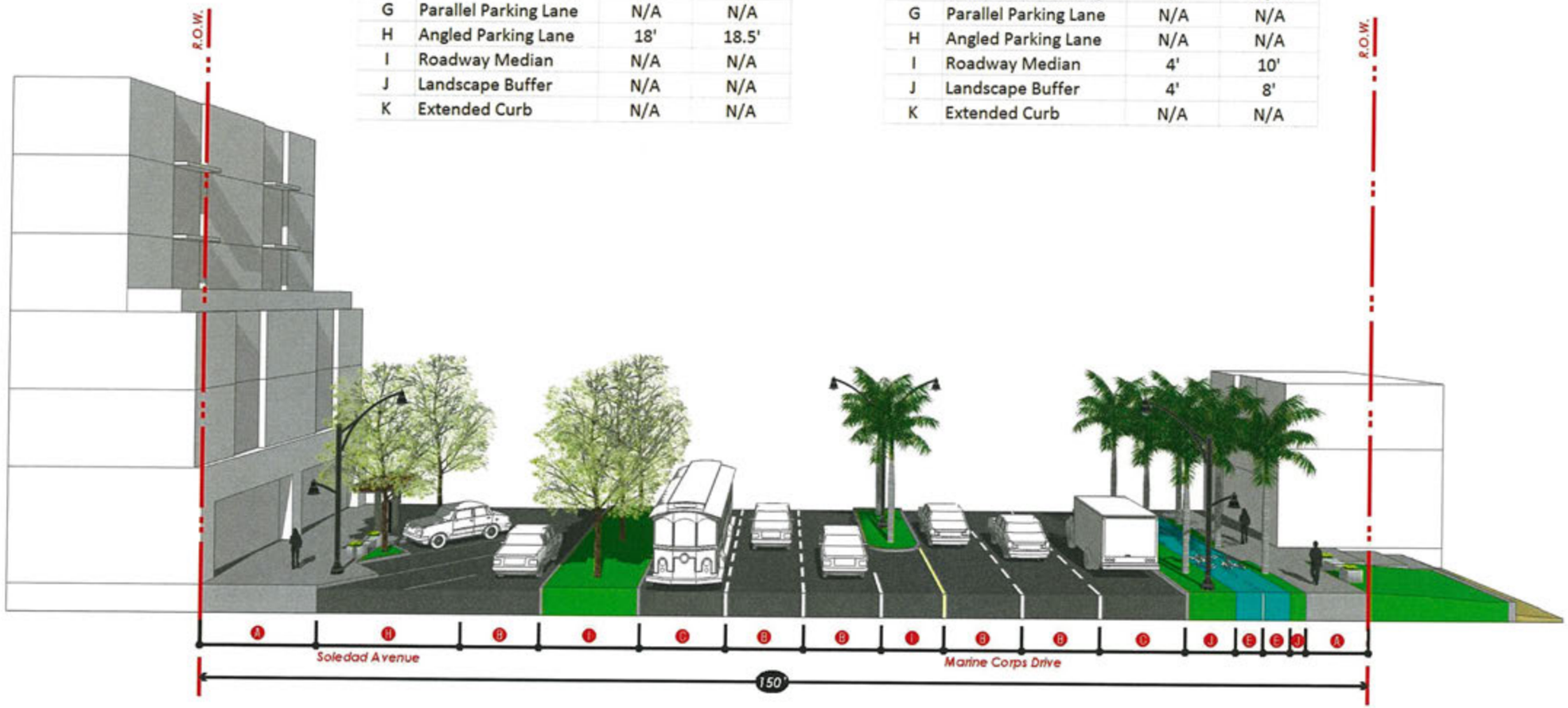
Minor Highway			
Label	*Function*	*Minimum*	*Maximum*
A	Sidewalk	6'	18'
B	Drive Lane	9'	10'
C	Transit / Truck Lane	11'	12'
D	Sharrow Lane	9'	10'
E	Bike Lane	3.5'	6'
F	Unmarked Roadway	N/A	N/A
G	Parallel Parking Lane	8'	9'
H	Angled Parking Lane	18'	18.5'
I	Roadway Median	N/A	8'
J	Landscape Buffer	2'	6'
K	Extended Curb	N/A	2'



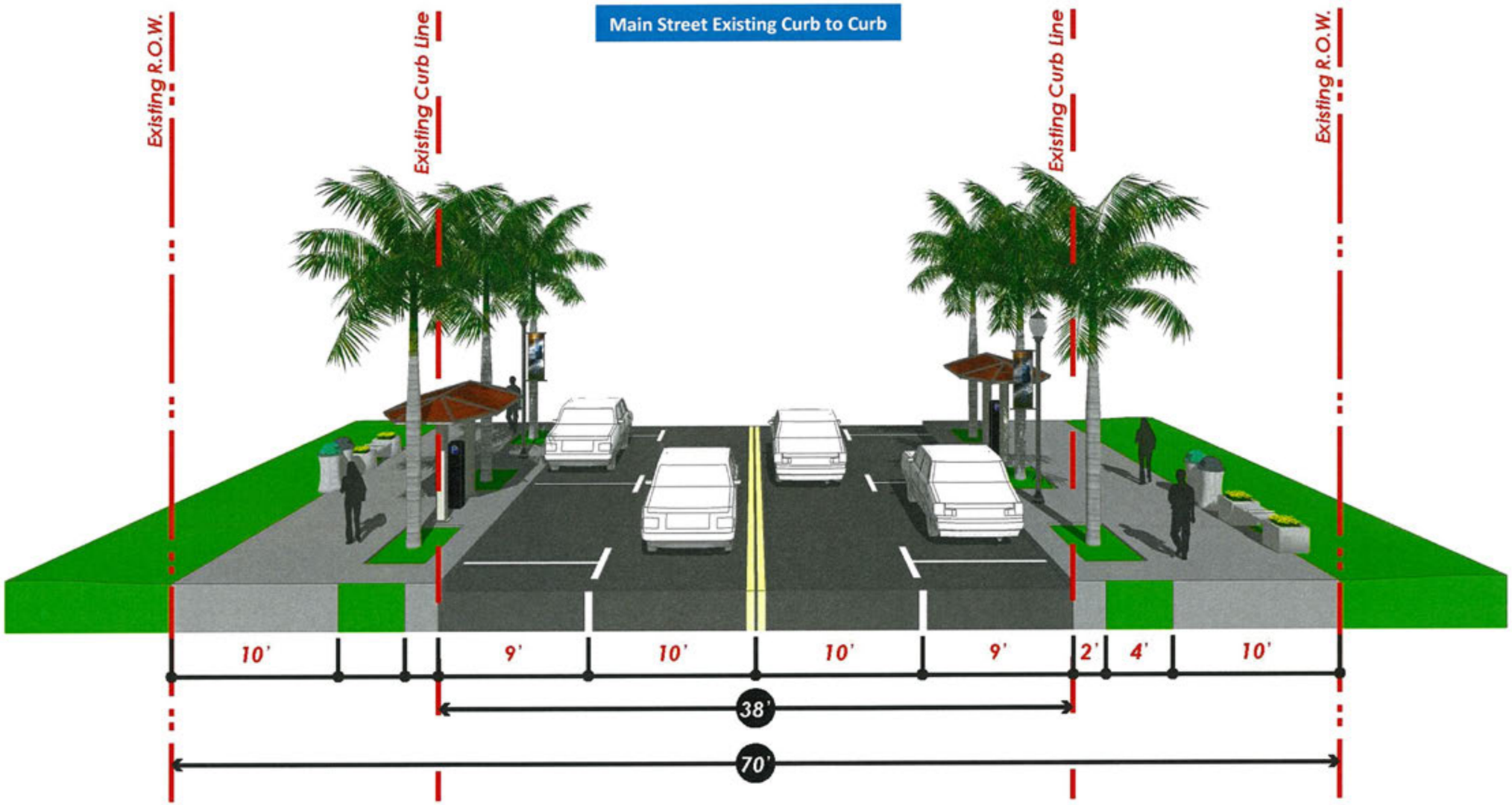
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Soledad Avenue			
Label	*Function*	*Minimum*	*Maximum*
A	Sidewalk	8'	18'
B	Drive Lane	9'	11'
C	Transit / Truck Lane	N/A	N/A
D	Sharrow Lane	9'	10'
E	Bike Lane	N/A	N/A
F	Unmarked Roadway	N/A	N/A
G	Parallel Parking Lane	N/A	N/A
H	Angled Parking Lane	18'	18.5'
I	Roadway Median	N/A	N/A
J	Landscape Buffer	N/A	N/A
K	Extended Curb	N/A	N/A

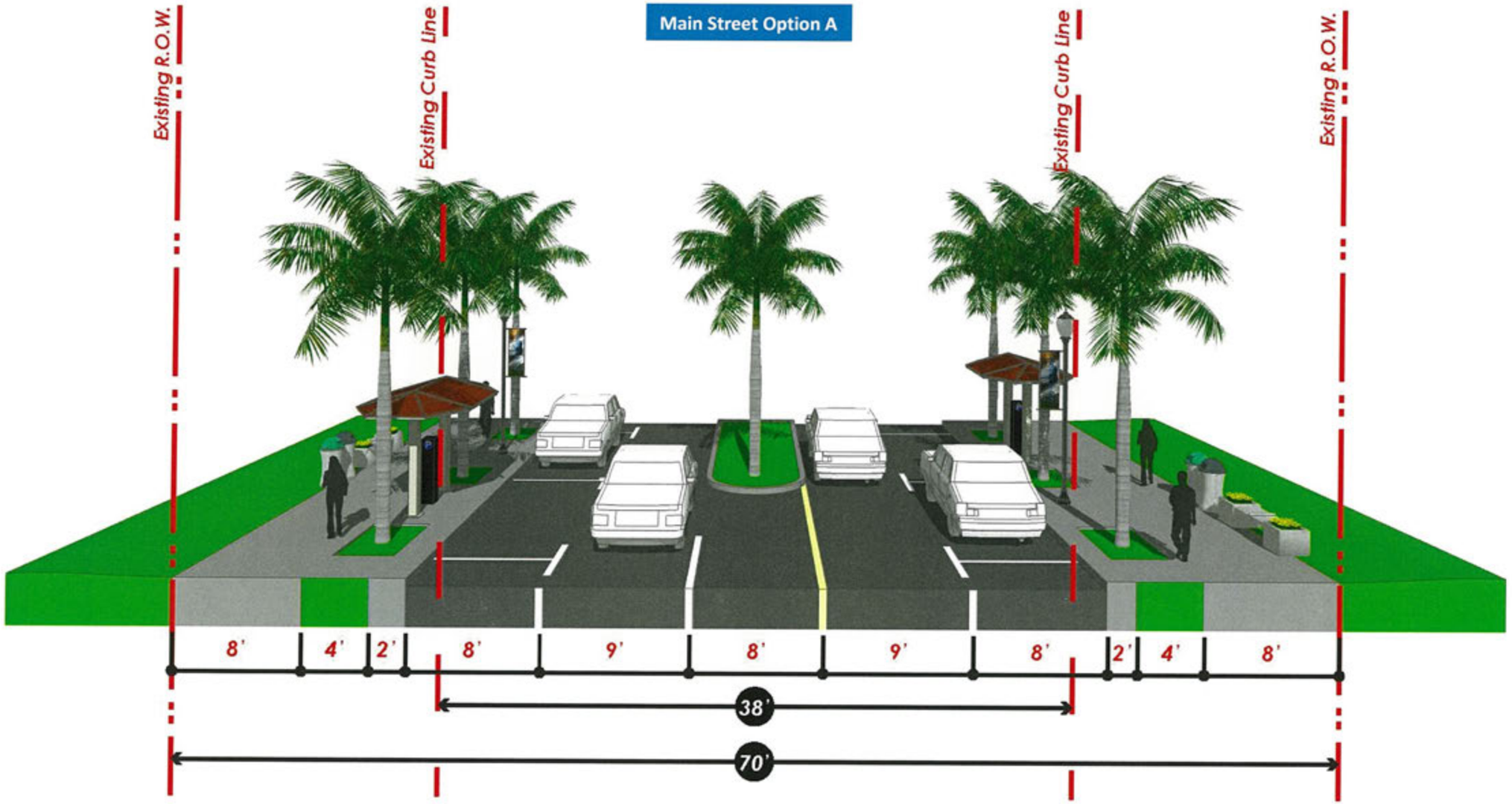
Marine Crops Drive			
Label	*Function*	*Minimum*	*Maximum*
A	Sidewalk	8'	24'
B	Drive Lane	10'	11'
C	Transit / Truck Lane	12'	12.5'
D	Sharrow Lane	N/A	N/A
E	Bike Lane	3.5'	6'
F	Unmarked Roadway	N/A	N/A
G	Parallel Parking Lane	N/A	N/A
H	Angled Parking Lane	N/A	N/A
I	Roadway Median	4'	10'
J	Landscape Buffer	4'	8'
K	Extended Curb	N/A	N/A



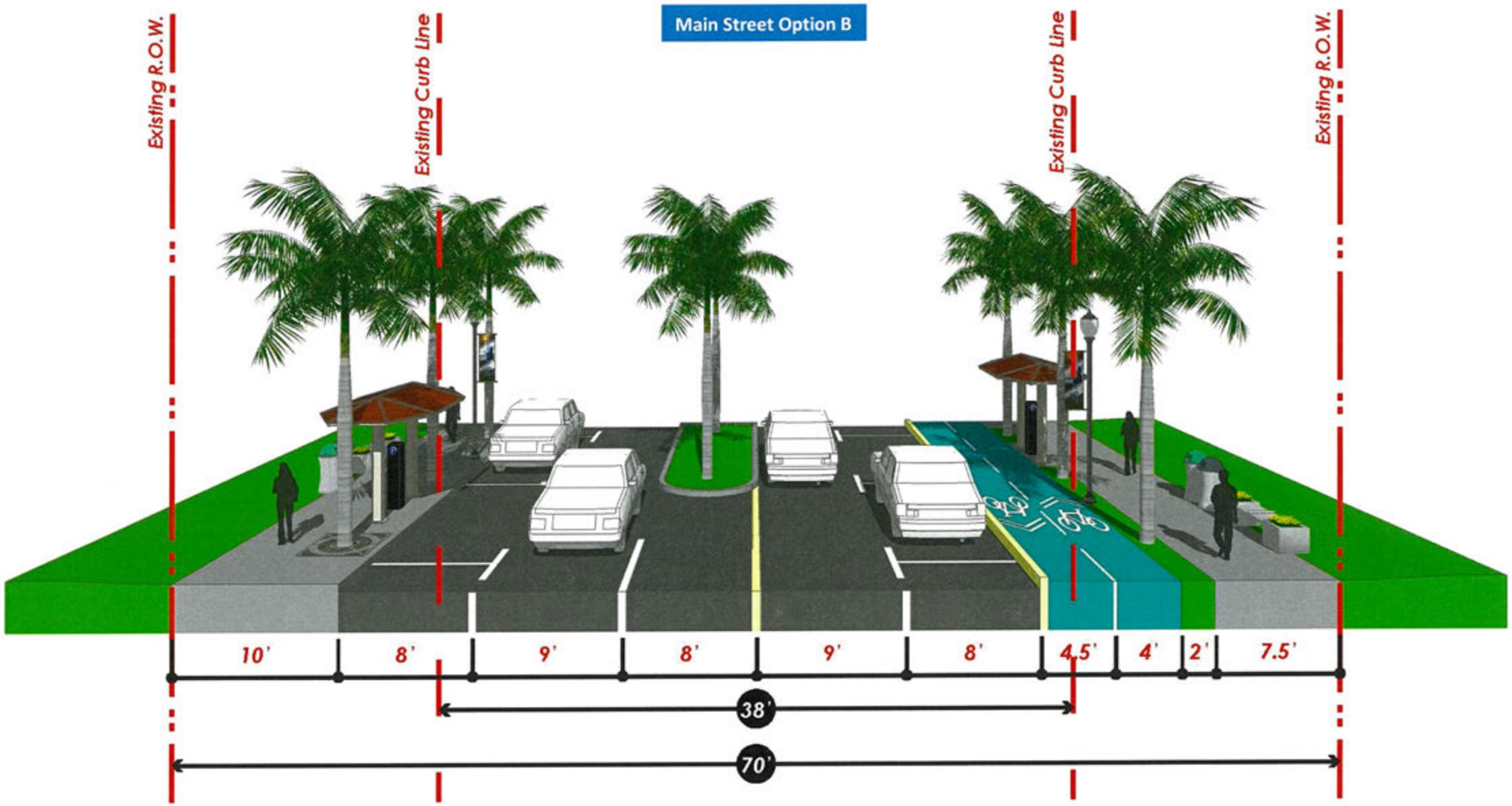
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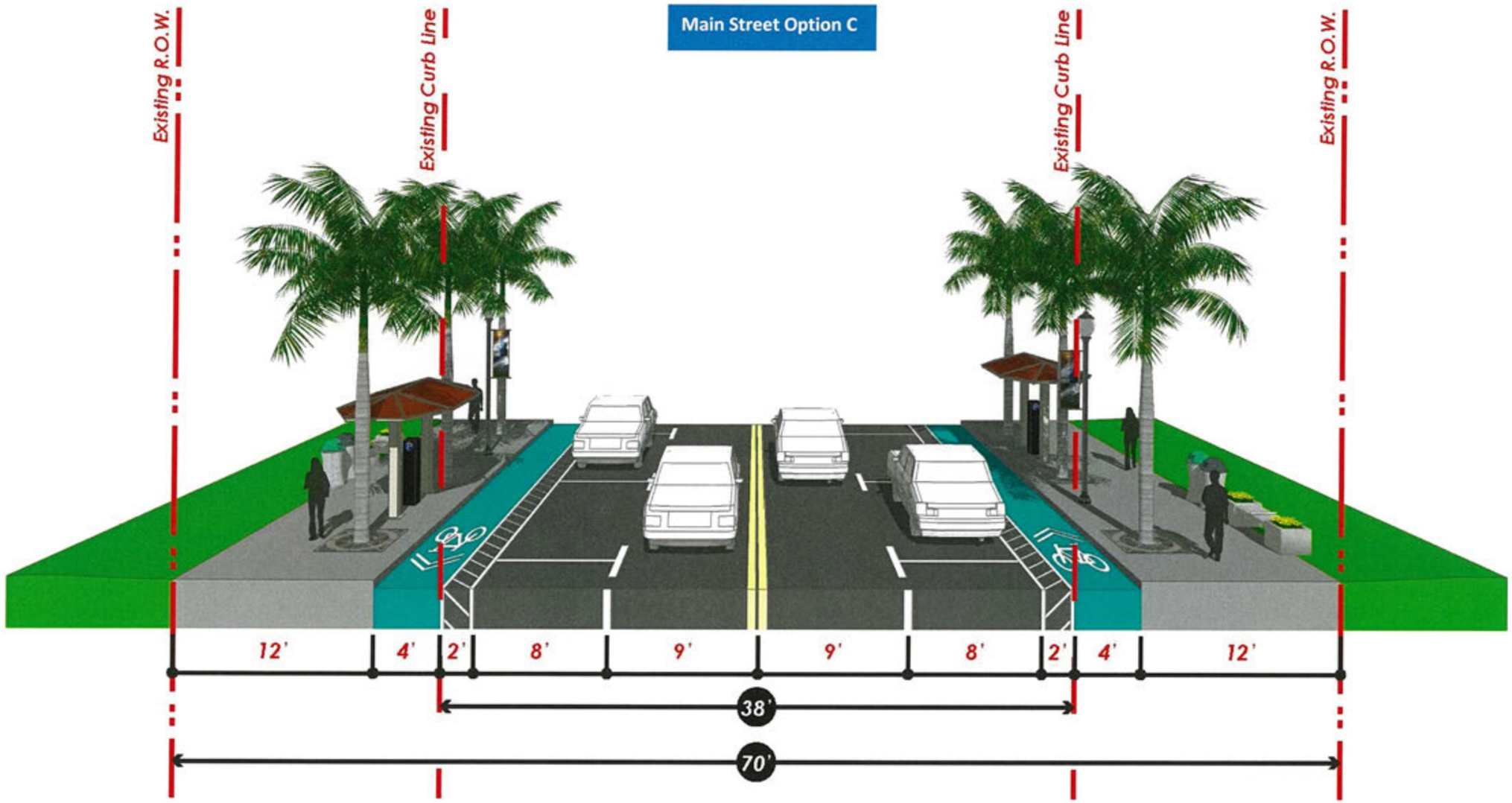
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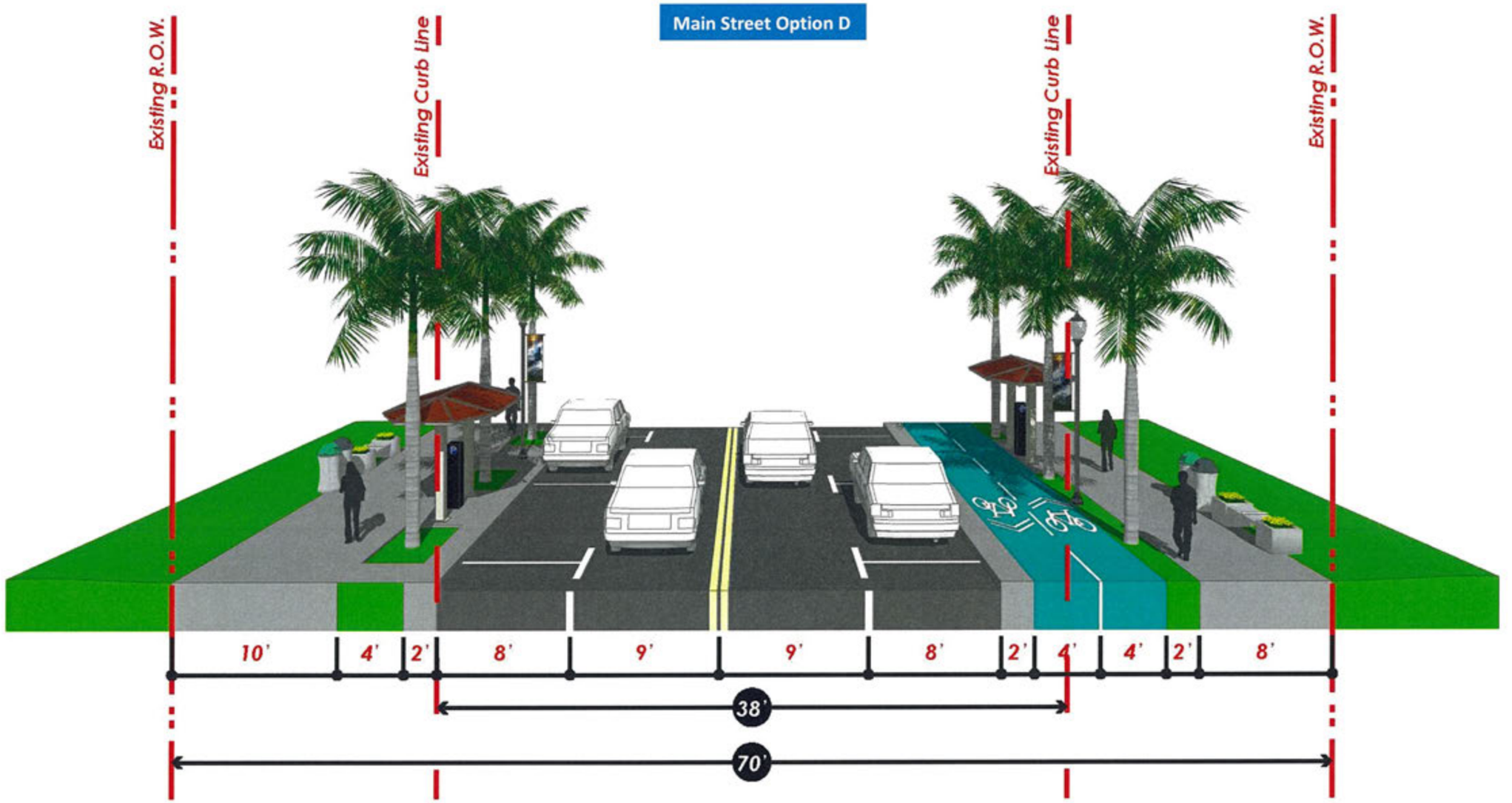
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Commercial Streets

Commercial streets within the downtown vary significantly. These streets are located between Marine Corps Drive and West O'Brien Drive and Route 4. These streets surround many of the Hagåtña City Center District's cultural, governmental, and commercial properties, as well as several parks. They also act as connector streets to the major and minor highways and Marine Corps Drive.

Several main objectives must be met in the heart of the city. Safety, efficiency, and parking must be coordinated to allow traffic to flow smoothly and allow pedestrians to navigate the downtown safely.

On-street parking will be provided for all one-way streets. The narrower one-way streets will have diagonal parking, while the wider one-way streets will hold two one-way lanes, parallel parking, and a bike lane. The two-way commercial streets, located west of Aspinall Avenue, will require less on-street parking.

Local Streets

Local Streets include the small, mostly residential streets and cul-de-sacs throughout the city, as well as some streets in the dowtown. These streets are narrower and generally do not have a painted center line. These streets will primarily consist of sharrows, on-street parking, and sidewalks with landscaped buffers.

Intersections

There are several important focal intersections that need enhancements in terms of traffic flow, usage, and safety to direct drivers where they are going. The primary intersection in Hagåtña is Marine Corps Drive and Route 4 at Paseo de Susana. This intersection is one of the busiest in Guam and is sometimes confusing for unfamiliar drivers, such as tourists. It does not have traditional turn lanes and people sometimes drive in the wrong lane or turn when they are not in a turn lane. This intersection would benefit from improved directional signage (possibly overhead) to direct drivers to the correct location to make turns. Other intersections identified for enhancement include Marine Corps Drive in front of Adelup, Marine Corps Drive and Aspinall Avenue (access to Chamorro Village and the Fisherman's Co-op), Route 4 and O'Brien Drive, and Marine Corps Drive and Route 8. Additionally, one new signalized intersection is proposed along Marine Corps Drive, near 7th Street. This would support the residential area south of Marine Corps Drive and would enhance safety and access to revitalized commercial activity on the north side.

Wayfinding

Wayfinding is an important tool cities and villages use to sufficiently connect people to places. Wayfinding signage is a guide for residents and visitors to depend on to direct them where to find their destination. Hagåtña's wayfinding signage has three scales: gateway monuments, district kiosks, and interpretive panels. Each of these three wayfinding scales feature similar appearances and materials, but also support each district's theme and character.

Gateway Monuments

There are three types of gateways that should be included on streets throughout Hagåtña to indicate to residents and visitors their location. These are major gateways, minor gateways, and special gateways.

Major gateways are large, iconic, artistic entryways into Hagåtña along the major roads. These inform visitors they are arriving into the city, and are instrumental in creating a sense of identity. Hagåtña will have three major gateways. Two will be located at Hagåtña's eastern and western borders along the most highly trafficked roadway—Marine Corps Drive. The third major gateway will be located at Hagåtña's southern border along Route 4.

Minor gateways are similar to major gateways, but would be smaller scale. They would also identify that one is entering Hagåtña and would be located along the smaller entry roads. Since they are on less trafficked, and slower speed roads, they do not need to be as large and monumental as the major gateways. There are three locations identified for minor gateways: located at Hagåtña's eastern borders along Route 8 and O'Brien Drive, plus one on the southern border along Route 7 near Tatuhan Park.

Special gateways are located in central Hagåtña and denote areas of special interest. They inform people that they are in the heart of Hagåtña at areas of significance. Two special gateways are identified along Marine Corps Drive — one at the intersection of Marine Corps Drive and Route 4, and the other on Marine Corps Drive directly across from Chamorro Village. The Route 4 / Marine Corps Drive gateway would provide a graphical representation of Hagåtña's central intersection and include public art and directional signage to assist drivers in getting where they want to go. The Chamorro Village gateway would include a pedestrian crossing over Marine Corps Drive and have a "Welcome to Hagåtña" sign. It would include cultural art and be thematically linked to Chamorro Village.

District Kiosks

District kiosks are located at intersections with high pedestrian traffic but are large enough to be seen by bicyclists and drivers. They reflect the residing district's theme and character, and inform the user about the district, where they are, and what attractions / destinations are found within that district.

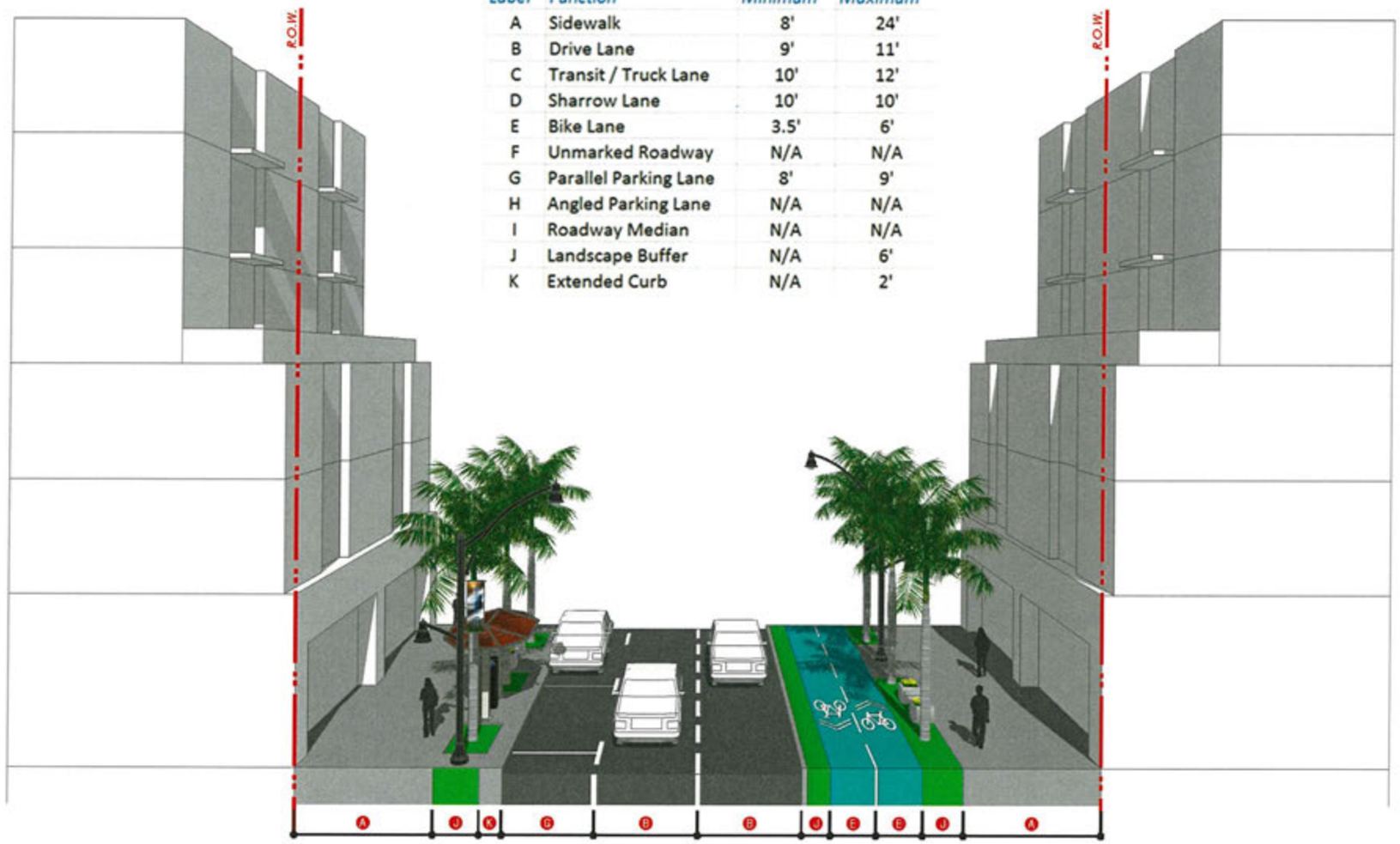
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Downtown Two-Way Street			
Label	*Function*	*Minimum*	*Maximum*
A	Sidewalk	6'	20'
B	Drive Lane	9'	11'
C	Transit / Truck Lane	11'	12'
D	Sharrow Lane	9'	10'
E	Bike Lane	3.5'	6'
F	Unmarked Roadway	N/A	N/A
G	Parallel Parking Lane	8'	9'
H	Angled Parking Lane	18'	18.5'
I	Roadway Median	N/A	9'
J	Landscape Buffer	N/A	6'
K	Extended Curb	N/A	2'

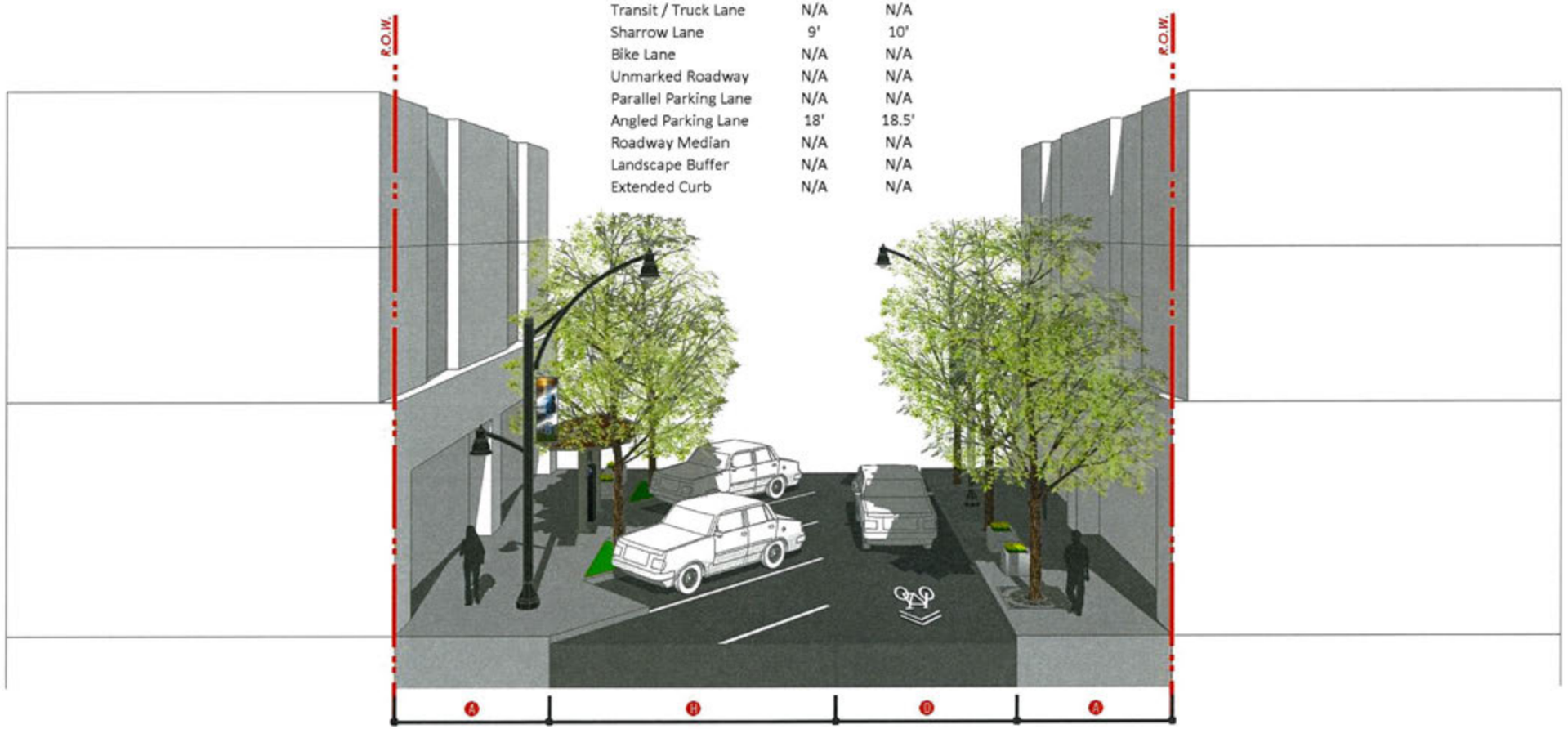
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Downtown One-Way Street - A			
Label	*Function*	*Minimum*	*Maximum*
A	Sidewalk	8'	24'
B	Drive Lane	9'	11'
C	Transit / Truck Lane	10'	12'
D	Sharrow Lane	10'	10'
E	Bike Lane	3.5'	6'
F	Unmarked Roadway	N/A	N/A
G	Parallel Parking Lane	8'	9'
H	Angled Parking Lane	N/A	N/A
I	Roadway Median	N/A	N/A
J	Landscape Buffer	N/A	6'
K	Extended Curb	N/A	2'



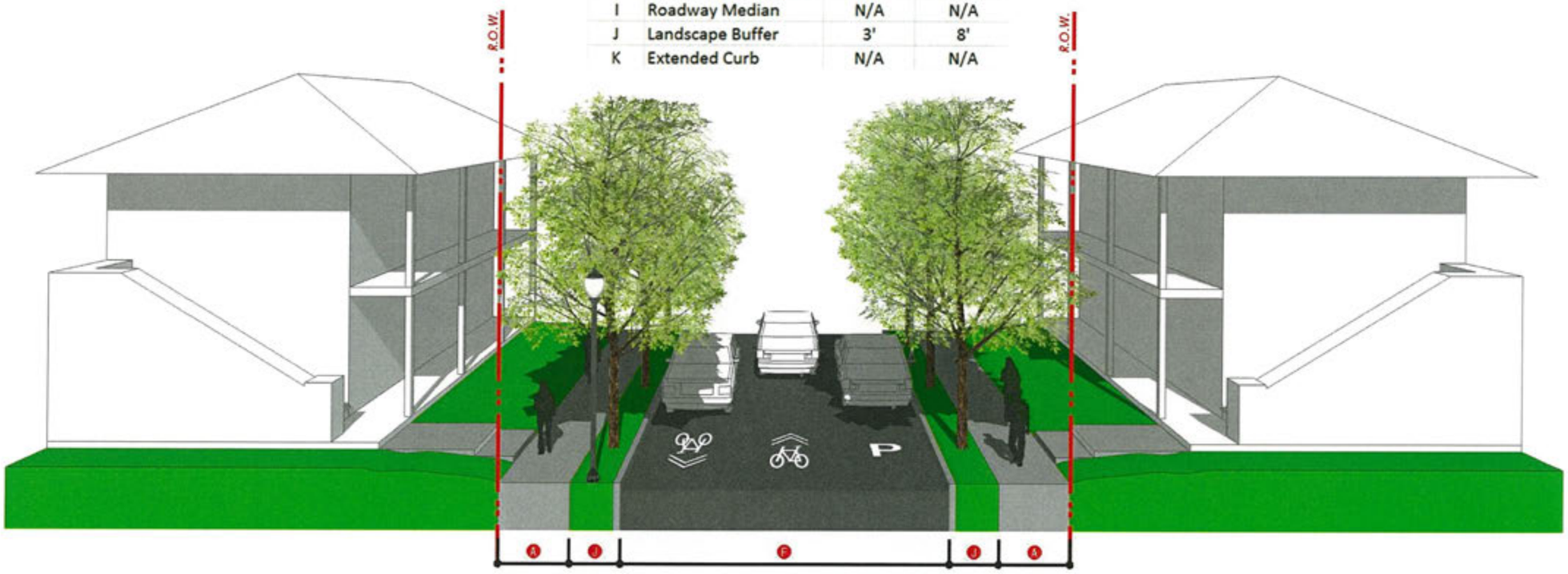
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Soledad Avenue		
Function	*Minimum*	*Maximum*
Sidewalk	8'	18'
Drive Lane	9'	11'
Transit / Truck Lane	N/A	N/A
Sharrow Lane	9'	10'
Bike Lane	N/A	N/A
Unmarked Roadway	N/A	N/A
Parallel Parking Lane	N/A	N/A
Angled Parking Lane	18'	18.5'
Roadway Median	N/A	N/A
Landscape Buffer	N/A	N/A
Extended Curb	N/A	N/A



Doc. No. 35GL-20-1498.

Local Street			
Label	*Function*	*Minimum*	*Maximum*
A	Sidewalk	4'	10'
B	Drive Lane	8.5'	10'
C	Transit / Truck Lane	N/A	N/A
D	Sharrow Lane	9'	10'
E	Bike Lane	N/A	N/A
F	Unmarked Roadway	23'	26'
G	Parallel Parking Lane	7'	8'
H	Angled Parking Lane	N/A	N/A
I	Roadway Median	N/A	N/A
J	Landscape Buffer	3'	8'
K	Extended Curb	N/A	N/A

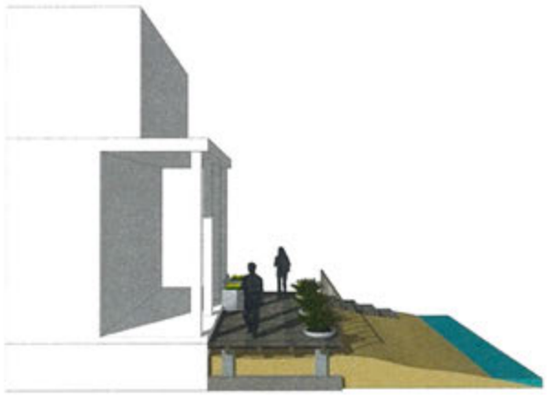


Doc. No. 35GL-20-1498.

Interpretive Panel

Interpretive panels are located at cultural and historical sites in Hagåtña, typically along trails and in parks. They inform pedestrian users about the site's cultural, historical, and natural importance to Hagåtña. They are multilingual to accommodate locals and tourists.





Pedestrian and Bicycle Systems

A safe and well-integrated pedestrian and bicycle system throughout Hagåtña would promote active lifestyles that improve overall quality of life. Effective pedestrian and bike systems help improve health and minimize vehicular trips, which will create a less congested city. Pedestrian and bicycle networks will weave throughout the city, connecting to transit stations.

Trails

Trails support pedestrian and bicycle activity. The trails will be connected to proposed transit stations and other sidewalks. Each trail will be marked by trail identification signs. The future trails network is shown on Figure 5-2.

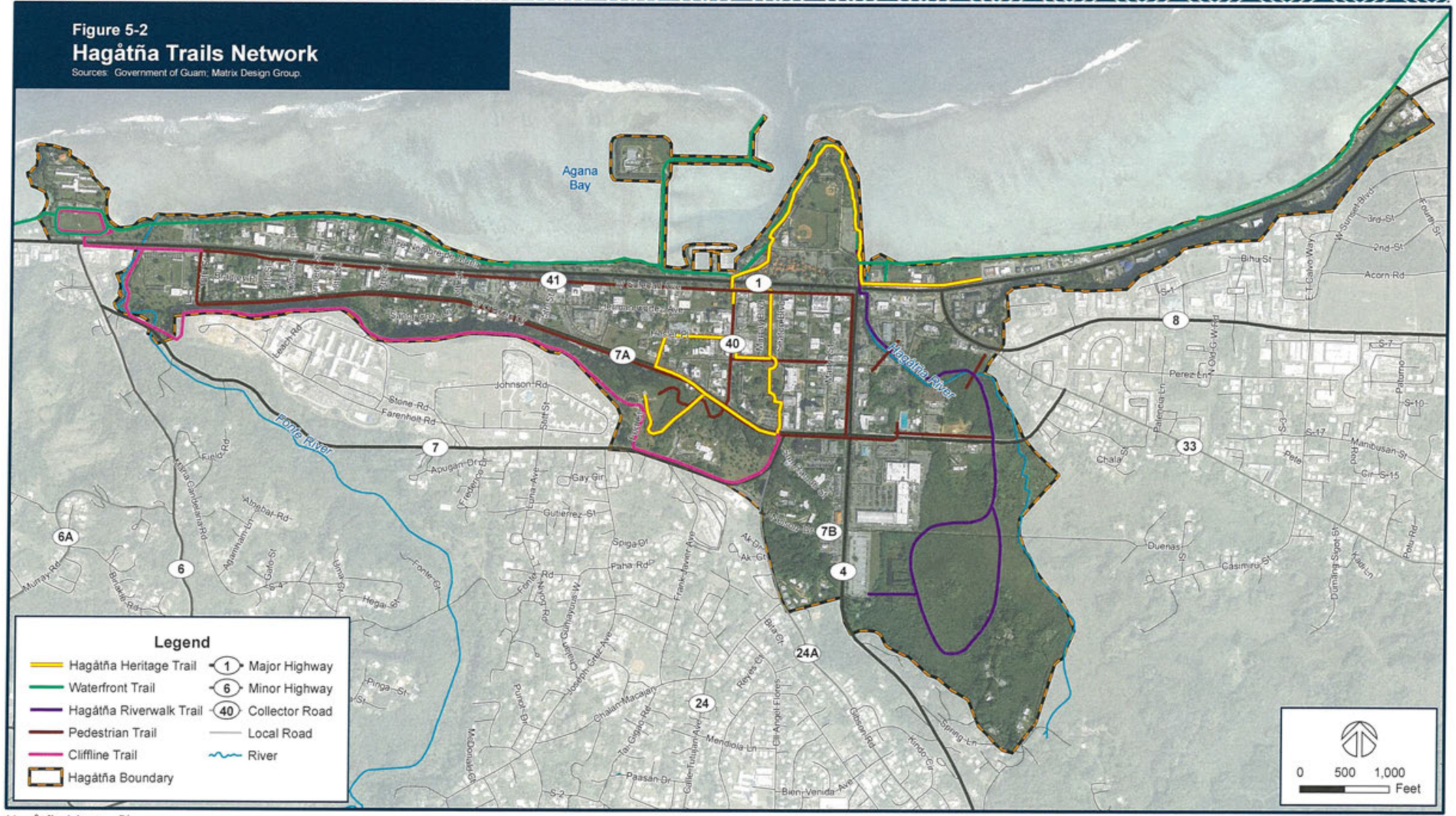
Waterfront Trail

The Waterfront Trail, located in the Waterfront District, is a pedestrian trail that runs along Hagåtña's shoreline east to west. This existing trail leads pedestrians to culturally significant sites from the Latte of Freedom to the Great Seal of Guam Park and provides scenic views. The eastern side of the trail serves a more tourist purpose, with the beaches and recreational areas on that side of the shoreline. Although the whole trail will be improved, most of the improvements will be concentrated west of the Paseo de Susana. This part of the trail is in poor condition and generally unsafe for pedestrians and bicyclists who are looking to stroll along the shoreline. Furthermore, this part of the trail is difficult to access. Infrastructure enhancements will be made including lighting, wayfinding, re-pavement, and sidewalk connections.



Doc. No. 35GL-20-1498.

Figure 5-2
Hagåtña Trails Network
Sources: Government of Guam; Matrix Design Group

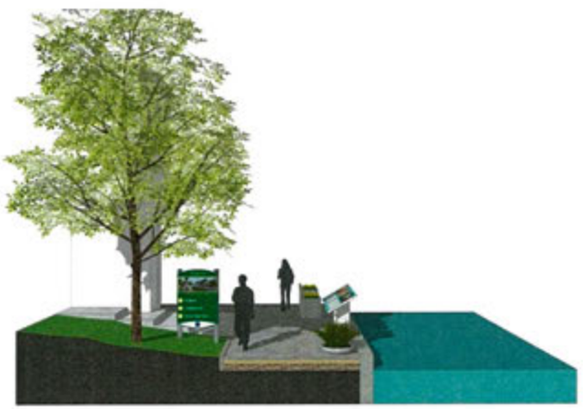


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Hagåtña Riverwalk Trail

The proposed Hagåtña Riverwalk Trail will run from Marine Corps Drive to O'Brien Drive, starting in the Waterfront District at the Great Seal of Guam Park, but mainly located in the Riverwalk District. The Hagåtña Riverwalk Trail would allow pedestrians to enjoy the views of the waterfront while also providing options for retail and other mixed-use opportunities. This new trail will require construction for flood control improvements, as well as a new pedestrian bridge across the river to Hagåtña Central Park. The redevelopment will encourage tourism, shopping, dining, and recreation in this district.





Doc. No. 35GL-20-1498.

Pedestrian Trail

The proposed pedestrian trail would be an extension of pathways from the City Center District. It runs east and west along O'Brien Drive, with an offshoot onto Aspinall Avenue, connecting to the Main Street (as well as Chalan Santo Papa Juan Pablo Dos and the trail up to Fort Santa Agueda). This trail would be a large factor in promoting walkability throughout Hagåtña and would provide residents and visitors a safe method to navigate the city on foot. The trail passes through every district, except the Waterfront District, which has its own Waterfront Trail. The addition of this trail would improve sidewalk conditions that are either nonexistent or impaired.



Heritage Trail

The Heritage Trail runs through the Waterfront District and the City Center District, emphasizing both historical and cultural landmarks throughout Hagåtña. The trail is proposed to be rerouted to include historical and cultural sites that are not currently included. The Heritage Trail will provide a tour of notable monuments, parks, and features throughout the city. This vital path will increase connectivity and add to the network of trails and pedestrian links. The Historical and Cultural Element includes additional information about the Heritage Trail.



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Pedestrian / Bicycle Safety

There are currently only three roadways in Hagåtña that provide sidewalks for pedestrians. Lack of sidewalks creates safety issues for pedestrians who are often forced to use the shoulder of a road. This is a concern as the shoulder provides no barrier between pedestrians and cars. In addition, cars often use the shoulder of the road for on-street parking, which creates a hindrance for bicyclists and pedestrians. Sidewalks should be constructed by roadways that are currently lacking in pedestrian amenities. Furthermore, improvements will be made to sidewalks that are obstructed. An increase in lighting along the sidewalks will also help to improve pedestrian safety. Marked crosswalks and pedestrian safety devices should be included along the sidewalks.

Another infrastructure development designed to enhance pedestrian and bicyclist safety is a pedestrian bridge over Marine Corps Drive from Skinner Plaza to Chamorro Village. Rather than attempting to cross 6 to 7 lanes of traffic, pedestrians and bicyclists on the Heritage Trail can travel over the busy highway, without waiting at stop light, getting caught in the middle of the crosswalk, or fear getting hit by motorists.

Transit Service

With coastal destinations, major government facilities, historical landmarks, and retail, Hagåtña is in need of a reliable transit system for both internal (movement throughout Hagåtña) and external (movement into and out of Hagåtña) movement. Growth and revitalization in Hagåtña calls for improvements to the current transit system, such as the implementation of transit stations and an improved trolley system. A well-serviced public transit network would alleviate traffic from private automobiles in Guam.

Guam Island-Wide Transit

Guam has very limited transit services between villages and lacks the necessary infrastructure for mass transportation. Continued growth in entertainment and tourism related development, downtown revitalization, and enhancement of recreational facilities will require improvements to Hagåtña's transit services. However, Guam as a whole contains limited public transportation options and lacks important infrastructure for mass transportation development. Whereas many metropolitan areas in and across the nation have multiple bus, cab, train, and trolley services with respective stations and hubs; Guam's current infrastructure cannot support these. Developing public transportation transfer centers, or hubs in Hagåtña, where passengers can conveniently transfer between multiple modes of transportation—local bus routes, trolleys, personal motor vehicles, bicycles—will help jumpstart the necessary infrastructure investments in Guam.

Transit Stations

There are three proposed transit stations throughout Hagåtña that would serve as hubs for island-wide public transit. Each station would include transportation between villages, tourist drop-off, and park-and-ride facilities. They would also be connected to the proposed trolley route. The transit stations will have a saw-tooth layout to accommodate multiple buses at the same time, without interrupting the flow of traffic. The stations will service both public transit buses and the Hagåtña Trolley. In addition, commuter amenities would be provided such as shade structures, rain shelters, covered seating, lighting, ticket kiosks, and park-and-ride facilities.

Chamorro Village Transit Station

This proposed station is located where many transit services in Hagåtña already meet but would now provide a permanent sheltered hub. Tourists and shoppers would be the main commuters at this station. The Chamorro Village Transit Station would be located near the Chamorro Village Parking Garage.

Hagåtña Pool Transit Station

While the Chamorro Transit Station is geared more towards tourists, this station would support workers who are coming into Hagåtña from other villages. The Hagåtña Pool Transit Station would also provide park-and-ride options for workers who could then use the trolley system to commute to their job location. It would be located near the proposed Hagåtña Pool Parking Garage.

Government Center Transit Station

The Government Center Transit Station will support workers who are coming into Hagåtña from other villages. Like the Hagåtña Pool Transit Station, this one would also provide park-and-ride options for workers who could then use the trolley system to commute to their job location. It would be located near the Government Center Parking Garage.

Trolley System

Public transit in Hagåtña is minimal and a city-wide transportation system is nonexistent. The current bus system does not always have reliable service and does not serve some parts of Hagåtña. The Tumon area maintains an active and popular trolley system composed of dedicated buses servicing primarily tourists for shopping purposes. While some tourism travels to Hagåtña via tour company buses, there are no dedicated trollies for the public. Implementing a similar trolley system in Hagåtña would support enhanced transportation options for tourists, employees, and residents. The proposed trolley system would circulate through

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Trolley System

Public transit in Hagåtña is minimal and a city-wide transportation system is nonexistent. The current bus system does not always have reliable service and does not serve some parts of Hagåtña. The Tumon area maintains an active and popular trolley system composed of dedicated buses servicing primarily tourists for shopping purposes. While some tourism travels to Hagåtña via tour company buses, there are no dedicated trollies for the public. Implementing a similar trolley system in Hagåtña would support enhanced transportation options for tourists, employees, and residents. The proposed trolley system would circulate through Hagåtña's downtown core, providing convenient access to many destinations, including:

- Agaña Shopping Center
- Hagåtña Riverwalk
- Plaza de España
- The Guam Museum
- Skinner Plaza
- Hagåtña Historic District
- Sirena Park and Spanish Bridge
- Chamorro Village
- Paseo de Susana
- Fisherman's Co-op
- Gregorio D. Perez Marina
- Santos Latte Park
- Cliff line fortifications
- Hagåtña Central Park

This system would run on a continuous cycle with 12 stops encompassing various locations in Hagåtña, including the proposed transit stations at Chamorro Village and the Hagåtña Pool or GovGuam Government Center Complex. There would be multiple trolley cars to allow for service at each stop approximately every 15 minutes during the day.

The trollies would be free for riders and funding may include sources such as HOT funds, tour operators, and local businesses. This trolley system would alleviate many traffic and parking issues Hagåtña faces today. The trolley route and stations are shown on Figure 5-3.

Parking

Parking in Hagåtña should be adequate enough to support vibrant communities and decrease parking congestion along streets. Three new proposed parking garages would supplement most of the new and existing parking demands, specifically during Hagåtña's busiest hours and during special events. The addition of parking garages would prevent sprawled surface parking, and make prime land available for development or park space.

Proposed parking garages are located in highly trafficked areas that do not currently have sufficient parking, and are compatible with other methods of transportation, such as transit centers. Parking design should not be obtrusive or detract from its surrounding landmarks, sites, or general environment. For enhanced public safety measures, parking garages must be well lit at night.

The three new parking garages are located at Chamorro Village, Hagåtña Central Park, and the Government Center Complex.

The Chamorro Village parking garage supports those visiting Chamorro Village, Paseo Stadium, the Marina, or other activities and special events occurring at Paseo Park.

The Hagåtña Central Park parking garage supports those visiting Hagåtña Central Park, and as a park-and-ride location for the transit station.

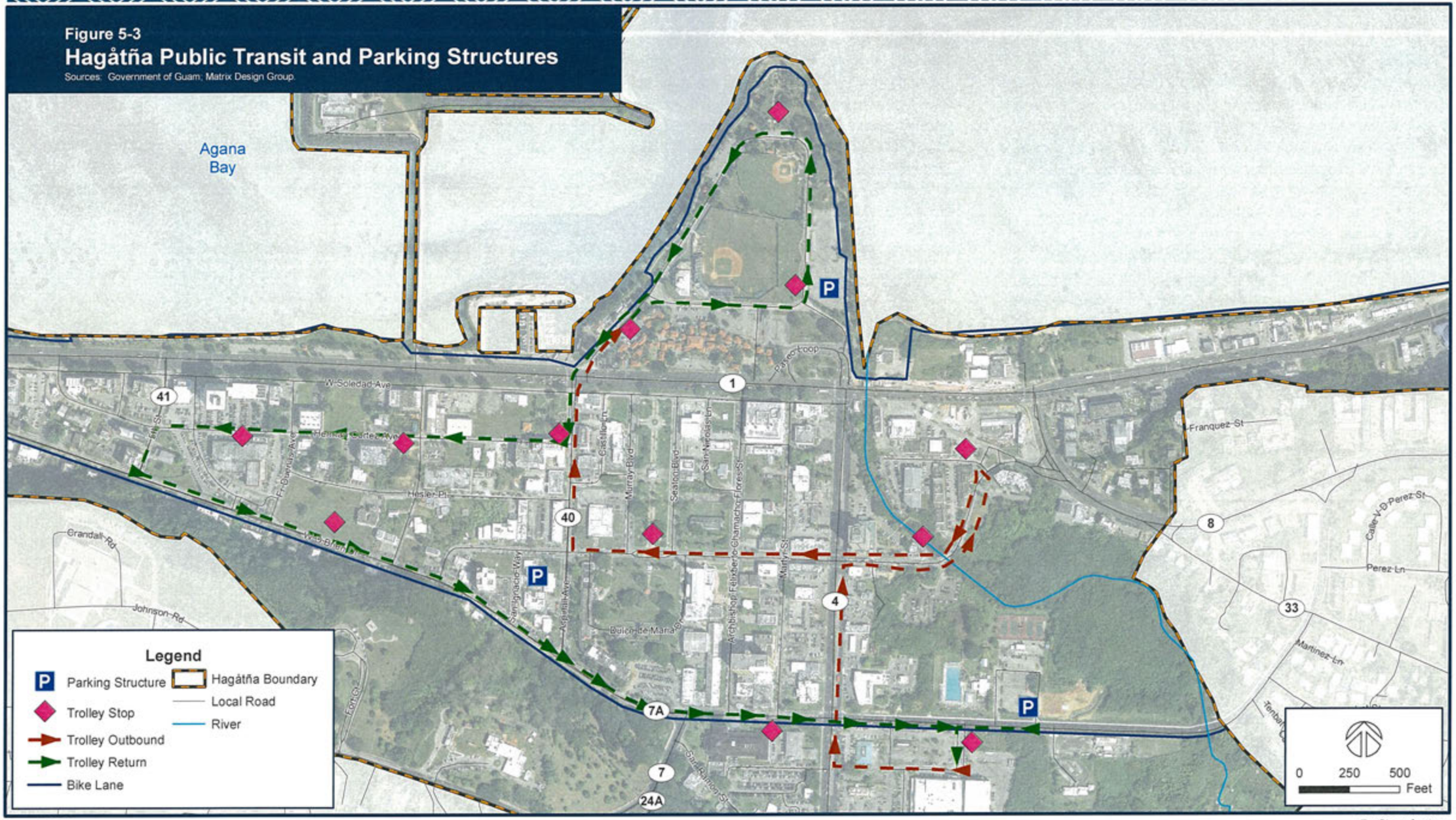
The Government Center Complex parking garage will contain 329 spaces, supporting employees of the consolidated government center located in the heart of Hagåtña, as well as tourists visiting Hagåtña's cultural and historical sites in the City Center District.

Financing

Potential financing and funding mechanisms for Circulation improvements are discussed in Chapter 8, Governance, of this Master Plan.

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Figure 5-3
Hagåtña Public Transit and Parking Structures
Sources: Government of Guam; Matrix Design Group.



Doc. No. 35GL-20-1498.

HAGÅTÑA MASTER PLAN

Preserving Our Past. Shaping Our Future.

6. Infrastructure

Inside Chapter 6...

6.1 Issues and Opportunities 6-1
6.2 Goals and Policies 6-3
6.3 Planning Framework 6-6

Infrastructure is essential for Hagåtña to grow and develop. This element establishes an infrastructure plan based on Hagåtña's needs and growth projections. Important topics in this element include water, wastewater, storm drainage, and electrical distribution. Infrastructure in Hagåtña is operated by the Government of Guam. In the future, Hagåtña will have a healthy infrastructure system that is capable of efficiently supporting existing and future growth. The Infrastructure Element must be coordinated with Government of Guam departments that provide utilities (Guam Waterworks Authority, Guam Power Authority, and Department of Public Works) to ensure planning goals and policies are achieved.

The Infrastructure Element supports these guiding principles:

- Establish a vibrant downtown
- Promote economic growth

6.1 Issues and Opportunities

Issues

Water System. Piping material for the lines in Hagåtña include cast iron (13,517 feet), ductile iron (2,536 feet) and polyvinyl chloride (50,550 feet) and range anywhere from 11 to 40+ years old and main trunk lines run anywhere from 2 feet to 20 feet in diameter. Much of GWA's water system infrastructure is adversely affected by natural disasters, poor maintenance, and vandalism. Also, due to the age of some of the infrastructure, equipment within the system has periodically been disrupted by inconsistent delivery of power. Furthermore, the system network does not have a separate water transmission system to convey water from supply to storage and then from storage to customers through the distribution system. The transmission and distribution of water are combined into a single network, which may lead to significant challenges now, and as water demands increase in the future.

Wastewater Treatment Plant. The Hagåtña Wastewater Treatment Plant (WWTP), also called the Agaña Sewage Treatment Plant, is located on a 498-foot by 698-foot man-made island in the Agaña Bay, connected to shore by a single access road directly west of the Gregorio D. Perez Marina and Paseo de Susana. The Hagåtña facility discharges its treated wastewater through a 42-foot ocean outfall (outlet) which extends nearly 2,500 feet into the Pacific Ocean. Discharges may be released and flow by gravity or be pumped to the ocean outfall by the lift station when gravitational flow is insufficient. A sludge dewatering centrifuge was installed at the station to thicken sludge, however, the centrifuge is currently inoperable and solids have to be hauled up to the Northern treatment plant for dewatering. While this approach may alleviate some of the operations at the Hagåtña WWTP, it decreases efficiency and operations at the plant, and decreases operational capacity at the Northern plant.

According to the National Pollutant Discharge Elimination System (NPDES) permit fact sheet for the plant, the average daily and peak hourly design flow capacities of the facility are estimated at 12.0 and 34.1 mgd respectively. From 2011 Discharge Monitoring Reports (DMR) data, EPA determined that the monthly average discharge flow is 6.5 mgd and the maximum discharge flow is 9.9 mgd. Approval of wastewater outfall discharge is based on a 1986 NPDES permit issued for the plant. This permit expired in 1991 and multiple applications for renewal have been denied by the Environmental Protection Agency (EPA) due to discharged wastewater impacts to coastal water quality and the coral reef environment. The most recent NPDES re-application for the plant was submitted in 2013.

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The location of the Agaña Sewage Treatment Plant is poorly sited and is not compatible with the future character of Hagåtña. It is unattractive and odorous and takes away from the charm of the waterfront.

Wastewater Treatment Connections. While there are considerable amounts of sewer mains located throughout Hagåtña, there are still areas in Hagåtña that are not connected to sewer lines. Any additional development and increase in residences in Hagåtña would require either new or enlarged sewer mains or new sewer connections.

Storm Drainage and Flooding. Storm drainage infrastructure was primarily developed with roadway infrastructure and most recently, through construction and road widening projects along Routes 1, 4 and 8, with most runoff draining into the Hagåtña River or the ocean. The below-ground drainage system is said to perform adequately, but gets overburdened during heavy rain events. Additionally, because of the age of some roadways, and new standards for storm drainage and hazard mitigation, a systematic enhancement may be needed.

Currently, the Guam Zoning Law regulations do not address stormwater management practices; however, the subdivision law does regulate to some extent. The subdivision law states that subdivisions must include storm drainage facilities that shall "be designed to dispose of normal stormwater falling on the subdivision without hazard of flooding, inconvenience of ponding, or the erosion of public and private lands."

Flooding caused by storm surges, flash floods, and flooding of the Hagåtña River often impacts necessary daily operations and critical infrastructure within the downtown area. Furthermore, flooding has impacted development projects and construction within Hagåtña to the extent that millions of dollars of additional funding may be required to correct and/or mitigate these impacts.

Storm water will continue to be handled primarily with shallow ponding basins within the open landscaped areas of the city. Any storm runoff that is beyond capacity will be contained in below-grade open, but grated trenches in the surface parking lots. Hagåtña has a municipal storm drainage system in place, which should be used in combination with onsite storm water control and disposal features.

The west side of southern Guam (which includes Hagåtña) is traversed by rivers that are short with steep gradients and small drainage areas. Marine Corps Drive is located very close to the mouths of several of these rivers, like the Hagåtña River. Several rivers are designated as primary floodways by the Federal Emergency Management Agency (FEMA), while others are designated as flood hazard zones with minimal flooding potential. The Fonte River and Hagåtña River areas are both classified as floodways, areas with more than minimal flood potential.

Utility Pole and Power Line Impediments. The extensive use of overhead transmission cables is very visible in the urbanized setting of Hagåtña due to the number and close adjacency of transmission facilities. Furthermore, there is private residential encroachment within infrastructure easements. As a result, most utilities are not located in their 10-foot designated utility easements.

The GPA infrastructure in Hagåtña consist mostly of secondary overhead conductors (power lines), with several transmission lines and primary overhead conductors passing through the entirety of Hagåtña (along Routes 7 and 7a, and along Marine Corps Drive near Adelup Point). Transmission lines are held up by power poles, and transfer energy from power plants to electrical substations. Overhead conductors connect to these transmission lines and transfer power to the different users connected to the distribution system. Primary and secondary conductors differ in their sizing and varying current-carrying capacity. There is roughly 21,000 feet of transmission lines, and 115,200 feet of overhead (primary and secondary) conductors in Hagåtña. There are very few underground conductors in Hagåtña. In total, there are roughly 14,864 feet of underground (primary and secondary) conductors. With the majority of transmission facilities above ground, views within Hagåtña are impacted by these facilities, which can give a cluttered and distracting look. Hagåtña contains approximately 736 power poles, with a lack of available poles in certain areas (primarily to the east of Route 4), which may lead to current and / or future capacity needs in Hagåtña.

In terms of pedestrian access, power poles placed in or next to the sidewalk sometimes take up space in the sidewalk, which causes an unsafe and unpleasant pedestrian experience. Relocating power underground would also allow more space around the sidewalk for street trees, shade structures, urban art, and other pedestrian amenities. Due to costs of an estimated $18 million, it may not be feasible to relocate the entire 23 miles of overhead power lines in Hagåtña underground, but some existing lines could be moved in key areas, such as along Aspinall Ave, which will function as a Main Street for pedestrian activity.

Opportunities

Utility upgrades. There are large utility facilities located in Hagåtña, including the Hagåtña electrical substation, which serves the region. Several major improvements are planned for this facility, which would help increase capacity and efficiency. Additionally, underground electrical systems in some areas or for new development are hopeful.

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Water Drainage Contributions. The Hagåtña River and the Fonte River are major contributors to storm drainage in the village and have been recently renovated. The surrounding wetlands also contribute to storm drainage and retention, land conservation and habitat rejuvenation.

Wastewater Treatment Plant Relocation. Alternative sites for the relocation of the treatment plant have been explored. The plant currently requires many upgrades to bring it into compliance with federal standards. Instead of putting money into upgrading the facility, it should be relocated outside of Hagåtña's waterfront. This would open up a wide variety of opportunities in the area, which are further described in the Land Use Element.

6.2 Goals and Policies

Infrastructure serves as the backbone of a city. In Hagåtña, that backbone comprises water and wastewater facilities, storm drainage infrastructure, and electrical power distribution. These services help contribute to the quality of life of the citizens of Hagåtña.

Goal I-1

To have potable water readily available in Hagåtña and of high quality.

Policy I-1.1	The GWA shall implement cost-effective water conservation programs to reduce capital investment in distribution systems and treatment plants through reduction in water demands.

Goal I-2

To ensure the provision and sizing of adequate storm drainage facilities to accommodate existing and planned development.

Policy I-2.1	The City shall conduct a flood study to identify areas affected by flooding.
Policy I-2.2	The City shall encourage the use of setbacks and flood protection areas as part of an open space pedestrian-way and bikeway network throughout Hagåtña.
Policy I-2.3	The City shall support the implementation of flood control projects and sediment retention basins.
Policy I-2.4	The City shall construct necessary drainage improvements in flood prone areas. Where replacement drainage is required for flood protection, these systems shall be designed, constructed, and maintained using structural controls and best management practices.
Policy I-2.5	The City shall design drainage systems that protect coastal water quality by incorporating best management practices to remove pollutants from runoff.
Policy I-2.6	The City shall minimize the increase in discharge of stormwater runoff to coastal waters by preserving flood storage capacity and encouraging infiltration of runoff.
Policy I-2.7	The City shall provide storm drainage facilities with sufficient capacity to protect the public and private property from storm water damage. The facilities will also be implemented in a manner that reduces all public safety and / or environmental impacts associated with the construction, operation, or maintenance of any required drainage improvements (e.g., drainage basins, etc.).
Policy I-2.8	The City shall require adequate provision of erosion control measures as part of new development to minimize sedimentation of streams and drainage channels.

Goal I-3

To have adequate and appropriate infrastructure that encourages new growth and development in Hagåtña.

Policy I-3.1	The City shall require any new development over one acre to bury power lines underground.
Policy I-3.2	The City shall identify priority areas where power transmission lines should be placed underground.
Policy I-3.3	The City shall assess private developer costs commensurate with the amount needed to address the burdens of new service demands resulting from a specific project or development.
Policy I-3.4	The City shall maintain a comprehensive set of development impact fees to distribute infrastructure and service costs in an equitable manner and adhere to a regular fee schedule review and revision program.
Policy I-3.5	The City shall create a "development proposal assessment" to determine new infrastructure demands prior to rezoning or development approval.
Policy I-3.6	The City shall adhere to a pay-as-you-go philosophy for infrastructure extension and expansion.

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Policy I-3.7 Increase the use of renewable resources in all Government of Guam buildings, facilities, and vehicles. Utilize renewable energy for water pumping or other energy services which can take advantage of intermittent energy resources.

Policy I-3.8 The City shall promote environmentally and culturally sensitive use of renewable energy resources like solar and hydroelectric energy.

i) Develop incentives and requirements for energy-efficient building design and site development practices through various approaches.

ii) Develop, compile, and disseminate information on new energy technologies, policies, and programs that may prove helpful to the community's economy and environment.

Policy I-3.9 The City shall create a Capital Improvement Plan for Hagåtña.

Policy I-3.10 The City shall require that new development complies with the City's adopted Capital Improvement Plan and provide fair share contributions towards existing and future improvements necessary to serve the development. If developments vary in intensity and distribution from that assumed in the existing Capital Improvement Plan, the City master plans will be updated and approved with that development.

Goal I-4

To ensure the provision of a water system with adequate supply transmission, distribution, and storage facilities to meet the needs of existing and future development.

Policy I-4.1 The City shall provide a water distribution system.

Policy I-4.2 The City shall develop a long-term reliable supply of water that will permit the city to meet the existing and future demands of development.

Policy I-4.3 The City shall require the availability of an adequate water supply to be demonstrated before approving new development.

Policy I-4.4 The City shall strive to maintain a five-year lead time in the planning of needed water system improvements and include identified improvements within the City's Capital Improvement Program (CIP).

Policy I-4.5 The City should allow use of connection fees for improving and upgrading offsite facilities as appropriate and to support the overall system integrity necessary to serve the new development.

Policy I-4.6 The City shall require new development to be responsible for construction of water transmission and distribution lines less than 18 inches in diameter. Provision will be made allowing reimbursement from Third Parties should such lines result in an "over-sizing" for a particular development.

Goal I-5

To establish adequate sanitary sewers, wastewater treatment capacity and effective reuse of effluent to accommodate existing and future development in order to protect public health and safety.

Policy I-5.1 The City shall continue to provide sanitary sewer services and operate public facilities in a manner that does not endanger the public's health, safety, and welfare.

Policy I-5.2 The City shall research viable options for the reuse of treated wastewater with priority to recreational, agricultural users; landscaping along roadways; and wetland mitigation areas.

Policy I-5.3 The City shall strive to maintain a five-year lead time in the planning of needed wastewater system improvements and include identified improvements within the City's Capital Improvement Program (CIP).

Policy I-5.4 The City shall use the best available control technology appropriate to dispose of treated effluent based upon factors of reliability, economic feasibility, and the ability to meet discharge permit requirements.

Policy I-5.5 The City shall prohibit cross-connection of sanitary sewer and storm drain systems.

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Policy I-5.6 The City shall require new development to be responsible for construction of all sanitary sewer lines serving such development. Provision will be made allowing reimbursement from Third Parties, or credits against City wastewater fees (as approved by the Director of Public Works) should such lines result in an "over-sizing" for a particular development.

Goal I-6

To ensure the provision of an efficient program for the management and reduction of solid waste materials, including collection and disposal, in order to protect public health and the natural environment, to conserve energy and natural resources, and to extend landfill capacity.

Policy I-6.1 The City shall require solid waste collection services for existing and new developments to ensure the maintenance of health standards.

Policy I-6.2 The City shall promote maximum use of solid waste reduction, recycling, and composting of wastes for a reduction in residential, commercial, and industrial waste disposal.

Policy I-6.3 The City shall encourage the recycling of construction debris.

Policy I-6.4 The City shall ensure that all new buildings and facilities have proper facilities for solid waste storage, handling, and collection pickup prior to issuance of building permits.

Policy I-6.5 The City shall aggressively pursue measures for recycling of materials and pursue a financing mechanism for solid waste reduction programs.

Policy I-6.6 The City shall implement the goals and policies of the zero waste and solid waste management plans.

Goal I-7

To provide adequate and efficient public utilities that meet the needs of residents of the city.

Policy I-7.1 The City shall coordinate with gas and electricity providers for the planning of extension of gas and electrical facilities.

Policy I-7.2 The City shall require undergrounding of utility lines in new development, except where it is not feasible due to the electrical transmission load or other operational issues as confirmed by the utility provider.

Goal I-8

To expand communication system services to improve personal convenience for residents of the city.

Policy I-8.1 The City shall work with telecommunication providers to ensure that all residents and businesses will have access to telecommunications services, including wide band service. To maximize access to inexpensive telecommunications services, the City shall encourage marketplace competition from multiple service providers.

Policy I-8.2 The City shall expand opportunities for citizen participation for all residents through use of communication technologies such as the City website, cable channel bulletin boards, and public service / educational programming.

Policy I-8.3 The City shall encourage the siting of telecommunications infrastructure using the following guidance to minimize the visual impact of wireless communications facilities:

- Locate in areas that minimize visibility from public rights of way and residential areas;
- Whenever possible, locate on existing buildings, poles, or other support structures; and,
- Facilities should be painted, camouflaged, textured, or otherwise designed to better integrate into existing conditions adjacent to the installation site and to minimize visual impacts.

Goal I-9

To provide adequate fire and police protection facilities and services to ensure the safety of residents and the protection of property in the city.

Policy I-9.1 The City shall promote public awareness of fire and emergency procedures by developing new and expanding existing public fire safety and emergency life support education programs.

Policy I-9.2 The City shall strive to maintain a firefighting capability sufficient to maintain a fire response time of five (5) minutes or less as a general guideline for service provision and locating new fire stations.

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Policy I-9.3	The City shall provide fire station facilities, equipment (engines and other apparatus), and staffing necessary to maintain the City's service standards (ISO rating and response time).
Policy I-9.4	The City shall require all new developments to provide adequate emergency access features, including secondary access points.
Policy I-9.5	The City shall expand police protection service consistent with community needs and provide an adequate level of service.
Policy I-9.6	The City shall continue to promote the use of site planning and building design as a means to decrease crime.
Policy I-9.7	The City shall promote the use of volunteer and educational programs to assist police personnel.
Policy I-9.8	The City shall promote the establishment of citizen participation in safety programs, such as Neighborhood Watch and Citizens on Patrol programs.
Policy I-9.9	The City shall implement a variety of public safety measures to address crime-related issues along City-owned trail areas. Public safety measures shall include, but not be limited to, active policing using pedestrian or bicycling patrols. Emergency call boxes or solar-powered telephones shall also be placed in appropriate places along trail corridors to provide prompt access to emergency services.
Policy I-9.10	The City shall strive to maintain an average police response time of five minutes or less for priority one calls.

6.3 Planning Framework

Water

GWA has many capital improvement plans on the horizon to enhance water distribution around Guam and in Hagåtña; however, as future development projects are planned in Hagåtña, they will need to be coordinated with GWA to ensure that there is adequate water service to support the development. GWA has identified many future infrastructure improvements to be undertaken throughout Guam, several of which apply directly to Hagåtña. All of these projects are part of their Capital Improvement Project (CIP) program listing for years 2014-2019 as identified in the GWA CIP from 2014. It is important to note that none of these projects are specific to Hagåtña, they are all island-wide improvement projects, portions of which will take place in Hagåtña and support better water infrastructure in Hagåtña.

These future anticipated projects will help to reduce deficiencies in the existing water utility system in Hagåtña, as well as for the overall Public Water System in Guam. Water distribution system pipe replacements being addressed in Hagåtña are helpful, although funding is insufficient to implement all planned improvements at this time. Additionally, although budgeted funds are limited, the replacement of water mechanical metering and fire hydrants will also provide for safer infrastructure, more adequate monitoring measures, and a more reliable distribution of water.

One of the capital improvements identified in the GWA CIP for 2014-2019 that will affect Hagåtña is for a water tank located outside of the municipality, in Agaña Heights. As identified in the CIP document, project number CIP PW 12-04 will replace the existing Agaña Heights steel tanks to concrete tanks. While the tank replacement is needed due to internal and external corrosion, the replacement will reduce the tank size from 1 million gallons to 500,000 gallons, which will significantly reduce the water storage capacity for Agaña Heights, Sinajana, and areas of south Hagåtña.

Sources: Guam Waterworks Authority; GWA CIP, 2014; GWA Water Resources Master Plan, 2007; 2012 EPA Potable Water Systems Inspection Report.

Wastewater

Many future wastewater infrastructure improvements have been identified by GWA to be undertaken throughout the island of Guam, and several of these apply to Hagåtña. All of these projects are part of the GWA CIP listing for years 2014-2019, as identified in the GWA CIP from 2014. It is important to note that some of these projects are specific to Hagåtña, while others are island-wide improvement projects, portions of which will take place in Hagåtña.

Future anticipated wastewater projects for Guam and Hagåtña will help to mitigate issues the existing wastewater utility system is experiencing, specifically for the WWTP. Priority 1 upgrades and interim measures for the Hagåtña WWTP are tangible efforts at mitigating utility inadequacy, although with a total budget of just under $3,000,000 it is unknown if all necessary upgrades will be made. Additionally, the lift station upgrades and replacement of electrical control systems and collection pipes will also provide for newer infrastructure, improved capacity, and a more reliable transmission of wastewater throughout Hagåtña and Guam. Finally, the assessment of the needs for backup power and a Sanitary Sewer Evaluation Study (SSES) will allow GWA to outline projects to reduce inflow and infiltration in the sewer system.

Sources: Guam Waterworks Authority; GWA CIP, 2014; GWA Water Resources Master Plan, 2007; NPDES Permit Fact Sheet, Agaña Sewage Treatment Plant, 2013

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Storm Drainage

Land development changes the physical, chemical, and biological conditions of waterways and water resources. The addition of buildings, roadways, parking lots, and other impervious surfaces can reduce natural infiltration, increase runoff, and provide additional sources of pollution.

Additional necessary drainage improvements were determined within the 2010 Storm Water Drainage Master Plan by evaluating and identifying the following: deficiencies in drainage conveyance and storm drain systems; issues regarding hillside, channel and shoreline erosion; potential undermining at bridges; areas prone to sever sediment and/or debris deposition; and maintenance issues. From these improvements, roughly 20 projects totaling over $12 million were proposed in Hagåtña. The majority of the improvements were to address erosion control and storm drain or conveyance improvements, although it is unknown if funding for these projects has been identified.

Electrical Distribution

GPA has identified many future infrastructure improvements to be undertaken throughout Guam, several of which apply directly to Hagåtña. Many of these projects are part of their Engineering CIP listing for years 2011- 2015.

These engineering projects portray a great effort to improve upon in the existing electrical distribution system in Hagåtña and for the overall system in Guam. Upgrades and limitations being addressed for the Hagåtña substation, as well as the installation of

underground fiber optic lines, will provide for new infrastructure and more reliable, efficient transmission of power.

Sources: GPA Integrated Resource Plan, 2013; Generation Resource Handbook, 2008; GPA System Stability, Reliability, and Relay Protection Coordination Study, 2005; GE Digital Energy, "Line Protection with Overcurrent Relays", 2014

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HAGÅTÑA MASTER PLAN

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7. Sustainability

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Guam is one of the most environmentally, culturally and ecologically diverse islands in the South Pacific Ocean. While the intent of this Master Plan is to support economic development through tourism and other means, it is important that it is done in a way that maintains and respects the environmental and cultural heritage of the island.

The Sustainability Element identifies issues that are important for sustaining Hagåtña into the future by maintaining a culture of stewardship to enhance the natural environment, economic interests, and quality of life for present and future generations. This element lays out a plan for sustainability so that Hagåtña can be a resilient city and respond to issues and events that may be unforeseen.

Topics covered by this element include: sea level rise, water conservation and quality, and energy conservation and alternatives. This plan will help to create a city that is prepared for potential effects of climate change, as well as a city that has quality water, and multiple energy options that can lift reliance from greenhouse gas emitting energy sources. All of these factors will work together to support the level of growth recommended by this master plan.

7.1 Issues and Opportunities

Issues

Sea Level Rise. Hagåtña's location along the Agaña Bay makes it susceptible to coastal flooding that can occur from sea level rise. The global mean sea level has raised an average of 1.7 millimeters annually for the last century. The National Oceanic and Atmospheric Administration (NOAA) has been calculating sea level variation in Apra Harbor, south of Hagåtña. Their measurements indicate that the sea level rose on average 7.23 millimeters in 2014. These measurements, which go back to 2006, indicate that sea level is not increasing exponentially, but is remaining at about eight millimeters, significantly above the global average.

Sea level rise becomes a greater issue during storms, when coastal areas are susceptible to storm surge and wind-driven waves. Storm surges and wind-driven waves occur during tropical cyclones and tropical storms. Guam's tropical marine climate creates a dry season from January through June, and a wet season from July through December. Generally, cyclones and tropical storms are prevalent during the wet season. Cyclones create storm surge when the low pressure under and near the eye of the cyclone creates a rise in sea level. During storm surges, the sea level can rise by as much as five feet and with strong winds, that water can be pushed onto the land. Because Hagåtña has rivers, coastal flooding can be exacerbated since high sea levels may not allow rivers to properly drain back into the ocean. This can result in additional flooding near the outlet of the river. The Hagåtña River is specifically susceptible to over flooding.

Stormwater flooding is prone to occur, especially if storm drainage is insufficient. According to the Sea Level Rise and Coastal Flooding Impact Map provided by the NOAA a one-foot rise in sea level would create flooding issues along the coast of the Waterfront District; at five feet, flooding would impact the Agaña River and other low-lying areas in Hagåtña.

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Guam is a part of the National Flood Insurance Program (NFIP), which covers flooding damage for home and possessions providing that the applied government entity adopt and enforce a floodplain management ordinance. The Government of Guam created the Guam Floodplain Management Retrofit Plan in 1999. The requirements in this plan should be continually implemented in order to maintain compliance with the NFIP. The Government of Guam also has a Hazard Mitigation Plan that discusses natural disasters and mitigation actions, which Hagåtña can look to when planning for their own natural disaster recovery and mitigation processes.

Threats to Coral Reef and Seashore Reserve. The coral reef and seashore reserve located by the along the bay have been experiencing threats due to shoreline erosion and sewage outfall. Lack of preservation of the shoreline diminishes the ability to protect and foster the traditions of the Chamorro seafaring culture.

Opportunities

Rain Water Harvesting. Rainwater harvesting is the collection of rainwater from impervious surfaces and storing it for later use. Prior to the industrialization of water through a centralized distribution system, rain water harvesting was a widely used technique. Today, it is regaining prominence due to several issues.

Rainwater harvesting has a number benefits.

- Provides inexpensive supply of water;
- Augments drinking water supplies;
- Reduces stormwater runoff and pollution;
- Reduces erosion in urban environments;
- Provides water that needs little treatment for irrigation or non-potable indoor uses;
- Helps reduce peak summer demands; and
- Helps introduce demand management for drinking water systems.

Rainwater harvesting has significant potential to provide Hagåtña specifically and Guam generally, environmental and economic benefits.

7.2 Goals and Policies

The goals and policies of this element are designed to promote healthy and sustainable growth in Hagåtña so that the City can thrive for generations to come.

Goal S-1

To provide a high level of protection and preparation against flood damage.

Policy S-1.1	The Government of Guam shall continue to require new development to mitigate flooding problems identified by the National Flood Insurance Program (NFIP) and /or other expert information.
Policy S-1.2	The City shall encourage new development to avoid areas with high flood potential whenever possible.
Policy S-1.3	The City shall review development proposals to ensure that the capacity or ability of natural drainage is not impacted.
Policy S-1.4	The City shall evaluate and develop measures to increase structural setbacks, as appropriate, to protect structures facing the Agaña Bay.
Policy S-1.5	The City should consider the relocation of threatened and /or damaged structures and infrastructure to the landward side of the coastal high hazard area.
Policy S-1.6	The City should advocate for green infrastructure to manage storm water.
Policy S-2.1	The Government of Guam shall continue to participate in the National Flood Insurance Program (NFIP).
Policy S-2.2	The City shall provide information to the Federal Emergency Management Agency (FEMA) to ensure that Flood Insurance Rate Maps (FIRM) are updated periodically.
Policy S-2.3	The City shall actively coordinate with FEMA and property owners to implement credit for improvements that reduce flooding and other natural hazard risks.
Policy S-2.4	The City shall work with stakeholders to create, adopt, implement, and refine a plan to address sea level rise and its effects.
Policy S-2.5	The City shall implement relevant recommendations of the Guam Hazard Mitigation Plan.
Policy S-2.6	The City shall create a post disaster redevelopment plan to ensure efficient recovery following a major disaster.
Policy S-2.7	The City should research and consider implementing coastal barrier technologies and tidal stream diversion techniques.

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Policy S-2.8 The City should take local actions to both adapt to and mitigate climate change and its impacts.

Policy S-2.9 The City shall educate the public on climate change related hazards and locating high ground shelter facilities.

Goal S-2

To have a government that is organized and managed in ways that leverage climate change and sea level rise.

Policy S-2.1 The City shall institutionalize climate change education as part of a regular governmental effort throughout City departments and functions.

Policy S-2.2 The City shall ensure that all planning, public works, and related decisions take rising sea levels into consideration and take steps to minimize risk of damage or loss of life and property.

Policy S-2.3 The City should ensure that city departments and functions be informed and influenced by climate change and related initiatives.

Policy S-2.4 The City should give climate change initiatives sufficient priority in balancing the allocation of resources.

Policy S-2.5 The City shall acquire, evaluate, use, share, and update relevant scientific data.

Goal S-3

To have an adequate supply of clean water through the mitigation of water contamination.

Policy S-3.1 The City shall comply with the requirements of the Clean Water Act and other regulations with the intent of minimizing the discharge of pollutants to surface waters.

Policy S-3.2 The City shall work with the GWA monitor water quality regularly to ensure that safe drinking water standards are met and maintained in accordance with EPA regulations and take necessary measures to prevent contamination.

Policy S-3.3 The City shall work with the GWA to pursue appropriate remedies to protect against illegal dumping, hazardous spills, and contaminated sites when appropriate.

Policy S-3.4 The City shall monitor construction sites and vacant lots to mitigate illegal dumping activities.

Goal S-4

To assure adequate water for a growing population.

Policy S-4.1 The City shall work with the Government of Guam to seek long term renewable surface water options to serve growing water demands.

Policy S-4.2 The GWA should implement an active water conservation program to reduce future water demand. This plan should include the promotion of water conservation through outreach programs to community members.

Policy S-4.3 The GWA should rely on renewable and sustainable water supplies to the greatest extend possible.

Policy S-4.4 The City should advocate for the use of innovative design and operational standards, such as low flow fixtures, pervious surfaces, rain and roof gardens, xeriscaping, and other such measure.

Policy S-4.5 The City shall establish and maintain a program to educate local citizens about the benefits of water conservation and to encourage their active engagement in all aspects of water conservation methods.

Policy S-4.6 The City should allocate resources to create, adopt, and implement a range of programs and plan to promote the conservation of water.

Policy S-4.7 The City shall ensure that water conservation programs are in line with existing and future Guam Waterworks Authority conservation efforts.

Policy S-4.8 The City should continuously consider alternative means and incentives to conserve water.

Policy S-4.9 The City should study, develop and administer a water harvesting program for government properties and buildings.

Policy S-4.10 The City should study and develop a water harvesting ordinance to encourage the practice in private development.

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Goal S-5

To utilize efficient energy sources and design in developments throughout Hagåtña.

Policy S-5.1 The City shall implement energy conservation practices and the use of renewable energy sources in residential, commercial / retail, and office developments.

Policy S-5.2 The City shall encourage the development of energy-efficient buildings and communities.

Policy S-5.3 The City shall promote voluntary participation in incentive programs to increase the use of alternative energy systems in new and existing residential, commercial, institutional and public buildings.

Policy S-5.4 The City should require that master planned commercial and industrial development incorporate solar, wind, and other renewable energy generation and transmission equipment unless demonstrated to the satisfaction of a qualified renewable energy consultant to be infeasible.

Policy S-5.5 The City should develop programs to reduce energy consumption within City government facilities.

Policy S-5.6 The City should encourage the incorporation of passive and active energy and resource conservation design and devices in new residential development, and extensive remodels and / or expansions.

Policy S-5.7 The City should support research and development of alternative energy sources and encourage their use.

Policy S-5.8 The City shall work with the Guam Energy Task Force to identify alternative energy opportunities.

Policy S-5.9 The City should work with the GWA to evaluate the feasibility of incorporating wind, solar, and tidal power into the existing power supply.

Goal S-6

To ensure energy remains affordable within the city.

Policy S-6.1 The City shall create and compile existing energy utilization information and make this information available to the public.

Policy S-6.2 The City shall foster business and employment opportunities within the renewable energy sector.

Policy S-6.3 The City shall participate in local and Government of Guam programs that encourage energy conservation and reduction methods.

Policy S-6.4 The Guam Energy Office should create energy conservation programs for all sectors.

Goal S-7

To use energy efficient building designs to conserve energy and resources.

Policy S-7.1 The City should adopt and maintain development and building regulations that require or encourage green building development.

Policy S-7.2 The City should establish green building development standards for new and restored City-owned and operated public buildings and facilities.

Policy S-7.3 The City shall encourage master planning efforts, building and site design, and construction take into account the use of passive energy conservation such as the solar orientation of buildings, landscape shading, materials, and other techniques, where feasible.

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7.3 Planning Framework

Water Conservation and Quality

Water conservation efforts and water quality maintenance are largely done through the Guam Environmental Protection Agency (GEPA), which administers all utility services including water, and Guam Waterworks Authority (GWA), which provides overarching environmental maintenance, such as water quality, to Guam.

Water Conservation

Chapter 4 of the Guam Code is the Water Resources and Conservation Act. This act outlines the rights of usage of water, requirements for drilling, wasteful discharge from wells, groundwater management, and a water research and development fund. Through this act, it is described that water on Guam be put to beneficial use, that unreasonable extraction of water be prevented, and that the conservation of water be reasonably exercised. Both surface water and groundwater on Guam are limited, thus actions must be taken to prevent over pumping of groundwater and the intrusion of contaminants into bodies of water. This act should be a guiding document for any water conservation programs that are created in Hagåtña.

The Water Resources Management Program (WRMP), through the GEPA, plays a role in the protection of Guam's aquifer from pollution and overpumping. This program provides laws, regulations, and education regarding water resources in Guam. The WRMP encourages the GWA to improve the efficiency of current water resources through conservation. The GWA last created a Water Resources Master Plan in 2007, in which it dedicates a chapter to water conservation; however, GWA does not have an effective water conservation program.

A study of water use on Guam, conducted by the GWA in 2007, shows that 59% of GWA water is consumed at the residential level. This figure suggests that GWA water conservation efforts should be largely targeted to home owners, especially since inefficient water fixtures seem to be a problem throughout many residences. This is further discussed in the Energy Alternatives section below. The hotel sector is the second highest user at 14.1%, and the commercial sector is the third, at 11.5%. Conservation programs and practices could be put in place to support conservation in these sectors.

Another aspect of water conservation on Guam are the Northern and Southern Soil and Water Conservation Districts, which were created through Chapter 71, Title 5 of the Guam Code. These districts work with all GovGuam entities that oversee local and federal conservation programs, and also partner with the University of Guam. Together, they assist in efforts to mitigate soil erosion and flooding, and to improve agriculture water management. The districts largely target farmers, which according to the GWA Water Management Plan, uses 2% of GWA water. Hagåtña falls within both the North and South district as the districts are split by Route 4.

Water Quality

Water quality maintenance is an important aspect of water conservation as it protects safe water for citizens. Water quality in Hagåtña is largely affected by stormwater flooding; it is one of the largest pollution contributors to the Agaña Bay. Utilizing green infrastructure could mitigate the amount of water runoff from impervious surfaces. Such infrastructure can include rain gardens man-made marshes, and rooftop gardens. Stormwater infrastructure is described in the Stormwater section of the Infrastructure Element.

The GEPA established a Water Pollution Control Program that is charged with enforcing local water laws, such as the Water Pollution Control Act. In 2015, the GEPA created a revised draft of the Guam Water Quality Standards, which was last updated in 2001. The intention of the Water Quality Standards is to conserve water supply and improve water quality. A part of this standard is to control and prevent bodies of water, including wetlands, from contributing to new and existing water pollution. Water categories in this document include groundwater, surface water, marine water, and other bodies of water such as recreational waters, publicly-owned lakes, etc. Standards for organic and inorganic pollutants in bodies of water are listed in this document. Hagåtña can use these standards to implement water standards.

Energy Alternatives

Being an isolated island community, Guam is reliant upon generating its own power to serve residents, businesses, visitors, and the government. Currently, Guam uses petroleum products to meet most of the energy demands. At times, Guam's power grid system is strained from overuse or not enough capacity at power generation facilities, or when power generation facilities are damaged or undergoing maintenance. As Hagåtña grows, it will be important for the Guam Power Authority to explore new or alternative options to ensure a reliable power system to support the city. The power that supports Hagåtña is generated from outside the city, so development of new generation facilities within the boundaries of Hagåtña is not likely.

Under Guam Bill 166, which was enacted in 2008, a renewable energy portfolio was created with the goal of achieving 25% renewable energy by the year 2035 on Guam. Each utility, currently only GPA that sells electricity on Guam must establish a renewable portfolio to achieve this goal. In addition, any new electrical generation plant must have 10% of its generation derived from an alternative energy source.

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GovGuam has plans underway to incorporate more alternative energies into the grid. Although these are not located in Hagåtña, Hagåtña can look to these projects as inspiration for what it could incorporate into its own city. One of the largest renewable energy projects is located in Talofofo, where both solar and wind energy are being implemented into the energy system. Through the GPA, a solar energy facility will be connected to the Talofofo substation power grid. In addition to solar power, Talofofo is also incorporating wind power into their power system. Talofofo received a wind turbine through the GPA in March of 2016. This wind turbine is 233 feet tall and should generate 275 kilowatts of energy. This amount energy will be able to power 50 homes. Not only will this project provide cleaner energy, but it will also act as a measure to determine if larger wind-energy projects are feasible for other parts of Guam. Combined, the solar and wind energy systems are projected to provide 34.3 megawatts of energy to the island.

Another new solar power project is being conducted through the Guam Department of Education. The Department is pursing solar energy for four public schools, three in Dededo and one in Mangilao. The four schools were approved for the project in the spring of 2016 and will receive solar panels. The schools will operate off of the energy generated through these panels. This is a pilot program in which the Department will analyze whether it is feasible to put solar panels on other public schools in Guam. The program is still awaiting approval from the Governor, which is the last step before they can proceed with the installation of solar panels.

These alternative energy projects are bringing renewable energies to Guam, which will help reduce the amount of and reliance on fossil fuels being used on the island. Not only will this improve air quality through the reduction of fossil fuel burning, but it will also decrease the amount of petroleum that the island has to purchase and import. According to the U.S. Energy Information Administration, the cost for oil on Guam can be about 2.5 times more expensive than on the U.S. mainland. The money saved here can be used for further improvements on the island, which may have a large impact on Hagåtña as the capital city.

While alternative energies help to reduce the use of fossil fuel need, the Guam Energy Office is also working to reduce the overall use of energy. One such program, the Weatherization Assistance Program, provides income qualified families with free energy efficient services. These energy efficient services not only make their homes more energy efficient, but will also cut energy costs. Examples of these services include the installation of compact fluorescent light bulbs, weather-stripping and sealing of air leaks, installation of low-flow shower heads, and education on every-day energy reduction methods. Currently, the Guam Energy Office focuses energy conservation programs at the residential sector; however, the commercial sector uses one third of the total electricity on Guam, the residential sector uses three tenths, and the military uses one fifth. These numbers indicate that conservation efforts should be expanded to the commercial and military sector. With the future construction of new development, Hagåtña has the opportunity to incorporate green building designs and renewable energy into the plans. Capital Improvement Projects from 2011-2015 already list projects that focus on energy efficient modifications, such as energy efficient street lighting.

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8. Governance

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As the City of Hagåtña transforms into the capital city and cultural center for Guam, goals and policies are necessary to maximize available city resources. To effectively execute the policies fundamental for the transformation, intergovernmental coordination and collaboration, as well as a degree of civic autonomy will be required to direct planning currently regulated by the Department of Land Management. Though the city population is relatively small, the Master Plan vision is grand yet decisive, intended to revitalize the city, making the provision of essential public services without exhausting available resources vital to transformational success. As GovGuam departments and organizations already provide services throughout the island, formal coordination and cooperative agreements for the continuation of such services should be established and the coordination of resources recognize the authority of the city while creating a mutual benefit for both the city and Guam. Such agreements would benefit the city by eliminating the need for duplicate and independent city departments for public services such as water, power, fire, and police, while benefiting the island through the success of Hagåtña as a stronger, more vibrant economic contributor, bringing new opportunities for business and tourism. The Governance Element supports the guiding principle of reestablishing Hagåtña as the Capital City by providing coordination mechanisms to facilitate efficient use of resources to achieve transformational goals and providing for level of public services necessary to realize city's transformation vision within a deliberate governance framework.

The following goals and policies are intended to provide guidance for city leaders and administration in ongoing management activities and short and long-term decision-making related to city governance to accomplish the Master Plan. Building on the extensive involvement in the development of the Master Plan, Goal GOV-1 addresses effective communication to citizens on civic matters and citizen involvement in developing city programs and initiatives. Goal GOV-2 focuses on interdepartmental coordination within the city administration to effectively implement the Master Plan. Because of the unique nature of governance in Guam, intergovernmental coordination is central to the success implementing the Master Plan. Goals GOV-3 through GOV-6 relate to the establishment of intergovernmental coordination processes to achieve consistency with GovGuam departments and agencies implementing plans and program affecting the city, coordinating development within and adjacent to the city, coordinating with governmental departments and agencies to establish equitable level of service standards for public services, and for the city to take a leadership role on Guam planning issues that affect the city. In order to successfully execute the Master Plan, the city will require funding from both city and other sources. Goal GOV-7 addresses the need for the city to assess its fiscal strength and ability to implement Master Plan initiatives. As the city implements the Master Plan, it will be important to assess successes, areas for improvement and additional steps to ensure the city continues to achieve the Master Plan vision. Goals GOV-8 and GOV-9 focus on periodic monitoring and evaluation of both intergovernmental coordination activities and the Master Plan itself.

8.1 Issues and Opportunities

Issues

Lack of Planning Authority. The Department of Land Management has planning authority over all of Guam, which creates a challenge for the City of Hagåtña with regards to planning and managing the future growth of the City.

Lack of Resources. The City of Hagåtña does not have the monetary resources necessary to create and manage its own departments for power, water, police, fire, public works, and other public services that are currently provided to all of Guam by GovGuam.

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Opportunities

Existing Infrastructure. Power and water are currently provided to Hagåtña by the Guam Power Authority and the Guam Water Authority via existing infrastructure. Though some of the more than 65,000 feet of water infrastructure is in need of improvement, the lines are currently being used to provide water to the residents and businesses of Hagåtña. Like the water system, there is also an electrical infrastructure that is still utilized to provide power to the city, and there are improvements planned for the electrical substation in Hagåtña. The existence of the infrastructure and service within the city provides an opportunity for entering into formal agreements for the continuance of these public services, without needing to establish new city department to oversee these essential public services.

8.2 Goals and Policies

Goal GOV-1

Provide effective governance to the City of Hagåtña citizenry, property owners, business owners and stakeholders advancing the City Council's mission and vision.

Policy GOV-1.1	Recognize that citizen involvement is an integral component of any major planning effort in the city and consider citizen input as an important component of the planning and implementation process. Provide ample and effective opportunities for public participation at all levels of City of Hagåtña governance and decision-making including opportunities for public review of plans, regulations, and development proposals at the appropriate stage of plan preparation and implementation.
Policy GOV-1.2	Use a wide variety of communication tools, resources, and techniques to reach a broad cross-section of residents, businesses and visitors to the city. Promote public outreach and participation through, but not limited to: workshops; public meetings; public hearings; neighborhood meetings; electronic mailings; regular mailing; newspaper advertisements; property posting; city webpage posting; cable TV; city radio; electronic newsletters; citizen boards and committees. Monitor and review the utility and effectiveness of public involvement methods and take action as needed to improve them.
Policy GOV-1.3	Provide opportunities for communication between residents, civic and cultural organizations, and city boards / committees and City Council through traditional mediums, electronic media, and other easily accessible methods.
Policy GOV-1.4	Encourage the formation of neighborhood and civic organizations to facilitate effective participation in the community; build relationships between city staff and organizations to enhance communication between the parties with the intent of providing an additional opportunity to communicate with city staff, applicable boards / committees and the City Council.
Policy GOV-1.5	Ensure that resident's concerns regarding incompatible or inconsistent development are addressed in conformance with established provisions of the city code, master plan, and zoning code provisions; and coordinate with established neighborhood organizations in the planning and implementation of neighborhood improvements – such as historic and cultural preservation, infrastructure, landscaping, public safety, sustainability and other quality of life issues.
Policy GOV-1.6	Maintain and strengthen strategic management strategies that promote transparency, efficiency, effectiveness, ethics, accessibility and accountability in all of the city's functions.
Policy GOV-1.7	Assist decision makers, applicants, and residents with improved tools to understand planning regulations, including but not limited to, use of illustrations, citizen guides, customer oriented process improvements, design guidelines, graphics, and geographic information systems.
Policy GOV-1.8	Provide education for policy and decision makers, staff, and the public on all planning related matters, including but not limited to the Master Plan and other Guam land planning requirements.

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Goal GOV-2

Promote interdepartmental coordination within the city administration.

Policy GOV-2.1	Develop strategies and processes for promoting a "teamwork" environment in which city leaders and administration coordinate advancement of the City Council mission and vision.
Policy GOV-2.2	Promote efficient interdepartmental communication and coordination mechanisms including the use of technology.
Policy GOV-2.3	Maintain access to all city development review related documents.

Goal GOV-3

Establish and maintain intergovernmental coordination processes and procedures as a major means of achieving consistency among all GovGuam departments and agencies implementing plans and programs affecting the City of Hagåtña.

Policy GOV-3.1	Coordinate and cooperate city planning activities with GovGuam departments and agencies to achieve mutually beneficial goals and objectives.
Policy GOV-3.2	Identify opportunities for synergies and economies of scale through partnerships with GovGuam departments and agencies and institute programs for collaboration to maximize mutual benefits.
Policy GOV-3.3	Coordinate planning and impact assessment duties affecting the city with GovGuam departments and agencies providing services but not having regulatory authority over the use of city land, and with the planning initiatives outside the city including adjacent villages.

Goal GOV-4

Proactively engage in intergovernmental coordination and establish a leadership role on Guam planning issues that affect the City of Hagåtña.

Policy GOV-4.1	Maintain an active program of monitoring and communication with GovGuam departments and agencies.
Policy GOV-4.2	Participate in community and government workshops sponsored by GovGuam departments and agencies to provide an open forum for communication and coordination of programs involving the city.
Policy GOV-4.3	Participate in the meetings and activities with the Department of Land Management and other intergovernmental planning groups / technical committees to ensure full participation in deliberations which may involve the city.
Policy GOV-4.4	Participate in intergovernmental coordination activities regarding issues involving: traffic and transportation systems improvement planning and financing; public utility improvement and financing; sustainability planning and financing including protection against flood damage; land use planning; historical and cultural resource planning; and economic development planning and financing for projects within and adjacent to the city.

Goal GOV-5

Policy GOV-5.1	Participate in consistent and coordinated management of local bays, estuaries and harbors that fall under the jurisdiction of more than one GovGuam department and agency.

Goal GOV-6

Coordinate with the GovGuam departments and agencies including the Department of Land Management and district Municipal Planning Councils on proposed development within and / or adjacent to the borders of the City of Hagåtña.

Policy GOV-6.1	The city shall ensure that the impacts of development within the city on adjacent villages and the region are addressed through coordination mechanisms. Likewise, planning for villages bordering Hagåtña should provide for opportunities for input by the City of Hagåtña.
Policy GOV-6.2	Coordinate with the Department of Land Management and Municipal Planning Councils on the resolution of land use matters involving the city and adjacent villages.
Policy GOV-6.3	Pursue resolution of development and impact assessment issues for impacts transcending the city's political jurisdiction. Issues of regional significance shall be coordinated with GovGuam departments and

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agencies. Issues to be pursued include, but are not limited to:

- Impacts of land development activities within the City of Hagåtña on adjacent villages and the region.
- Impacts of land development activities within villages adjacent to the city's corporate limits on the city.
- Affordable housing programs.
- Area-wide drainage and storm water management master planning, proposed improvements, and implementing programs.
- Water supply planning.
- Solid waste disposal, including development of any new landfill facilities, recycling resources, and other improvements.
- Research, engineering, and strategies for managing level of service impacts of new development and tourism on major transportation linkages and critical intersections impacting the city and adjacent villages.
- Transit / multi-modal transportation activities and plans.
- Level of service standards for infrastructure system impacting the City and adjacent villages.
- Conservation of natural, historic and cultural resources.
- Planning and management for flood protection and climate change.

Policy GOV-6.4 The city shall coordinate transportation improvements proposed by new development with appropriate GovGuam departments and agencies concerned with assessing traffic impacts of proposed development.

Policy GOV-6.5 The city shall take a leadership role in establishing a process providing for the Department of Land Management, adjoining Municipal Planning Councils and the city, opportunities for input to ensure consistency related to planning and zoning matters with the intent of lessening and / or mitigating potential objectionable impacts of development on the area.

Goal GOV-7

Coordinate with GovGuam departments and agencies having operational and maintenance responsibility for public facilities to establish level of service standards.

Policy GOV-7.1 Coordination activities pursuant to the goals and policies in this Element shall include consideration for equitable Level of Service for public facilities.

Policy GOV-7.2 The city shall coordinate with GovGuam departments and agencies having operational and maintenance responsibility for public facilities for which the Level of Service standards are being established to ensure mutually compatible and equitable standards.

Policy GOV-7.3 Coordination activities pursuant to the goals and policies in this Element shall include consideration for equitable Level of Service standards for facility and service delivery systems consistent with the provisions of this Master Plan.

Goal GOV-8

Provide for the city's fiscal strength and ability to implement Master Plan initiatives.

Policy GOV-8.1 Set fiscal strength objectives for expenditures / revenues, debt management, and fund balance.

Policy GOV-8.2 Set clear priorities for city spending on initiatives and projects, based upon objective criteria tied to the goals and policies of the Master Plan.

Policy GOV-8.3 Develop and use a Capital Improvements Program and community facility planning system to phase spending on capital projects and initiatives over time, within the limits set by the city's fiscal strength objectives.

Policy GOV-8.4 Emphasize non-city financing of private development projects. Provide targeted public investment (e.g., infrastructure improvements) as necessary to make priority economic development projects happen and where it makes sense from a cost-benefit standpoint.

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Policy GOV-8.5	Pursue funding partnerships with GovGuam to fund priority initiatives and projects.
Policy GOV-8.6	Vigorously pursue alternative revenue sources to fund priority initiatives and projects including P4 (private-public and private-private) initiatives.
Policy GOV-8.7	Monitor expenditures on capital initiatives to determine return on investment in the form of increased city revenues and economic activity.

Goal GOV-9

Provide for monitoring and evaluation schedule of intergovernmental coordination activities.

Policy GOV-9.1 Establish quantitative measures of success to monitor intergovernmental coordination activities. The city shall conduct a review of these activities not less than biennially. The review shall include the following issues:

- Regular monitoring of coordination activities via participation in meetings with GovGuam departments and agencies.
- Informal agreements or an enacted ordinance providing for mutual exchange of notice and information about proposed future land use and/or zoning map changes within an area to be determined as a significant distance from any village or City of Hagåtña municipal boundary.
- Assisting the Department of Land Management in identifying regional issues affecting the city and providing appropriate city participation in their analysis and resolution.
- Executing cooperative inter-local agreements for public services with GovGuam departments and agencies.

Goal GOV-10

The Master Planning process is continuous and dynamic in nature. Maintaining the effectiveness of the plan requires its periodic review. For the purpose of monitoring, evaluating and appraising the implementation of the Master Plan, a five-year program for monitoring, updating and evaluation shall be followed. More detailed procedures shall be adopted by the city to direct the ongoing activity.

Policy GOV-10.1	Evaluate and update Elements of the Master Plan every five years.
Policy GOV-10.2	Review and update the Capital Improvements Program on an annual basis.
Policy GOV-10.3	Encourage the public to participate in the evaluation process by the holding of at least one workshop prior to the preparation of evaluation findings, at which public comments and recommendations regarding the Master Plan shall be received for consideration during the preparation of the evaluation findings. Notice of such workshop shall be by advertisement at least one week prior to the date of such meeting. At least one advertised Public Hearing shall be held prior to the City Council consideration, amendment and adoption of the evaluation findings.
Policy GOV-10.4	Updating appropriate baseline data and measurable objectives to be accomplished for each five (5) year period of the plan, and for long-term periods as necessary, shall be undertaken at intervals appropriate to the subject area of analysis, but no less frequently than every five (5) years. Administrative procedures shall be adopted to define the local monitoring and data maintenance to be conducted.
Policy GOV-10.5	Accomplishments in the first five (5) year period, describing the degree to which the goals and policies have been successfully reached, shall be identified and reported as part of the evaluation findings.
Policy GOV-10.6	Obstacles or problems which resulted in under-achievement of goals or policies shall be identified and reported as part of the evaluation findings.
Policy GOV-10.7	New or modified goals, or policies needed to correct discovered problems shall be identified and reported as part of the evaluation findings.
Policy GOV-10.8	A means of ensuring continuous monitoring and evaluation of the plan during the five (5) year period shall be identified and reported as part of the evaluation findings.

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HAGÅTÑA MASTER PLAN

Preserving Our Past. Shaping Our Future.

Appendix A

Hagåtña Master Plan Public Workshop Overview

Introduction

The Hagåtña Restoration and Redevelopment Authority (HRRA) held two sets of public open house workshops as part of the development of the Hagåtña Master Plan. The public was invited to join HRRA and provide their ideas, concerns, or input on the future of the Capital City of Hagåtña. The first set of workshops as held from 1:00-6:30 pm, Friday, October 16, 2015 and 1:00-6:30pm, Saturday, October 17, 2015 at the CAHA Art Gallery in the Terlaje Professional Building, 194 Hernan Cortez Avenue, Hagåtña. The second public workshop was held from 6:00 pm to 9:00 pm, Wednesday, November 29, 2017 at the Guam Museum, 193 Chalan Santo Papa Juan Pablo Dos, Hagåtña. At all the workshops, participants were encouraged via direct invitation, open media, and various public service announcements to attend the open house format workshops any time during the specified hours. In addition, posters were also made available online on the project website for the public to view and provide comments.

Public Workshop #1

Publicity and Noticing

Open House Flyers were attached to the front page of the *Pacific Daily News* which were distributed in the village of Hagåtña on October 12, 15 & 17, 2015. Each run date had a distribution of 2,000 copies, thus totaling 6,000 copies.



A half-page black and white advertisement appeared in *The Daily Post* on Sunday, October 12, 2015.

Flyers were distributed to the Hagåtña Mayor's Office for any residents that visited his office as well as posted online on the Governor Eddie Calvo's Facebook page and Senator Rory Respicio's official website.

A media press release was issued to local newspapers and television news reporters the Wednesday prior to the open house.

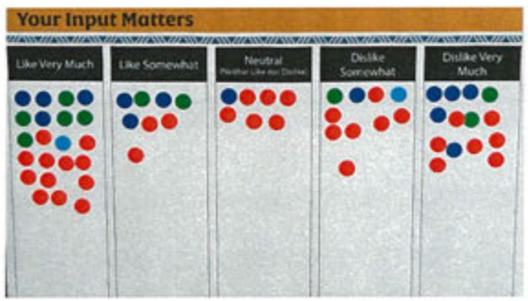
A five-minute interview segment of KUAM News Extra with Jason Salas featuring Joseph Cameron, Executive Director of HRRA and Zenon Belanger, Vice-Chairman of HRRA Board of Directors as well as a 20 minute-interview on Newstalk K-57 with Phil Leon Guerrero aired on Friday, October 16, 2015.

Official invitations were delivered to the 33rd Guam Legislature and all Government of Guam Agencies. Email invitations were sent to all stakeholders that were interviewed or who had participated in the Hagåtña Master Plan's previous outreach activities. In addition, invitations were also sent to the Board of Directors of the Guam Chamber of Commerce, Guam Hotel and Restaurant Association, Guam Contractor's Association, Guam Association of Realtors, The Mayor's Council of Guam, Mayor of Hagåtña, Mayor of Mongmong-Toto-Maite, Mayor of Tamuning, Mayor of Sinajana, Mayor of Agaña Heights, Mayor of Asan, and Mayor of Piti.

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Open House Format

More than 100 community members attended the open house, which was organized as a series of information stations. Attendees were encouraged to visit these stations where project team members were available to answer questions and discuss the project. Attendees were given a project informational fact-sheet brochure and a comment card to provide input on Wayfinding Signage/Street Furniture, Land Use Focus Areas, Transportation, Barrio Identification, Land Use, and other important elements on the development of the Hagåtña Master Plan. In addition to the comment cards, dot stickers were given to attendees which they were able to utilize to cast their impression of the concepts presented in each station.



Information Stations

At each of the stations, members of the project team were available to discuss the project and answer any questions. The following list describes the information that was included at the various stations.

Welcome Table

This station included sign-in sheets, an informational fact-sheet brochure, and a comment card to provide input. Members of the project team were available to explain the open house layout.

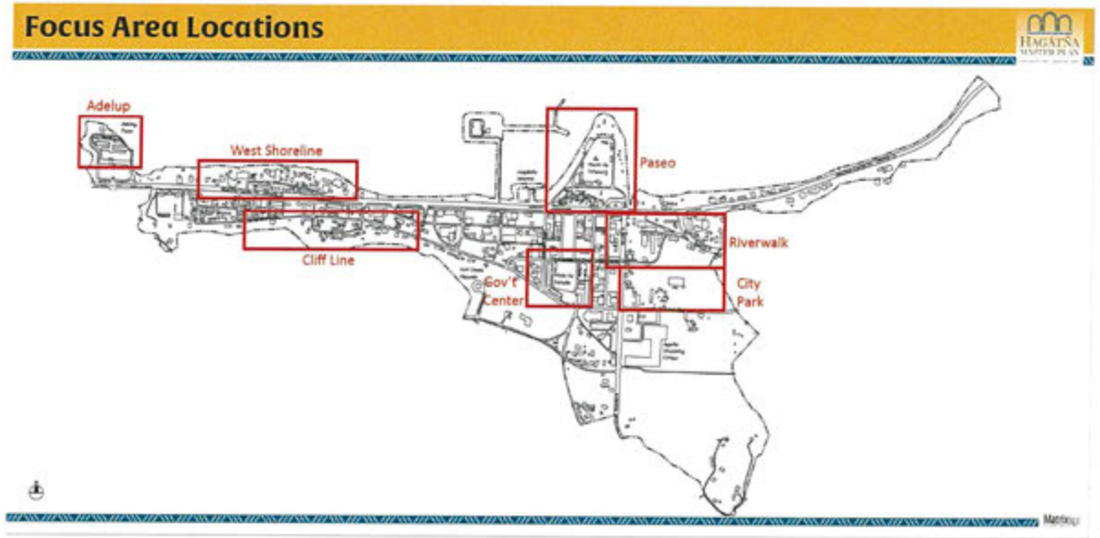
Wayfinding Signage/Street Furniture

This station featured five families (concept sets) of wayfinding signage and street furniture - Family 1: Modern Latte Stone, Family 2: Traditional Latte Stone, Family 3: Simplified Latte Stone, Family 4: Museum, Family 5: Off-The-Shelf. A Gateway Map was also featured at this station.



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Land Use Focus Areas



The Land Use Focus Areas concentrated on Adelup, West Shoreline, Cliff Line, Riverwalk, City Park, and a Government Center. This station featured alternative plan options that included expansion options for community or business activity, residential development, commercial opportunities, and possible ideas for a Government Center.

Transportation

The Transportation station featured draft concepts for Parking Garages, a Trolley/Transit System and a map of proposed trails. These draft concepts are proposed to serve areas within Hagåtña to enhance transportation for tourism, students and residents for work, school, shopping, etc.

Barrio Identification

This station featured options for street and barrio identification signs as well as a new map of proposed historic barrio boundaries.

Land Use



In this station, attendees viewed a proposed map of five Districts for Hagåtña, Mixed-Use options, and two Land Use Alternatives: Mixed-Use Focus and Commercial-High Density Residential.

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Public Comments



- Over 250 comments received
- Main items commented on:
  - Wayfinding/Street Furnishings
    - Include lighting on signage, use solar power
    - Mix and match components from different families
    - Using natural and indigenous materials for street furnishings
    - Include recycling bins
  - Paseo Alternative
    - Build new stadium with multi-purpose fields, not just baseball
    - Do not like detached parking structure that blocks views of the water
    - Increase other activities, such as cultural heritage/awareness, canoe rides, dancers, performances
  - Government Center Alternative
  - Riverwalk
    - Need to clean up the river before anything can happen
  - Adelup Alternatives
    - Keep Adelup as government building
  - Parking and Trolley System
    - Have private operation run system, and make it free

Other items of interest:

- Affordable housing along cliff line
- Have security cameras on signage to deter vandalism
- Change street names to historic Chamorro names
- Develop a Peace Officer force like in Tumon
- Botanical garden with child care and playground
- Sunday farmer's market
- Carabao carts for traditional experience
- Concrete lighting designed as bamboo-like torches with simulated flame for lights
- Install steps behind Latte of Freedom for fishing

The following is a verbatim listing of all the comments received.

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Public Workshop #1, Day 1 Comments:

Category	Comment
Adelup Alternative	Want steps behind Latte of Freedom for fishing
Adelup Alternative	Should strictly house government entities
Adelup Alternative 1	Designed by Richard Neutra
Barrio Identification	Ensure Padre Palomo Park is in the barrio
Barrio Identification	Earlier map of Barrios 1913-14
Barrio Identification	I like the Barrio ideas and prefer markers and signage that is more traditional. Good work!
Barrio Identification	Will Barrios be signified by design elements of a building?
Barrio Identification	I like the return of the Barrios
City Park Alternative	Prehistoric site by City Park, northwest corner
City Park Alternative	Federal Highways drainage through City Park ball fields
Cliff line Alternative	Cliffline development – historic properties, graveyard, e.g., $500,000 for archaeological study very costly. Historic burial area, excavation reburial historic monument
Cliff line Alternative	Incorporate historical burials
Cliff line Alternative	Want to see affordable housing along the Cliffline
Government Center Alternative	Want road closed between government buildings and Aspinall Ave
Government Center Alternative	Alt 1 is good. Puts park facility near an already congested area. Easier to transport west patrons to park facility versus east patron to west facility
Government Center Alternative	Parking structure by plaza – include a partially covered walkway
Miscellaneous	Remove Legislature Hall from historic register and demolish it. It does not serve purpose any longer
Miscellaneous	Coordinate with Federal Highway. Navy owns Marine Corps Drive right-of-way
Miscellaneous	Should not allow drinking at Paseo

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Category	Comment
Miscellaneous	Japanese pill box in Paseo near Fisherman's Co-op
Miscellaneous	Need to show map of historic sites
Miscellaneous	San Antonio burial site near Riverwalk. Talk to SHPO – John, Mark, Joseph
Miscellaneous	Sunday farmer's market
Miscellaneous	Culture and tradition – carabao carts (several, not just one) located on Paseo for tourism and people of Guam
Miscellaneous	Love the ideas and look forward to change!
Miscellaneous	Tsunami, inundation, liquefaction maps – need to fix maps for report
Miscellaneous	How will the proposed items be paid for?
Miscellaneous	Should have solar lighting
Miscellaneous	Will need transportation fixes to handle growth in future. Should just yes new pipeline right-of-way and add road
Miscellaneous	All of the objectives are highly recommended. However, framework should all have alternative usage when not in use. This way the structures would not pollute the site with useless future planning
Miscellaneous	I would have liked the station posters to be more identifiable
Miscellaneous	Thank you! Good job! It's exciting to see development and change
Miscellaneous	I truly appreciate being able to have input
Miscellaneous	Bring GovGuam agencies to Adelup – no need to expand to a community center.
Miscellaneous	Consider the historic sites, historic districts, Section of NHPA, the amount of burials that will be excavated, the current guidelines for reburials, visual impacts to historic properties, what about a boardwalk by the Japanese caves, Japanese pill boxes? Go with the 1901 look! NO CREDIT to who did what in the designs – bring public in early – kind of late, especially if any federal money or involvement will take place.
Miscellaneous	You should put in more local landmark names so the person can identify the area
Miscellaneous	Mixed use only includes structures, no flexibility for greenery

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Category	Comment
Miscellaneous	Create a map of government lands that could be used for pocket parks
Miscellaneous	Present to SHPO Historic District Advisory Council
Miscellaneous	Traditional/cultural properties definition
Paseo Alternative	Multi-purpose sports fields (soccer and softball) at City Park and Paseo
Paseo Alternative	Paseo should be a cultural center to showcase historic culture. Move parks and rec to Tiyan
Paseo Alternative	Possible conflict with cultural view with Chamorro Village parking garage
Paseo Alternative	Paseo parking garage up against waterfront will distract from the coastal beauty and take up good land use for something like a park. Should consider how Paseo is used now in concepts, such as kite surfing
Paseo Alternative	a lot of interest in showcasing cultural and historical villages and huts
Paseo Alternative	Add new platform to model at Paseo
Paseo Alternative	Would like to see a soccer field at Paseo instead of a baseball field
Paseo Alternative	Federal Highways reburial site in Paseo near potential parking garage from Route 1 fix (coming)
Paseo Alternative	Parking structure should be away from the main focus of the area
Paseo Alternative	Fishing and cultural demonstrations, carabao rides, proa rides, cultural attraction, cultural performances
Paseo Alternative	Arts and crafts - how to make a net
Riverwalk Alternative	Riverwalk area in/near ancient village. Will have areas with remains
Riverwalk Alternative	Riverwalk has too many structures and not enough greenery
Riverwalk Alternative	Should be named San Antonio Minondo Riverwalk
Riverwalk Alternative	Along river, create executive Palauan gardens, executive gardens, crosswalks connecting island gardens
Shoreline Alternative	Boardwalk along shore before, got damaged with typhoon

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Category	Comment
Street Signage	On street signs ©, would be nice if there are lights on top
Street Signage	Does our street signage want to portray more Spanish
Street Signage	Place lighting on top
Transportation	Will parking be: free? Street? Metered? Paid?
Transportation	Bus stops for mass transit, school buses, private school buses
Transportation	Send Ric Agustin (GRTA maps of transportation
Transportation	Love love love the transit idea. What a blessing that would be
Wayfinding Signage/Street Furniture	No planters. Use natural rock for natural plantings, fabric of the environment
Wayfinding Signage/Street Furniture	Identify historic district on map
Wayfinding Signage/Street Furniture	Want to see indigenous trees – Kafo, Fadang
Wayfinding Signage/Street Furniture	Bamboo-like metal torch for street lights. Simulated torch flame
Wayfinding Signage/Street Furniture	Like Family 4, but not the lighting. Prefer the lighting from Family 2
Wayfinding Signage/Street Furniture	On Family 4, change lighting to Family 2
Wayfinding Signage/Street Furniture	Like Family 1 most- like lighting for Family 4
Wayfinding Signage/Street Furniture	Like to keep latte stone as a consistent symbol for street signage, Barrios, and gateway
Wayfinding Signage/Street Furniture	I love the designs with latte stones, so monumental in our history
Wayfinding Signage/Street Furniture	Family 1 - change lighting
Wayfinding Signage/Street Furniture	Ifit wood heavy and strong for benches

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Public Workshop #1, Day 2 Comments

Category	Comment
Adelup Alternative	Leave Adelup as-is, except remove the Latte of Freedom, it's ugly
Adelup Alternative	Should not remove government offices from Adelup. Hundreds of millions of dollars were spent renovating the buildings for government use. Adelup could be expanded to add more offices
Adelup Alternative	Somehow redesign Latte of Freedom
Adelup Alternative	Prefer recreational alternative because the environment is so corrosive
Adelup Alternative	No resort at Adelup. Outdoor recreation and traditional lifestyle
Adelup Alternative	Provide more range to concepts
Barrio Identification	Keep Barrios as they were originally, do not redo the boundaries. You would lose the historical significance. The districts are good though
Barrio Identification	Barrio Sign B is nice, but not practical with the weather
Barrio Identification	Move San Antonio Barrio out to Route 4
City Park Alternative	Set up pop ups for homeless shelter at 4-5pm and take down at 8am
Cliff line Alternative	Please leave waterfront unobstructed
Districts	Archbishop Flores' childhood home should be classified as a historic site and a historic district should be created. The home was damaged in a fire and is being restored. The Archbishop offices on the hill are also potential historic sites
Government Center Alternative	Should not relocate the federal lockup facility. Millions of dollars were spent to build it and tearing it down and relocating it would be wasteful. Have you spoken to the feds about relocating it>
Government Center Alternative	Build more government buildings on north side of O'Brien Drive and have a covered walkway from parking areas
Government Center Alternative	Leave area free of buildings/structures for recreational use, especially with precinct close for safety
Land Use Alternative	Like the Alternative 1 Mixed-Use
Land Use Alternative	Low income housing?

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Category	Comment
Land Use Alternative 2	Make Cliffline HDR to also allow commercial. When selling land, value is based on zoning. Commercial land sells more than residential
Miscellaneous	Do not put in any roundabouts
Miscellaneous	Need recycling bins
Miscellaneous	Museum location is not good
Miscellaneous	Do not support tearing down existing buildings to build new ones. Instead, should renovate and reuse
Miscellaneous	I am concerned about vandalism. Need to have security cameras. Provide such neat stuff without security is no good
Miscellaneous	Need a financial strategy - how to pay for relocation of the wastewater treatment plant
Miscellaneous	Change street names to historic names, Chamorro names
Miscellaneous	Attention to more residential housing is needed to turn Hagåtña into a city
Miscellaneous	Enlarge marina and dredge
Miscellaneous	The breakwater near the marina is too small - dangerous
Miscellaneous	Slips at marina - Old Bays Club big monopoly
Miscellaneous	Hire Guam Peace Officer task force like in Tumon. Maybe G4S?
Miscellaneous	Higher end park with outsources construction and maintenance and provide parking
Miscellaneous	Youth football, soccer, softball
Miscellaneous	Incorporate historic site walk through Agaña
Miscellaneous	Walking / jogging path designed for exercising through Riverwalk
Miscellaneous	Need to enforce laws
Miscellaneous	Remove feeding shelter out of Hagåtña
Miscellaneous	Indigenous botanical garden with a child care work site and playground – put where corrections facility is located, or maybe near City Park and parking garage

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Category	Comment
Miscellaneous	There are a few points that I really liked – pedestrian bridges, mixed-use buildings with commercial / residential, well-lit sidewalks and street lighting, park areas.
Miscellaneous	Concerns for security of parking garages and park areas
Miscellaneous	In the past 25 years, hundreds of millions of dollars have been spent in capital improvement projects in Agaña. It would be a terrible loss to all these past projects if they were to be demolished just to build newer nicer replacements. I would advocate using these buildings as long as possible and then replacing as needed, using the redevelopment master plan as a template.
Miscellaneous	Finish Governor Bordallo's plan for marina buildout – need fixes on mouth of channel.
Miscellaneous	Moylan property would be good for residential / mixed-use
Miscellaneous	West end good for residential
Miscellaneous	How did GovGuam condemn Adelup as unsafe (for school) and then move government there?
Miscellaneous	Chamorro Village – dingy, paint peeling off, mold; if you can't take care of grass, get rid of it; dark; feeling of sadness
Miscellaneous	Trash bins for businesses from waste disposal are in front of businesses.
Miscellaneous	Fractional ownership is an issue to redevelopment – legislature needs to address it.
Miscellaneous	Good job, excellent work / presentation!
Miscellaneous	Live, work, play – need residential in Hagåtña; ROI difficult
Miscellaneous	2017 upgrading / rehabilitation CIPP pipe; Upgrade facility plan for wastewater treatment plan to improve to secondary treatment – USEPA; $58 million for Agat – 1.6 million gallons per day; relocate to Piti – Port Authority owns the land, no land acquisition. Need 12 million gallons per day; ocean outfall; upgrade lift station; upgrade to tertiary; $75-100 million to relocate; really need $500-600 million
Miscellaneous	**Trash bins need covers that don't allow rain to seep in.**
Miscellaneous	**Need recycling and trash bins**
Miscellaneous	**Smyrna LCI Study in Atlanta – Altamira Finn**
Miscellaneous	Mayor Wi-Fi
Mixed Use	Don't think mixed-use would work well on Guam because people don't like to go outside when it's hot

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Category	Comment
Mixed Use	Locals will not go out to walk/shop when it is hot outside. Might not work. Also, depends on cost of residential and what retail comes in
Mixed Use	Need to regulate types of businesses and phase out/eliminate light industrial (e.g., M1 permits)
Paseo Alternative	I don't know if the parking structure is next to the AOLG (alternative 1) will work good. Parking structure will have problems sometimes
Paseo Alternative	Needs a focus on Chamorro traditions, including a new canoe house
Paseo Alternative	Convert baseball park to cultural center
Paseo Alternative	Best concept - bridge to Chamorro Village. DO IT!
Paseo Alternative	To build a multipurpose 2-story pavilion for fishing derby, canoe races, surfing, and command center for rescue personnel during adverse weather affecting boats in and out of boat basin channel. Structure to use latte stone pillars and upper deck with stairs. Can go hand in hand with the fishing platform for fishermen to fix their hooks
Paseo Alternative	All pavilions should incorporate the latte columns. Flat roof for viewing surfers competition and boat rescue for fire fighters viewing
Paseo Alternative	Please leave waterfront unobstructed
Paseo Alternative 2	Paseo parking garage blocks amazing view of Guam's landscape
Paseo Alternative 2	Paseo parking structure by the water will distract ocean view
Paseo Alternative 2	Overpass crosswalk over Marine Corps Drive
Paseo Alternative 2	Parking building blocks views
Riverwalk Alternative	Hopefully clean up the river
Riverwalk Alternative	The current Hagåtña River is an open flowing sewer. It is in high need of major Corps of Engineers work
Riverwalk Alternative	Fix Hagåtña River - water quality, flood control
Street Signage	Love street sign #1, but prefer the head of street sign #2
Street Signage	Put solar panels on top, have the lettering vertical, top to bottom, stacked lettering, use solar up lighting from the ground
Street Signage	Signage has too much concrete usage. We should be more receptive to use natural materials despite storms and typhoons. Minimize concrete

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Category	Comment
Street Signage	Unable to vote for like or dislike, only asked to vote on options. Due to lack of visual presentation inside focus areas?
Transportation	Light rail or bus rapid transit system into area
Transportation	Like how Saipan has done its trails
Transportation	Trolley concept is ok, but depends who is running it. GovGuam should not operate it
Transportation	A trolley system should be run by a private company, not GovGuam
Transportation	Like idea of parking garages
Transportation	Trolley - will the current traffic be alleviated/reduced with the trolley implementation? Will adequate trolley/shelters be provided?
Transportation	Why no voting on the trails?
Transportation	Parking garages - not economically feasible; must be maintained properly to maximize overall benefit; instead of multiple garages, have a singular parking area to promote the trolley plan (e.g., Mayor's office, Paseo)
Waterfront Alternative	Love the idea of waterfront walk. The one in Saipan is terrific. I enjoy riding a bike along their walk and reading info about local issues and plants
Wayfinding Signage/Street Furniture	Family1 gateway monument is good, but it is too big to put one on each side of the street
Wayfinding Signage/Street Furniture	Family 1 lighting is nice, but it doesn't look typhoon-proof
Wayfinding Signage/Street Furniture	Love Family 2 traditional latte signage, but prefer Family 1 bollard, Family 3 trash bin, bike rack, and planters, and Family 4 tree grate
Wayfinding Signage/Street Furniture	Will monument signage be lit at night? Could use solar panels embedded in top. Lighting should be up lighting from the ground
Wayfinding Signage/Street Furniture	Family 1 - bollards will get algae on the bottom of them
Wayfinding Signage/Street Furniture	Like all the bike racks
Wayfinding Signage/Street Furniture	Tree grates - need to use appropriate trees that won't overtake the sidewalk with their trunks
Wayfinding Signage/Street Furniture	Need to provide lots of good description for each alternative on the website for online voting. People need to know which alternatives will tear down existing buildings before they vote
Wayfinding Signage/Street Furniture	Like well lights for up lighting trees, etc.

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Category	Comment
Wayfinding Signage/Street Furniture	Would like a more square light head on Family 2
Wayfinding Signage/Street Furniture	Like the bollard for Alternative 1 and other aspects, but not the gateway monument
Wayfinding Signage/Street Furniture	Family 2, don't like bench - like bench design from Family 3, which is better for rain. Question - how will you deter homeless from sleeping on benches? Add a cement piece in center of benches?
Wayfinding Signage/Street Furniture	Add a bumpout in middle of benches to prevent people from sleeping on them
Wayfinding Signage/Street Furniture	Family 2 - light up latte stones so gateway/Barrio names light up - use solar panels embedded in top of latte
Wayfinding Signage/Street Furniture	Need a bench with a back
Wayfinding Signage/Street Furniture	Likes: Family 1 - bench, district kiosk, tree grate, planter, trash bin; Family 2 – gateway monument, bench, bollard, trash bin; Family 3 – planter, bench; Family 4 – lighting

Comments Received on Project Website:

Category	Comment
Adelup Alternative 1	Parking for employees will be worse than what it already is. Especially if there is a round table meeting or conference of some sort
Adelup Alternative 1	Another business incubator space like Chamorro Village?!
Adelup Alternative 1	Very low density for the area and does not take advantage of the location and view
Adelup Alternative 2	Cute but overdoing Adelup
Adelup Alternative 2	Is it really a wise idea to keep building along the shoreline?
Adelup Alternative 2	Good use of space - Convention Center a great idea. Existing buildings have exceeded life span and must be demolished. Also, this is an area where the Mayor's office could be located
Adelup Alternative 3	Kinda simple
Adelup Alternative 3	Low cost to build, low cost to maintain. Least risky. Good idea. Pros outweigh the Cons
Adelup Alternative 3	Green space is good

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Category	Comment
Adelup Alternative 3	Love the idea for sports facilities ONLY if upkeep and maintenance is also factored into the budget. Can't count how many GovGuam driven facilities have let us down over and over again
Barrio Boundaries	It distinguishes old landmarks
City Park Alternative	Why only baseball fields? Rugby, Soccer and Football have had more participant count than baseball and softball for years.
City Park Alternative	While additional sporting areas are needed, soccer fields tend to be better for multi-purpose activities
City Park Alternative	These need labels. We cannot figure where this is and many others are hard to locate also. I cannot say if this is good or not because I do not know where it is which make my vote here inaccurate
City Park Alternative	About time
City Park Alternative	I can't picture this. Sorry
Cliff line Alternative	Should keep the cliff line simple
Cliff line Alternative	There is no explanation of where this is exactly...
Government Center Alternative 1	This area is great and the parking structure is great, but why not make the building much taller? We have dozens of agencies currently spending millions in rent money to private interests, when we could be using it to fund government buildings and ownership instead. Make it a 6-story building that can accommodate many government agencies
Government Center Alternative 1	I'd prefer using the historically significant building that is there already rather than removing the piece of history to build something to replace it
Government Center Alternative 1	Low density area
Government Center Alternative 2	Ditto to no. 39. The building that housed our first elected Chamorro Governor after 50 years of military and appointed governorship would be important to keep
Land Use Alternative 1	Hard to see
Land Use Alternative 1	Can't read legend
Land Use Alternative 1	They key is not legible, therefore this is not an accurate answer since I cannot read to agree or disagree
Land Use Alternative 2	Hard to see so dislike
Land Use Alternative 2	Same as before

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Category	Comment
Land Use Alternative 2	Fitto to no. 55, illegible key
Mixed Use	Mimics the cities in CONUS
Parking Garages	Why do we need so many parking garages???
Parking Garages	They will need to be kept so that patrons are safe
Parking Garages	Is this the only area where parking garages or car parks will be located?
Paseo Alternative 1	Looks clean and modern
Paseo Alternative 1	Will parking be sufficient for the expected surge in traffic?
Paseo Alternative 1	Where you gonna put the softball players?
Paseo Alternative 2	Waste of ocean front for a parking lot
Paseo Alternative 2	I think I like this much more than the previous plan
Paseo Alternative 2	Parking might be very needed. Would need security to be safe
Paseo Alternative 2	Parking structure blocks prime views. Bad. Bad. Bad.
Paseo Alternative 2	Even better!
Paseo Alternative 2	Looks nice too
Riverwalk Alternative 1	Really?
Riverwalk Alternative 1	An important part of Hagåtña 's river's charm and cultural significance is that it is not heavily built up
Riverwalk Alternative 1	Not clear
Riverwalk Alternative 2	Will the amphitheater be a government building? Under the Mayor or GovGuam?
Riverwalk Alternative 2	YES YES YES
Riverwalk Alternative 2	More continued green space is important to keep. Community activities in the area are performed

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Category	Comment
Riverwalk Alternative 2	Does government have to purchase amphitheater area?
Street Signage	Lighted and clear
Street Signage	Sign C, just screams "Graffiti me"
Street Signage	Would prefer natural material
Street Signage	Enough with the latte stone. We get it. We're from Guam
Street Signage	More traditional and distinguishes from Latte. Do not overuse Latte symbol. Loses its charm
Transportation	Heck yes
Wayfinding Signage/Street Furniture	Family 1: Too modernistic
Wayfinding Signage/Street Furniture	Family 1: Very modern and up to date
Wayfinding Signage/Street Furniture	Family 1: I would need to see the actual project to make a more accurate judgement
Wayfinding Signage/Street Furniture	Family 1: I like the modern latte but everything else looks too generic, like it was just taken out of a catalog
Wayfinding Signage/Street Furniture	Family 1: I like the idea of latte but not the circle in the middle or the color scheme
Wayfinding Signage/Street Furniture	Family 1: I like the following: bench design, trash bins, tree gate, and bollard
Wayfinding Signage/Street Furniture	Family 1: Too bulky, however, like the interpretive panel and the ball shape bollards
Wayfinding Signage/Street Furniture	Family 1: Latte shouldn't be used for trash bins!
Wayfinding Signage/Street Furniture	Family 1: Industrial looking
Wayfinding Signage/Street Furniture	Family 2: Not indigenous enough
Wayfinding Signage/Street Furniture	Family 2: Not quite as nice as modern
Wayfinding Signage/Street Furniture	Family 2: Traditional latte is ok but everything else looks like it came out of a catalog...no real design so am voting dislike very much
Wayfinding Signage/Street Furniture	Family 2: I like the following: gateway monument, district kiosk, and lighting

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Category	Comment
Wayfinding Signage/Street Furniture	Family 2: I think the sideways text will be difficult to read and I don't like purple
Wayfinding Signage/Street Furniture	Family 2: Overall very nice. Although benches should be concrete, should also provide benches with backs that could withstand Guam's weather conditions
Wayfinding Signage/Street Furniture	Family 3: Not recognizable as native
Wayfinding Signage/Street Furniture	Family 3: Too simple
Wayfinding Signage/Street Furniture	Family 3: This looks like it came out of one of those catalogs where you order plaques
Wayfinding Signage/Street Furniture	Family 3: The latte is unique and something to be very proud of, the stylized version is too abstracted. It completely loses its engineering principles.
Wayfinding Signage/Street Furniture	Family 4: Not indigenous enough
Wayfinding Signage/Street Furniture	Family 4: The benches, bins, racks, etc. look nice however the main piece not so much
Wayfinding Signage/Street Furniture	Family 4: Looks like a plaque, nothing really unique
Wayfinding Signage/Street Furniture	Family 5: Too modern and not recognizable as indigenous
Wayfinding Signage/Street Furniture	Family 5: Really off the shelf, should not even be considered … what happened to more natural materials instead of all concrete and fiberglass
West Shoreline	Not sure what/where this would go
West Shoreline	I want the coast to be open, not developed

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Public Workshop #2

The purpose of the workshop was to present elements of the draft Master Plan and associated documents to the public and get their input. This included large format displays of maps and elements of the Master Plan and graphics, and a looping video flythrough of a future vision for Hagåtña with the projects from the Master Plan shown as they could be built. The video flythrough provided a detailed rendered vision of several key projects and locations in Hagåtña such as the Riverwalk, Hagåtña Government Complex, and enhanced Marina.

Publicity and Noticing

The workshop was advertised through a variety of methods. A 30-second radio ad was aired a total of 60 times on 194 FM and / or ISLA 63 AM. Newspaper ads were printed in PDN and The Post newspapers, as well as flyer inserts that were printed with PDN newspapers. A television news segment was aired the Monday before the open house on KUAM News Extra. The Governor's Office Communications Director posted to GovGuam social media accounts. The workshop was also advertised on the project website www.hagatnamasterplan.com. E-mail invitations were sent to all stakeholders that were interviewed throughout the Master Plan process or members of the public who had participated in the Hagåtña Master Plan's previous outreach activities and provided their e-mail address at the previous workshops or through the project website. E-mail invitations were also sent out to relevant GovGuam agencies and Directors who have been involved in the process.

Open House Format

Approximately 35 community members attended the open house, which was organized as a series of information stations. Attendees were encouraged to visit these stations where project team members were available to answer questions and discuss the project. Attendees were given a project informational fact-sheet brochure and a comment card to provide input on the various elements of the Hagåtña Master Plan that were presented at the stations.

Welcome Table

This station included sign-in sheets, an informational fact-sheet brochure, and a comment card to provide input. Attendees were also asked to identify the general location where they live on a map. This information was used to gauge where attendees live and if there were any particular areas that were more heavily represented at the workshop. Members of the project team were available to explain the open house layout.

Focus Area Stations

As part of the public workshop, three focus areas were identified to present key areas of growth identified in the Master Plan. The three focus areas were for Downtown, the Marina and Paseo, and the Riverwalk.



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The Downtown focus area looks at the future Government Center Civic Complex that will be home to several Government of Guam agencies and departments and centers around Plaza de España and the restoration of the historic Governor's Palacio. This includes the development of four office complex buildings, a parking garage, a bus and trolley station, a community garden, and a pedestrian bridge that goes over Marine Corps Drive to safely connect Skinner Plaza and Chamorro Village.

The Marina and Paseo focus area looks at the potential for enhancing existing facilities at Chamorro Village and the Paseo de Susana and Marina, including constructing a parking garage, adding additional boat slips at the marina, and relocating the existing wastewater facility to reclaim the land for a boardwalk and potential cruise port.

The Riverwalk focus area proposes to rehabilitate the Agaña River and establish a vibrant activity corridor for shopping and entertainment. Proposed features include a hotel, an open-air market, an amphitheater, connections to Central Park and increased commercial activity.

Pedestrian Amenities

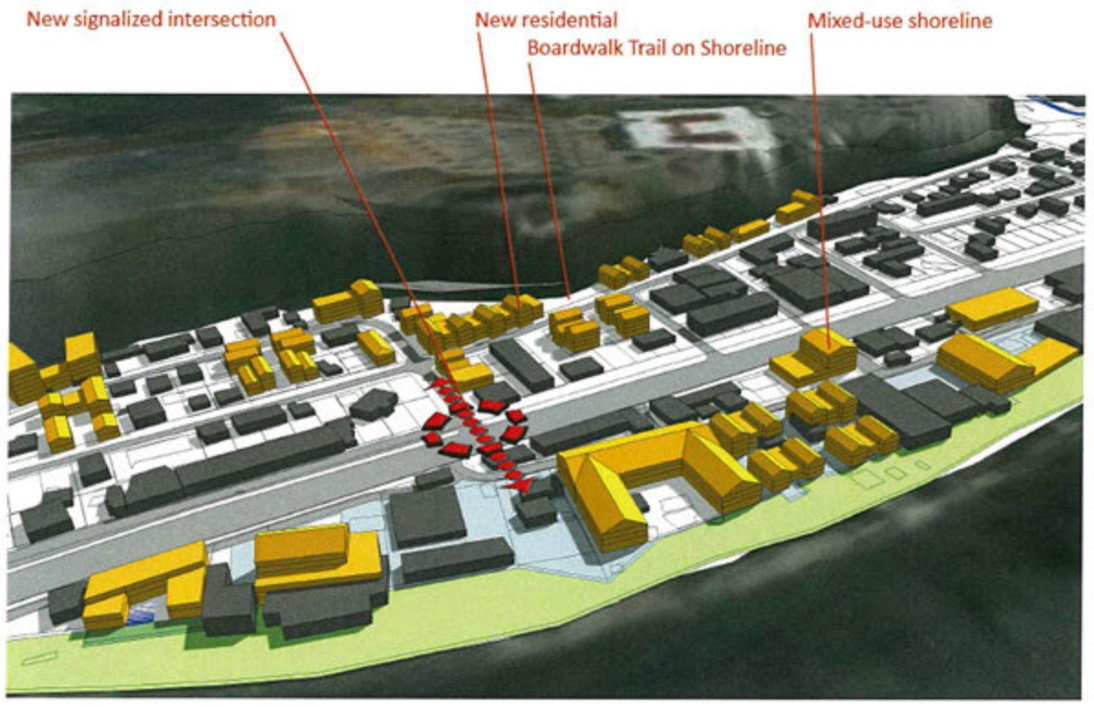
Several of the roads within Hagåtña have been identified as lacking safe and accessible pedestrian amenities. Key locations throughout Hagåtña were identified for future enhancements to support pedestrian accessibility and safety through features such as wider sidewalks, crosswalks, improved lighting, benches, waste receptacles, landscaped areas for visual and buffer purposes, and wayfinding and signage. These pedestrian amenities would not just be for roads, but would also be utilized in areas such as the Riverwalk.



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Survey Results from Previous Workshop

Comments and input were taken from the first set of public workshops to identify the preferred alternatives for many of the options that were presented. Among these were the proposed Barrio boundaries, proposed trail locations, future land use map layout, proposed transit and trolley route map, location for future parking garages, and a design concept for the western Hagåtña shoreline area



This image represents a concept of what could be developed in this area under the Master Plan Update. Actual development on private property will be up to each property owner, and could include no change to existing uses.

Public Comments



There were 13 comments received at the workshop. The following is a verbatim listing of all the comments received.

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Public Workshop #2 Comments:

Comment
Because of old plans and zoning (legal zoning based on 1966 laws), Legislature funded I-Tanota Land Use Plans and Zoning in 1990 to update plans. After over 100 public meetings and 7 years of planning, Guam made I-Tanota law in 1998. It covered many of the changes in the new Hagåtña plans. But after 1-2 months of implementation, new senators withdrew support for plan and Guam reverted to 1966 zoning! Can you avoid such political impacts that prevent plans from working?
Overall plans look amazing and well thought out. Good Job!
Concern over sea level rise and more destructive storm waves due to climate change. Need to zone and regulate development and structures to allow for increased risks.
Will GovGuam develop infrastructure especially for water, sewers and storm drainage to be in place to match plans and lead developers to conform to the plan? Existing Hagåtña street drainage violates water quality laws.
West O'Brien Drive: Flooding on road behind U.S. District Court and cliff side. Flood drains at 4-way intersection needs to be assessed and most likely built anew. Will West O'Brien have sidewalks?
Business Area - Garage type parking buildings.
Latte Lighthouse - make symmetrical in size and shape to the Latte of Freedom.
Commemorative marker for old DOA building for its history in civil rights in Guam.
Restore the old river system.
Sorry, but this is bull****. Ripping off what little natural beauty is left of river and shoreline for more hotels and concrete, and come on, a Carnival cruise ship in the bay overlooking one of our beloved local surf spots. Who is this master plan truly set to convenience?
Clean up Agaña. Junk cars that are infested with rats, termites, dilapidated buildings and insects. Buildings (new applications) must observe setback from property lines and easements, not store junk and debris near neighbors' property lines. New building permits to observe setback for easements and property lines. Heavy fine with possibility of losing license if deliberately abandons junk on neighboring lot. Owner of debris should be fined and must remove his junk. Clean up all debris, junk from all unoccupied lots.
The polluter or PWC responsibility? Zoning: Strict observance (new applicants) of zoning law. (A) Commercial, homes, condos and apartments are okay. (B) Lots only for display, not heavy manufacturing, storage of pollutants and flammable substances. Used oil from draining cars just allowed to pour or acids from batteries. Petroleum, noise pollution, air pollution. M-1 light industrial (No manufacturing, gas stations.) (C) M-2 not allowed. Agaña does not need dilapidated and infested buildings or cars, or any discarded and unwanted items. (D) New applications must observe setback requirement for safety of all involved. (E) Containers must observe all safety and setback requirements.
One Way Streets: In heavily congested central roads (near center of Agaña, legislature, museum, post office) need efficient traffic flow. Some streets have both ways allowed for half of the block and the other half is one way. Need consistency for such short streets. Near Bank of Hawaii.

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HAGÅTÑA MASTER PLAN

Preserving Our Past. Shaping Our Future.

Appendix B
Facility Scoping Memorandum

Executive Summary

Since its pre-war establishment, the capitol city of Hagåtña held the seat of government since the days of Spanish rule. Even after the island's turnover to the United States in the early 1900s, Guam's administration was conducted by the US Navy kept the central government functions within Hagåtña. Postwar and after the bombings that leveled the city as well as after the local civilian and elected governors took leadership, all three branches of government were still located within Hagåtña. Residential and commercial activity flourished in and around the central capitol. Since that time and over the decades to the present, the local government, residents and businesses slowly began to relocate and establish themselves in other areas farther away leaving Hagåtña and its true function as a capital a fading memory.

In its recent state, one would be hard pressed to imagine the area as the capitol of the island. The restoration and redevelopment of Hagåtña was contemplated by the 24th Guam Legislature and signed into law as P.L. 24-110 in 1997. With the passage of the Public Law, the Legislature saw fit to enable a body whose primary function would be the revitalization of the capitol with the idea that doing so would re-energize a sense of pride in the local populace, attract new investment and expand economic and social opportunity. Despite the best intentions of the 24th Guam Legislature, actual progress in this direction was sporadic and frequently fell idle in such a fashion that the notion of revitalization was all but forgotten.

Under the leadership of current Governor Eddie Baza Calvo, the dream of revitalizing the city of Hagåtña has not only been reawaked, it has taken true shape in an overall plan that is feasible, collaborative, and most importantly, implementable with a parallel notion of centralizing government functions into new structures and seeking financial efficiencies and savings. Taking the lead in restoration and redevelopment of Hagåtña, to its intended and primary function as a capitol proper, logically begins with and calls for the centralizing of the local government's (GovGuam) entities. With the Legislative and Judiciary still present within Hagåtña, only the various functions of the Executive remain. This memo analyzes and aims to address the office and operational spaces needed to relocate, maintain, and improve the Executive branch's various administrative agency functions within the capitol city of Hagåtña. This memo will also discuss these items in terms of minimum and maximum requirements for a number of GovGuam agencies, as well as discuss these potential needs in terms of the pending US Military Buildup and respective GovGuam requirements. These agencies include: The Office of the Governor (OOG), Bureau of Budget Management and Research (BBMR), Bureau of Statistics and Plans (BSP), Department of Land Management (DLM) and Chamorro Land Trust Commission (CLTC), Department of Administration (DOA), Department of Labor (DOL), Department of Revenue and Taxation (DRT), Guam Economic Development Authority (GEDA), Mayor's Council of Guam (MCOG), and the Office of the Attorney General (OAG).

Facility Scoping Overview

Project Description

The military buildup and the Hagåtña Master Plan provide catalysts for the potential consolidation of Government of Guam (GovGuam) agencies and services in Hagåtña. Relocation and consolidation could result in significant operational and cost efficiencies, as well as better client service. Hagåtña would also benefit from the additional economic activity. Not only would local businesses have more potential customers, but increased property values would likely lead to additional private investment, property improvements, revenues and employment. In this way, the capital investments necessary to relocate and consolidate GovGuam agencies (buildings, parking, infrastructure, etc.), can be leveraged to create private investment, at least partially subsidizing the public investment.

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Initial Methodology

Based on guidance from HRRA, as well as input received at the Alternative Plans Charrette, several GovGuam departments and offices were identified for evaluation, along with their level of priority for relocation to the Capital District. These candidates included the following:

- Bureau of Budget and Management Research (BBMR) – Priority 1
- Bureau of Statistics and Plans (BSP) – Priority 1
- Department of Land Management (DLM)[1] – Priority 3
- Department of Administration (DOA) – Priority 1
- Department of Labor (DOL) [2]– Priority 2
- Department of Revenue and Taxation (DRT) – Priority 2
- Guam Economic Development Authority (GEDA) – Priority 3
- Office of the Governor (and supporting staff) – Priority 1
- Mayor's Council of Guam (MCoG) – Priority 3
- Office of the Attorney General / Department of Law (OAG) – Priority 2

Using this list, Matrix attempted to develop facility space needs assessments, based on total staffing identified in the FY2015 Budget Act and 2014 4th Quarter Guam Agency Staffing Patterns provided by GovGuam for each agency, and the potential staffing (pursuant to the 2014 SEIS and military buildup impacts) and interviews with GovGuam staff. Matrix attempted to obtain existing square footage for candidate agencies and departments, however, of the ten candidate agencies, only four agencies provided the floor plans or existing square footage information (DLM, DOA, DRT, and GEDA). In addition, the DOA data was only for one facility and was deemed incomplete. Due to this, existing agency square footage calculations were not used as a basis for the future space needs assessment, and an alternative methodology was used.

[1] DLM was originally included in this facility scoping exercise, but there is a new public building already planned for Land Services (DLM, CLTC, and ALC), so it is unclear whether or not they will be included in the relocation.
[2] DOL was originally included in this facility scoping exercise, but there is a new public building already planned for DOL, so it is unclear whether or not they will be included in the relocation.

Alternative Methodology for Facility Standards

In light of the lack of floor area and use data for all candidate agencies, average space per occupant standards identified by the International Facility Management Association (IFMA) were used. Estimates based on these ratios are appropriate for developing alternative land use plans at a master plan scale. More detailed analysis will be required for detailed design and/or to create valid cost estimates.

Facility Standards

Typically, square footage needs vary by employee position level, by type of industry and of course, by the type work being performed. According to the 2010 IFMA's research report #34 entitled "Space and Project Management Benchmarks," there are four "levels" of interior space. These include the interior gross area, the plannable gross area, the plannable area, and the assignable area. For the purposes of the facility scoping exercise, the plannable area and assignable area "levels" are most applicable.

- **Interior gross area** includes the portion of the floor(s) that is totally enclosed within the dominant portion. Interior gross area excludes exterior walls and interior parking space.
- **Plannable gross area** can be used for space planning. It is the portion of a floor that is totally enclosed within the interior face of perimeter encroachments at the floor plane and where there are no perimeter encroachments enclosed at the inside finished surface of the exterior walls. Examples of perimeter encroachments include convectors and heating units.
- **Plannable area** is derived by subtracting primary circulation, major vertical penetrations, void areas and service areas from plannable gross area. Plannable area can also be used for space planning.
- **Assignable area** is the portion of the plannable area on a floor that can be assigned to occupant groups or specific functions. To reach assignable area, one would subtract secondary circulation (such as interior access hallways), restricted areas, and occupant void areas from a plannable area "level" measurement. This is most commonly associated with a specific person's "office space".

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Space per Occupant

Space per occupant is a constantly changing measurement, and has not been accurately standardized. Interior gross and plannable gross areas account for all spaces in an office (including areas not utilized by employees); however, plannable and assignable areas align more closely to the "usable amount" of office space. The table below details "Space and Project Management Benchmarks" survey results for square feet (sf) per occupant (by percentile), with mean averages for all.

Space and Project Management Benchmarks

Survey Percentile	Interior Gross Area	Plannable Gross Area	Plannable Area	Assignable Area
99	1,291 sf	1,271 sf	1,172 sf	999 sf
90	660 sf	637 sf	529 sf	498 sf
75	481 sf	458 sf	382 sf	354 sf
50	356 sf	345 sf	290 sf	263 sf
25	267 sf	251 sf	202 sf	183 sf
10	183 sf	166 sf	131 sf	111 sf
5	111 sf	107 sf	92 sf	61 sf
Mean	**404 sf**	**386 sf**	**323 sf**	**295 sf**

Source: Space and Project Management Report #34, Page 26, International Facility Management Association, 2010

Data from the past 20 years shows a downward trend in space for most position levels. There are several drivers for the change. These include cost, increasing levels of staff per agency or organization using the same amount of area, reduction of real estate and home or remote offices, new technology such as flat screens which require less desk space, and the movement to non-dedicated "group" workspace. The table below displays office sizes (in sf) by type of worker over the past 20 years. These figures only include space relevant to office or "assignable areas" and do not include common areas.

Office Size by Type of Worker

Year	Executive Mgmt.	Senior Mgmt.	Middle Mgmt.	Senior Profess.	Profess. Tech.	Senior Clerical	General Clerical	Call Center
2010	246 sf	169 sf	120 sf	95 sf	75 sf	81 sf	69 sf	52 sf
2007	241 sf	170 sf	121 sf	98 sf	79 sf	78 sf	68 sf	51 sf
2002	239 sf	169 sf	126 sf	97 sf	79 sf	77 sf	66 sf	39 sf
1997	280 sf	193 sf	142 sf	114 sf	92 sf	84 sf	73 sf	-
1994	289 sf	200 sf	151 sf	115 sf	90 sf	81 sf	69 sf	-
Mean	**260 sf**	**180 sf**	**132 sf**	**104 sf**	**83 sf**	**80 sf**	**69 sf**	**47 sf**

Source: Space and Project Management Report #34, Page 33, International Facility Management Association, 2010

In 2010, staff in management positions had an average of 180 square feet of office space, professionals had an average of 85 square feet of office space, clerical staff had an average of 75 square feet of office space and call center staff had roughly 52 square feet of office space. Using these averages of the square footages, (with the exception of call center staff numbers) will allow for a conservative "mean standard" for calculating the square footage needed for a total number of full time employees (FTE's). A liberal "mean standard" would use the largest average size per occupant, or 180 square feet for each clerical and professional employee, and 260 square feet (the largest size) for each management employee.

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Conference / Training and Support Space

According to the IFMA, while individual space continues to shrink, collaborative and support space has increased. The tables below show the amount of space allocated to conference / training and support space (per occupant) by type of facility use.

Conference / Training Space per Occupant

Facility Use	Team Space	Small Conference	Med. / Large Conference	Training Rooms
Headquarter	2.56 sf	4.00 sf	5.55 sf	4.58 sf
Mixed Use	2.56 sf	4.92 sf	6.60 sf	4.06 sf
Regional	2.25 sf	4.37 sf	7.09 sf	4.61 sf
Manufacture	3.12 sf	4.77 sf	4.81 sf	4.38 sf
Research	5.21 sf	3.16 sf	6.97 sf	3.53 sf
Education	3.63 sf	1.21 sf	3.89 sf	4.60 sf
Multi-Use	3.17 sf	3.00 sf	6.18 sf	2.94 sf
Call Center	5.16 sf	1.32 sf	2.12 sf	2.60 sf
Mean	**3.46 sf**	**3.34 sf**	**5.40 sf**	**3.91 sf**

Source: Space and Project Management Report #34, Page 38, International Facility Management Association, 2010

Support Space per Occupant

Facility Use	Computer Room	Storage	Work Rooms	Data Center	Files
Headquarter	4.61 sf	6.85 sf	4.92 sf	6.29 sf	5.32 sf
Mixed Use	5.82 sf	9.96 sf	3.62 sf	5.93 sf	4.53 sf
Regional	4.92 sf	5.89 sf	5.32 sf	8.13 sf	6.26 sf
Manufacture	5.59 sf	12.88 sf	2.68 sf	3.78 sf	2.79 sf
Research	9.41 sf	15.05 sf	2.53 sf	4.77 sf	5.30 sf
Education	4.53 sf	4.77 sf	2.13 sf	2.44 sf	2.37 sf
Multi-Use	4.85 sf	13.85 sf	6.20 sf	3.21 sf	6.73 sf
Call Center	2.91 sf	1.48 sf	1.29 sf	4.62 sf	1.70 sf
Mean	**5.33 sf**	**8.84 sf**	**3.59 sf**	**4.90 sf**	**4.38 sf**

Source: Space and Project Management Report #34, Page 39, International Facility Management Association, 2010

In 2010, on average per occupant, facilities had roughly 3.46 square feet of community team space, about 3.34 square feet of small conference space, 5.40 square feet of medium-large conference space, and about 3.91 square feet of training space. A total sum of 16.0 square feet per occupant for conference and training space is a reasonable assumption.

Additionally, in 2010, on average per occupant, facilities had roughly 5.33 square feet of computer rooms, 8.84 square feet of storage, 3.59 square feet of work rooms, 4.90 square feet of data centers, and 4.38 square feet of file space. It is unrealistic to use a "mean average" for these numbers considering that some of the facility uses require vast amounts of "common" space, such as manufacturing and research uses. A total sum of 27.0 square feet per occupant for support space is a reasonable assumption.

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Larger Agencies

For any agencies with more than 35 or 40 staff, it can be anticipated that these conference/training and support space numbers would need to be larger in size, due to higher employee counts and the need for additional computer technology, printers / scanners, large scale conference rooms, and large-scale training facilities. Using a standard of double the amount of conference and training space for these larger agencies would equate to 32 square feet per occupant for conference and training space, and 54 square feet per occupant of support space for any agencies with more than 35 staff members.

Common Space

An estimate of 30% of the overall "plannable area" office space is a good assumption to use in the calculations for common space facility scoping (to include hallways, mechanical / electrical rooms, bathrooms, elevators / stairwells).

Vacant Space

It is not unusual for facilities to have blocks of unoccupied (common) space. Many facility managers would agree that it is a challenge to match up space needs to work population at any given time. Vacancy is unoccupied space available for usage, divided by plannable area. The 2010 IFMA report further defined unoccupied space as space which is not planned, and occurs by oversupply, or is swing space or space held in abeyance by individual departments. In general, the overall average vacancy rate has risen from 8% in 2007 to 13% in 2010.

Oversized Office Space

It is important to note that the calculations derived in this report are reflective of Matrix's work and not solely reflective of the GovGuam agencies and departments' calculations. For this reason, some of the square foot estimates may not be aligned with current architectural plans for new governmental buildings due to client preference and office sizing. Sizing preference and oversized management position offices are not accounted for in the following calculations.

Guam Governmental Center Relocation Summary

The table below identifies a summary of respective agency square footage needs, dependent on staffing levels and on facility assessment calculations using previously identified office space averages. Existing square footage is also identified as it was available, including provisions of support and conference space. The following agencies provided floor plans with dimensions or their existing square footage to the Matrix Team:

- DLM (Office space square footage provided by DLM in January 2015)
- DOA (Office space square footage and floor plans provided by DOA & GSA in January 2015) It is assumed this is incomplete due to missing information for the GSA Warehouse in Piti and the Treasurer of Guam satellite office in Barrigada
- DRT (Office space floor plans and lease provided by DRT in January 2015)
- GEDA (Office space square footage, floor plan and lease provided by GEDA in December 2014)

The following agencies' existing leased square footage was delineated in the Palacio Reconstruction and Site Feasibility Study completed in June 2015, and was used where existing square footage was not made available:

- MCoG
- OAG

All other existing square footage for agencies identified for potential relocation is incomplete due to data that is missing or outstanding. Agencies that do not have existing square footage identified in this memo include the following:

- BBMR (Part of Adelup)
- BSP (Part of Adelup)
- DOL
- Governor's Office (Part of Adelup)

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Guam Agency	Number of FTE Staff	Existing Square Feet (Total)	Square Feet Needed (min)	Square Feet Needed (max)	Square Feet Needed (Avg.)
BBMR	20	**	3,549	6,006	4,778
BSP	27	**	4,642	8,139	6,391
DLM / CLTC	55	27,449	12,772	19,643	16,208
DOA	124	30,547**	29,723	44,959	37,341
DOL	138	**	30,703	48,760	39,732
DRT	177	41,770	41,843	63,495	52,669
GEDA	35	10,793	6,994	11,187	9,091
Governor's Office	75	**	21,730	31,395	26,563
MCoG	15	9,954	2,568	4,453	3,511
OAG	139	25,000	31,147	48,690	39,919
TOTAL	**805**	**	**185,671**	**286,727**	**236,203**

* Expected to go into the planned Land Resources Building
** Incomplete due to missing information from GovGuam

Source: DLM; DOA; DRT; GEDA; Source: Palacio Reconstruction and Site Feasibility Study, GPT, 2015; FY2015 Budget Act and 2014 4th Quarter Guam Agency Staffing Patterns; Matrix Design Group, 2015.

Guam Agency	Leased Square Feet*	Estimated Monthly Lease Expenditures (2015)	Estimated Annual Lease Expenditures (2015)
BBMR	-	-	-
BSP	-	$1,750	$21,000
DLM / CLTC	18,337*	$46,425	$557,106
DOA	5,320*	$39,577	$474,924
DOL	8,850*	$16,759	$201,105
DRT	41,770	$83,299	$999,588
GEDA	10,793	$29,056	$348,672
Governor's Office	7,666*	$3,333	$40,000
MCoG	9,954	$9,282	$111,382
OAG	25,000*	$77,668	$932,016
TOTAL	**129,898**	**$307,149**	**$3,685,793**

*It is unclear if the leased square footage identified accounts for all existing agency square footage
Source: Palacio Reconstruction and Site Feasibility Study, GPT, 2015

Government of Guam Lease Expenditures for the Agencies Identified for Relocation

The table below identifies a summary of respective lease expenditures for Guam agencies identified for potential relocation to the Capital District in Hagåtña[3]. It is important to note that all staff members identified in the previous table may not be included within the leased square footage identified in the table below. As of 2015, GovGuam spends $307,149 monthly and $3,685,793 annually on leases, just for the 129,898 square feet of leased space needed for these 10 agencies. Execution of the governmental center relocation to Hagåtña could minimize GovGuam total lease expenditures by millions of dollars.

[3] These leased square footage calculations and expenditure calculations were derived from the 2015 Guam Preservation Trust (GPT) Palacio Reconstruction and Site Feasibility Study, and may not identify the total number of square footage that the agency or department occupies.

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Guam Governmental Center Relocation Detailed Calculations

Bureau of Budget Management and Research

The Bureau of Budget Management and Research (BBMR) currently supports 20 staff positions, two of which are considered at the managerial level. Out of the remaining 18 staff members, 16 are considered to be professional staff, while two are considered to be clerical staff. Below are calculations used to derive the amount of square feet needed for BBMR in Hagåtña.

Minimum Scenario

2 Management Positions x 180 sf (each) =		360 sf
16 Professional Positions x 85 sf (each) =		1,360 sf
2 Clerical Positions x 75 sf (each) =		150 sf
Conference / Training Space (per 20 occupants) x 16 sf =		320 sf
Support Space (per 20 occupants) x 27 sf =		540 sf
	Subtotal	2,730 sf
30% Common Space Calculation =		819 sf
	Total	**3,549 sf**

Maximum Scenario

2 Management Positions x 260 sf (each) =		520 sf
16 Professional Positions x 180 sf (each) =		2,880 sf
2 Clerical Positions x 180 sf (each) =		360 sf
Conference / Training space (per 20 occupants) x 16 sf =		320 sf
Support Space (per 20 occupants) x 27 sf =		540 sf
	Subtotal	4,620 sf
30% common space calculation =		1,386 sf
	Total	**6,006 sf**
	Averaged Total	**4,778 sf**

Bureau of Statistics and Plans

The Bureau of Statistics and Plans (BSP) currently supports 27 staff positions, three of which are considered managerial. Out of the remaining 24 staff members, 17 are considered to be professional staff, while seven are considered to be clerical staff. Below are calculations used to derive the amount of square feet needed for BSP in the new governmental center in Hagåtña.

Minimum Scenario

3 Management Positions x 180 sf (each) =		440 sf
17 Professional Positions x 85 sf (each) =		1,445 sf
7 Clerical Positions x 75 sf (each) =		525 sf
Conference / Training space (per 27 occupants) x 16 sf =		432 sf
Support Space (per 27 occupants) x 27 sf =		729 sf
	Subtotal	3,571 sf
30% common space calculation=		1,071 sf
	Total	**4,642 sf**

Maximum Scenario

3 Management Positions x 260 sf (each) =		780 sf
17 Professional Positions x 180 sf (each) =		3,060 sf
7 Clerical Positions x 180 sf (each) =		1,260 sf
Conference / Training space (per 27 occupants) x 16 sf =		432 sf
Support Space (per 27 occupants) x 27 sf =		729 sf
	Subtotal	6,261 sf
30% common space calculation =		1,878 sf
	Total	**8,139 sf**
	Averaged Total	**6,391 sf**

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Department of Land Management / Chamorro Land Trust Commission

The Department of Land Management (DLM), which includes the Chamorro Land Trust Commission (CLTC), currently supports 55 staff positions, six of which are considered managerial. Out of the remaining 49 staff members, 34 are considered to be professional staff, while 15 are considered to be clerical staff. Below are calculations used to derive the amount of square feet needed for DLM in the new governmental center in Hagåtña (new Land Services Building).

Minimum Scenario

6 Management Positions x 180 sf (each) =		1,080 sf
34 Professional Positions x 85 sf (each) =		2,890 sf
15 Clerical Positions x 75 sf (each) =		1,125 sf
Conference / Training space (per 55 occupants) x 32 sf =		1,760 sf
Support Space (per 55 occupants) x 54 sf =		2,970 sf
	Subtotal	9,825 sf
30% common space calculation =		2,948 sf
	Total	**12,772 sf**

Maximum Scenario

6 Management Positions x 260 sf (each) =		1,560 sf
34 Professional Positions x 180 sf (each) =		6,120 sf
15 Clerical Positions x 180 sf (each) =		2,700 sf
Conference / Training space (per 55 occupants) x 32 sf =		1,760 sf
Support Space (per 55 occupants) x 54 sf =		2,970 sf
	Subtotal	15,110 sf
30% common space calculation =		4,533 sf
	Total	**19,643 sf**
	Averaged Total	**16,208 sf**

Department of Administration

The Department of Administration (DOA) currently supports 124 staff positions, 20 of which are managerial. Out of the remaining 104 staff members, 80 are considered to be professional staff, while 24 are considered to be clerical staff. Below are calculations used to derive the amount of square feet needed for DOA in the new governmental center in Hagåtña. It should be noted that is it currently unclear how many of these DOA employees would be moved to Hagåtña.

Minimum Scenario

20 Management Positions x 180 sf (each) =		3,600 sf
80 Professional Positions x 85 sf (each) =		6,800 sf
24 Clerical Positions x 75 sf (each) =		1,800 sf
Conference/Training space (per 124 occupants) x 32 sf =		3,968 sf
Support Space (per 124 occupants) x 54 sf =		6,696 sf
	Subtotal	22,864 sf
30% common space calculation =		6,859 sf
	Total	**29,723 sf**

Maximum Scenario

20 Management Positions x 260 sf (each) =		5,200 sf
80 Professional Positions x 180 sf (each) =		14,400 sf
24 Clerical Positions x 180 sf (each) =		4,320 sf
Conference/Training space (per 124 occupants) x 32 sf =		3,968 sf
Support Space (per 124 occupants) x 54 sf =		6,696 sf
	Subtotal	34,584 sf
30% common space calculation =		10,375 sf
	Total	**44,959 sf**
	Averaged Total	**37,341 sf**

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Department of Labor

The Department of Labor (DOL) currently supports 138 staff positions, 10 of which are managerial. Out of the remaining 128 staff members, 35 are considered to be professional staff, while 93 are considered to be clerical staff (including 83 trainees). Below are calculations used to derive the amount of square feet needed for DOL in the new governmental center in Hagåtña. It should be noted that is it unclear how many of these DOL employees would be moved to Hagåtña.

Minimum Scenario

10 Management Positions x 180 sf (each) =		1,800 sf
35 Professional Positions x 85 sf (each) =		2,975 sf
93 Clerical Positions x 75 sf (each) =		6,975 sf
Conference / Training space (per 138 occupants) x 32 sf =		4,416 sf
Support Space (per 138 occupants) x 54 sf =		7,452 sf
	Subtotal	23,618 sf
30% common space calculation =		7,085 sf
	Total	**30,703 sf**

Maximum Scenario

10 Management Positions x 260 sf (each) =		2,600 sf
35 Professional Positions x 180 sf (each) =		6,300 sf
93 Clerical Positions x 180 sf (each) =		16,740 sf
Conference/Training space (per 138 occupants) x 32 sf =		4,416 sf
Support Space (per 138 occupants) x 54 sf =		7,452 sf
	Subtotal	37,508 sf
30% common space calculation =		11,252 sf
	Total	**48,760 sf**
	Averaged Total	**39,732 sf**

Department of Revenue and Taxation

The Revenue and Taxation (DRT) currently supports 177 staff positions, 22 of which are managerial. Out of the remaining 155 staff members, 138 are considered to be professional staff, while 17 are considered to be clerical staff. Below are calculations used to derive the amount of square feet needed for DRT in the new governmental center in Hagåtña.

Minimum Scenario

22 Management Positions x 180 sf (each) =		3,960 sf
138 Professional Positions x 85 sf (each) =		11,730 sf
17 Clerical Positions x 75 sf (each) =		1,275 sf
Conference/Training space (per 177 occupants) x 32 sf =		5,664 sf
Support Space (per 177 occupants) x 54 sf =		9,558 sf
	Subtotal	32,187 sf
30% common space calculation =		9,656 sf
	Total	**41,843 sf**

Maximum Scenario

22 Management Positions x 260 sf (each) =		5,720 sf
138 Professional Positions x 180 sf (each) =		24,840 sf
17 Clerical Positions x 180 sf (each) =		3,060 sf
Conference/Training space (per 177 occupants) x 32 sf =		5,664 sf
Support Space (per 177 occupants) x 54 sf =		9,558 sf
	Subtotal	48,842 sf
30% common space calculation =		14,653 sf
	Total	**63,495 sf**
	Averaged Total	**52,669 sf**

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It is anticipated that only the Director's Office will move to the new governmental center in Hagåtña. Within the Director's Office, there are four managerial staff, one professional staff, and two clerical staff.

Minimum Scenario

4 Management Positions x 180 sf (each) =		720 sf
1 Professional Positions x 85 sf (each) =		85 sf
2 Clerical Positions x 75 sf (each) =		150 sf
Conference/Training space (per 7 occupants) x 32 sf =		224 sf
Support Space (per 7 occupants) x 54 sf =		378 sf
	Subtotal	1,557 sf
30% common space calculation =		467 sf
	Total	**2,024 sf**

Maximum Scenario

4 Management Positions x 260 sf (each) =		1,040 sf
1 Professional Positions x 180 sf (each) =		180 sf
2 Clerical Positions x 180 sf (each) =		360 sf
Conference/Training space (per 7 occupants) x 32 sf =		224 sf
Support Space (per 7 occupants) x 54 sf =		378 sf
	Subtotal	2,182 sf
30% common space calculation =		655 sf
	Total	**2,837 sf**
	Averaged Total	**2,431 sf**

Guam Economic Development Authority

The Guam Economic Development Authority (GEDA) currently supports 35 staff positions, 10 of which are managerial. Out of the remaining 25 staff members, 20 are considered to be professional staff, while five are considered to be clerical staff. Below are calculations used to derive the amount of square feet needed for GEDA in the new governmental center in Hagåtña.

Minimum Scenario

10 Management Positions x 180 sf (each) =		1,800 sf
20 Professional Positions x 85 sf (each) =		1,700 sf
5 Clerical Positions x 75 sf (each) =		375 sf
Conference / Training space (per 35 occupants) x 16 sf		560 sf
Support Space (per 35 occupants) x 27 sf =		945 sf
	Subtotal	5,380 sf
30% common space calculation =		1,614 sf
	Total	**6,994 sf**

Maximum Scenario

10 Management Positions x 260 sf (each) =		2,600 sf
20 Professional Positions x 180 sf (each) =		3,600 sf
5 Clerical Positions x 180 sf (each) =		900 sf
Conference / Training space (per 35 occupants) x 16 sf =		560 sf
Support Space (per 35 occupants) x 27 sf =		945 sf
	Subtotal	8,605 sf
30% common space calculation =		2,582 sf
	Total	**11,187 sf**
	Averaged Total	**9,091 sf**

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Office of the Governor

The Office of the Governor currently supports 75 staff positions, four of which are managerial (including the Governor and Lieutenant Governor). Out of the remaining 71 staff members, 18 are considered to be professional staff, while 53 are considered to be clerical staff (all categorized as staff assistant). Below are calculations used to derive the amount of square feet needed for the Office of the Governor in the new governmental center in Hagåtña. Extra square footage has been added for the Governor and Lieutenant Governor's office space, as well as for executive conference and support space. It should be noted that there is potential for the reconstruction of the Governor's Palacio at Plaza de España.

Minimum Scenario

2 Management Positions x 180 sf (each) =		360 sf
2 Executive Positions x 1,000 sf =		2,000 sf
18 Professional Positions x 85 sf (each) =		1,530 sf
53 Clerical Positions x 75 sf (each) =		3,975 sf
Conference / Training space (per 75 occupants) x 32 sf =		2,400 sf
Legislative Conference space (per 2 legislators) x 1,200 sf =		2,400 sf
Support Space (per 75 occupants) x 54 sf =		4,050 sf
	Subtotal	16,715 sf
30% common space calculation =		5,015 sf
	Total	**21,730 sf**

Maximum Scenario

2 Management Positions x 260 sf (each) =		520 sf
2 Executive Positions x 1,000 sf =		2,000 sf
18 Professional Positions x 180 sf (each) =		3,240 sf
53 Clerical Positions x 180 sf (each) =		9,540 sf
Conference / Training space (per 75 occupants) x 32 sf =		2,400 sf
Legislative Conference space (per 2 legislators) x 1,200 sf =		2,400 sf
Support Space (per 75 occupants) x 54 sf =		4,050 sf
	Subtotal	24,150 sf
30% common space calculation =		7,245 sf
	Total	**31,395 sf**
	Averaged Total	**26,563 sf**

It is important to note that within the 2015 Palacio Reconstruction and Site Feasibility Study, the reconstructed Palacio was estimated at about 12,000 square feet (two floors, 6,000 square feet each). The floor plans for the Palacio identified within the Palacio Reconstruction Feasibility Study include space to house the Governor, the Lieutenant Governor, the Chief of Staff, roughly 24-26 other staff members, as well as executive conference and support space. It is unclear if the floor plans identified within this study were large enough to accommodate all staff members within the Office of the Governor.

Source: Palacio Reconstruction and Site Feasibility Study, GPT, 2015

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Mayor's Council of Guam

The Mayor's Council of Guam (MCoG) currently supports 15 staff positions (not counting the positions located in the respective villages and gymnasiums), one of which is managerial. Out of the remaining 14 staff members, 10 are considered to be professional staff, while four are considered to be clerical staff. Below are calculations used to derive the amount of square feet needed for MCoG in the new governmental center in Hagåtña.

Minimum Scenario

1 Management Positions x 180 sf (each) =		180 sf
10 Professional Positions x 85 sf (each) =		850 sf
4 Clerical Positions x 75 sf (each) =		300 sf
Conference / Training space (per 15 occupants) x 16 sf =		240 sf
Support Space (per 15 occupants) x 27 sf =		405 sf
	Subtotal	1,975 sf
30% common space calculation =		593 sf
	Total	**2,568 sf**

Maximum Scenario

1 Management Positions x 260 sf (each) =		260 sf
10 Professional Positions x 180 sf (each) =		1,800 sf
4 Clerical Positions x 180 sf (each) =		720 sf
Conference / Training space (per 35 occupants) x 16 sf =		240 sf
Support Space (per 35 occupants) x 27 sf =		405 sf
	Subtotal	3,425 sf
30% common space calculation =		1,028 sf
	Total	**4,453 sf**
	Averaged Total	**3,511 sf**

Office of the Attorney General

The Office of the Attorney General (OAG) currently supports 139 staff positions, six of which are managerial (including the Attorney General and Assistant Attorney General). Out of the remaining 133 staff members, 95 are considered to be professional staff, while 38 are considered to be clerical staff. Below are calculations used to derive the amount of square feet needed for AG staff in the new governmental center in Hagåtña.

Minimum Scenario

6 Management Positions x 180 sf (each) =		1,080 sf
95 Professional Positions x 85 sf (each) =		8,075 sf
38 Clerical Positions x 75 sf (each) =		2,850 sf
Conference / Training space (per 139 occupants) x 32 sf =		4,448 sf
Support Space (per 139 occupants) x 54 sf =		7,506 sf
	Subtotal	23,959 sf
30% common space calculation =		7,188 sf
	Total	**31,147 sf**

Maximum Scenario

6 Management Positions x 260 sf (each) =		1,560 sf
95 Professional Positions x 180 sf (each) =		17,100 sf
38 Clerical Positions x 180 sf (each) =		6,840 sf
Conference/Training space (per 139 occupants) x 32 sf =		4,448 sf
Support Space (per 139 occupants) x 54 sf =		7,506 sf
	Subtotal	37,454 sf
30% common space calculation =		11,236 sf
	Total	**48,690 sf**
	Averaged Total	**39,919 sf**

Doc. No. 35GL-20-1498.

Military Buildup Scenario

The 2014 Draft Supplemental Environmental Impact Statement (SEIS), outlined impacts on Guam agency operations and staffing from the military buildup. Impacts were based on either change in population or new development. Of the Guam agencies / entities identified to relocate to the new governmental center in Hagåtña, only several were included in the SEIS as being impacted by the military buildup.

Additionally, comments were given by various Guam agencies on the SEIS projected impacts (which are available at oneguam.com). Comments from Guam agencies were also discussed during an Economic Advisory Committee (EAC) meeting held in July 2014. These comments included some additional assumed staffing needed in anticipation of the military buildup. For all agencies that the SEIS identified impacts on staffing levels for (due to the military buildup), the projected number of additional FTEs (by agency) are included in the following detailed calculations. The summary table below identifies square footage needs for each agency, dependent on additional staffing anticipated in conjunction with the military buildup. Space needs per anticipated additional FTE were calculated using an average space per occupant measurement derived in previous calculations.

Guam Agency	Number of FTE Staff	Existing Square Feet	Square Feet Needed (Avg)	Max Year Additional Staffing Needed – 2014 SEIS	Additional Staffing – GovGuam Comments on 2014 SEIS or July 2014 EAC	Square Feet Needed (Avg.) – Based on Additional Staffing for Military Buildup
BBMR	20	**	4,778	N/A	N/A	4,778
BSP	27	**	6,391	1 FTE	N/A	6,628
DLM*	55	27,449	16,208	2 FTEs	10 FTEs	19,155
DOA	124	30,547**	37,341	N/A	16 FTEs	42,159
DOL	138	**	39,732	11 FTEs	N/A	42,899
DRT	177	46,245	52,669	N/A	N/A	52,669
GEDA	35	13,001	9,091	N/A	N/A	9,091
Governor's Office	75	**	26,563	N/A	N/A	26,563
MCoG	15	**	3,511	N/A	N/A	3,511
Office of AG	139	**	39,919	N/A	N/A	39,919
TOTAL	**805**	**	**236,203**	**14 FTEs**	**26 FTEs**	**247,372**

* Expected to go into the planned Land Resources Building
** Incomplete due to missing information from GovGuam

Doc. No. 35GL-20-1498.

Bureau of Statistics and Plans

According to the 2014 SEIS, impacts from the buildup on Guam's Coastal Management Program would be largest in 2021 at 16 additional permits (per year) and would decline to 5 additional permits per year by 2028. New staff required for monitoring and enforcement makes up a large portion of the combined total employment. The impact to staffing would be largest in 2021, with the need for an additional 0.9 FTEs, dropping to an additional 0.6 FTEs by 2028.

As a result of the military buildup action, BSP's Coastal Management Program would require an additional one (1) FTE. Dividing the number of employees (27) by the 6,391 sf (average) facility size needed (which was derived during previous calculations), space needed per employee averaged out to be 237 sf. With the additional need of one (1) FTE in conjunction with the buildup action, the new BSP facility size needed would be 6,628 sf total.

Source: Draft Supplementatl Environmental Impact Statement for the Relocation of Marines from Okinawa to Guam, 2014

Department of Land Management

According to the 2014 SEIS, the impact on permitting operations would be greatest in 2019, when 113 additional permits are anticipated, declining to 14 additional permits per year by 2028. New staff required would be highest in 2019 at 1.7 additional FTEs, dropping to 1.4 FTEs by 2028. New staff would be primarily related to increased demands from land use commission hearings.

As a result of the military buildup action, DLM would require an additional two (2) permitting FTEs. Dividing the number of employees (55) by the 16,208 sf (average) facility size needed (which was derived during previous calculations), space needed per employee averaged out to be 295 sf. With the additional need of two (2) FTEs in conjunction with the buildup action, the new DLM facility size needed would be 16,797 sf total.

At the EAC meeting in July 2014, DLM stated current manpower is reaching stress levels to meet its mandate of serving as primary first tier reviewing and approving agent of all business licenses, contractor license clearance, clearing/grading permit applications, building and final occupancy permits and various intra-agency clearance procedures. DLM stated that they assume an addition of 10 new positions for a total of five years will be required. Dividing the number of current employees (55) by the 16,208 sf (average) facility size needed (which was derived during previous calculations), space needed per employee averaged out to be 295 sf. *Due to comments that came directly from DLM, and for the purposes of this memo, the total need assessment using 10 additional FTEs (not 2 FTEs) will be used.* With the assumed need of ten (10) FTEs in conjunction with the buildup action, the new DLM facility size needed would be 19,155 sf total.

Source: Draft Supplementatl Environmental Impact Statement for the Relocation of Marines from Okinawa to Guam, 2014; DLM Comments on the 2014 Draft SEIS.

Department of Administration

Impacts on DOA were not addressed in the 2014 SEIS. New staff levels required for DOA were also not included within agency comments on the SEIS. During the July 2014 EAC meeting, DOA identified the need for an additional 16 FTEs (2 Computer System Analyst II, 1 Messenger Clerk, 1 General Accounting Supervisor, 1 Management Analyst II, 2 Accountant II, 2 Accounting Technician II, 3 Treasury Cashiers, 2 Buyers II, 2 Personnel Specialist II).

As a result of the military buildup action, DOA assumes it would require an additional sixteen (16) FTEs. Dividing the number of employees (124) by the 37,341 sf (average) facility size needed (which was derived during previous calculations), space needed per employee averaged out to be 301 sf. With the additional need of sixteen (16) FTEs in conjunction with the buildup action, the new DOA facility size needed would be 42,159 sf total.

Source: DOA Comments on the 2014 Draft SEIS.

Department of Labor

According to the 2014 SEIS, impacts on DOL would be highest in 2018, with an additional 2,291 additional Alien Labor Processing and Certification Division (ALPCD) applications, requiring an additional eleven (11) FTEs to help process H-2B visa's and new labor-eligible workers. This impact drops to zero (0) additional FTEs beginning in 2026.

As a result of the military buildup action, DOL's ALPCD would require an additional eleven (11) FTEs. Dividing the number of employees (138) by the 39,732 sf (average) facility size needed (which was derived during previous calculations), space needed per employee averaged out to be 288 sf. With the additional need of eleven (11) FTEs in conjunction with the buildup action, the new DOL facility size needed would be 42,899 sf.

Source: Draft Supplementatl Environmental Impact Statement for the Relocation of Marines from Okinawa to Guam, 2014

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Legislative Office Space and Leases

Offices for the 15 Senators of the Guam Legislature are considered to be undersized and inappropriately disconnected from one another (located in various buildings). The Office of the Governor and the Guam Legislature have expressed interest in relocating the legislative offices to a consolidated location in central Hagåtña, either in the future renovated Congress Session Hall, or above the United States Post Office branch in Hagåtña, where several of the Senators are currently located.

While there are no set standards for legislative offices, square footage needs identified for the Governor and the Lieutenant Governor's office spaces were estimated at 1,000 sf each, while support / conference spaces identified for the Governor and Lieutenant Governor were estimated at 1,200 sf each. For the purposes of this facility scoping exercise, an office space estimate of 900 sf and a support / conference space estimate of 700 sf per Senator will be used. An estimate of 700 sf support / conference space per Senator should be large enough to host legislative / senatorial staff members as needed. The estimates shown below do not account for the Council Chambers and the Session Hall.

15 Senatorial Positions x 900 sf (each) =		13,500 sf
Legislature Executive Director x 325 sf =		325 sf
Conference / Staffing space (per 15 Senators) x 700 sf =		10,500 sf
	Subtotal	24,325 sf
30% common space calculation =		7,297.5 sf
	Total	**31,622.5 sf**

Leased Legislative Space and Expenditures / Revenue

The current building where *I Liheslaturan Guahan* (Guam Legislature) resides is leased to the Legislature by a private owner for $504,000 for a two-year term (equivalent to $21,000 per month). This building (155 Hesler Place, Hagåtña) holds several Senatorial offices, as well as the Session Hall and a public hearing room. Additionally, several other Senators of Guam have offices located within the Unites States Post Office building in Hagåtña, which is owned by GovGuam. The total amount spent on office leases for the remaining senators is $568,560 for a two-year term (equivalent to $23690 per month). The total amount spent by the Guam Legislature for leases is $1,072,560 for a two-year period (equivalent to $44,690 per month).

Legislative Income from Leased Space

The Guam Legislature is currently the owner of the parking lot directly south of Plaza de España, adjacent to the Manuel F. Leon Guerrero Administration Building. This parking lot, which is commonly used by many visitors, residents and employees of GovGuam, is currently being leased to the Judiciary of Guam (JOG) to accommodate the parking needs of its patrons and employees at the Guam Judicial Center. The lot is suitable for roughly 106 vehicles (90 of which are for JOG use). A portion of this parking lot (approximately 15-16 vehicles) may be utilized by the Academy of our Lady of Guam, according to the Parking Lot Use License Agreement.

Source: Guam Legislature and Judiciary of Guam Parking Lot Use License Agreement, 2014

Although the Guam Legislature leases the building at 155 Hesler Place for $504,000 for a two-year term (equivalent to $21,000 per month), there is some level of income received back through land owned by the Legislature which is leased out to other parties.

Doc. No. 35GL-20-1498.

Planned Legislative Building Reconstruction and Renovation

The Guam Legislature Building (Old Guam Congress Session Hall) is slated to be renovated and reconstructed in 2015 / 2016, and architectural plans have been developed that identify office spaces, conference spaces, and support / common areas within the building. The building is slated to have a gross building footprint of 13,884 square feet, with a total net floor area (first and second floor) of roughly 19,615 square feet of space.

As the plans stand today, there is office space within the soon-to-be reconstructed Guam Legislature building for the Speaker of the Legislature, eight other senators, the executive director, legal counsel, clerks and various other support staff. The plans also account for roughly 50 off-street parking spaces and roughly 32 on-street parking spaces.

The office reserved for the Speaker of the Legislature is roughly 435 square feet, including a bathroom and entryway. All other senatorial offices are a bit smaller in size. These office space allocations for the Senators of the Legislature are similar to, or even a bit smaller than the assumed office space size used in the calculations within this facility scoping memorandum.

It is assumed that the reconstructed building would not have enough space to accommodate all 15 Senators, therefore some of the Senatorial offices may in fact have to be incorporated into the new Governmental center buildings. Below are draft renderings developed for the reconstructed Guam Legislature Building.



Source: Rehabilitation and Reconstruction of the Guam Legislature 30% Submittal, GPT, 2010

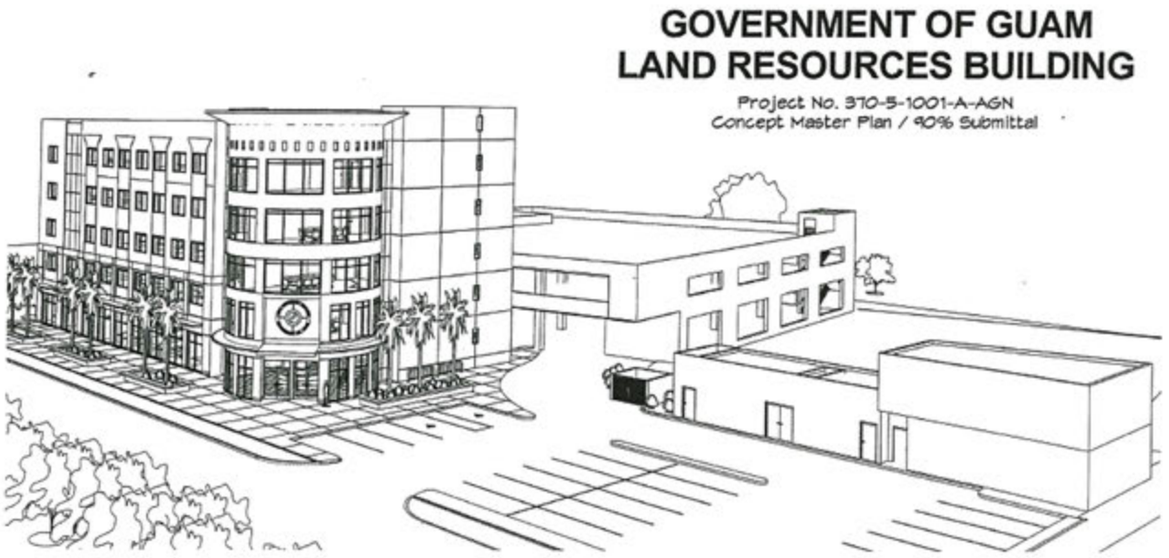
Doc. No. 35GL-20-1498.

Planned Land Resources Building (DLM)

As stated previously, plans are in place to construct a new GovGuam Land Resources building within Hagåtña. This new building would potentially house land services agencies such as DLM (all divisions), CLTC, and the Ancestral Lands Commission (ALC).

If plans are approved, funding was acquired, and the new land resources building is constructed, it is assumed that DLM (as well as CLTC and ALC) would not be included in the Plaza de España governmental relocation efforts in Hagåtña. The new land resources building is planned to be constructed in central Hagåtña, along West O'Brien Drive on Block 24. The building's architectural drawings identify 5 levels (stories) with a three-story parking structure. The building's plans also detail a large public meeting hall on the first floor, plenty of support space, as well as significant common space and storage areas (including a land records repository on the second floor). The plan also includes a multi-story parking structure.

Broad calculations for the planned land resources building are provided below, which identify approximate total square footage for each floor, and approximate total square footage for the facility. It is important to note that these calculations may show square footage estimates that are different than the calculations identified in this facility scoping memo for DLM. According to DLM personnel, the building's size was projected to fit DLM, ALC and CLTC staffing levels at full capacity. As of 2015, DLM, ALC and CLTC are not staffed at full capacity, and only expect to utilize three of the five stories. The remaining two stories could be utilized by other GovGuam agencies that deal with similar land services, creating for a complimentary work environment for Guam land resource agencies, and minimizing additional spatial needs.



Source: Government of Guam Land Resources Building Concept Master Plan 90% Submittal, DLM, 2009

Land Resources Building Square Footage Estimates

Level 1 – Estimated 9,920 sf (to host ALC, CLTC, and a public meeting hall)
Level 2 – Estimated 9,920 sf (to host DLM Land Records Division, including a 2,832 sf repository)
Level 3 – Estimated 9,920 sf (to host DLM Land Survey Division)
Level 4 – Estimated 9,920 sf (to host DLM Land Planning Division, including an 806 sf storage room)
Level 5 – Estimated 9,920 sf (to host DLM Land Administration, GIS Division, and 333 sf server room)
Total – Estimated 49,600 sf for land resources building

Doc. No. 35GL-20-1498.

2015 Palacio Reconstruction and Site Feasibility Study

The Palacio Reconstruction and Site Feasibility Study, which was completed in June 2015 for the Guam Preservation Trust (GPT), details a summary of office space leased out by GovGuam, and the total cost of expenditures for those leases. While this facility scoping memorandum only proposes the relocation of 10 or less Guam agencies/departments, the Palacio Reconstruction and Site Feasibility Study summarizes 44 Guam agencies or departments, most of which currently lease office space and several of which would be considered for relocation to Hagåtña. Out of the 44 total agencies listed, 36 agencies lease out a total area of 201,499 square feet of office space for $4,382,146 annually. The image below is taken from the Palacio Reconstruction and Site Feasibility Study, and details each agency that is currently leasing space, how much square footage they are leasing, and how much those leases cost the government per year.

DEPARTMENT/AGENCY	TOTAL AREA LEASED (SQ. FT.)	FY 2015 LEASE COST
1 BUREAU OF BUDGET AND MANAGEMENT RESEARCH (BBMR)	-	-
2 BUREAU OF STATISTICS AND PLANS (BSP)	-	$21,000.00
3 CIVIL SERVICE COMMISSION (CSC)	**5,508**	**$69,650.00**
4 COMMISSION ON DECOLONIZATION (COD)	**240**	**-**
5 CONTRACTORS LICENSE BOARD (CLB) and GUAM BUILDING CODE COUNCIL (GBCC)	2,490	-
6 CUSTOMS AND QUARANTINE AGENCY (CQA)	66,452	-
7 DEPARTMENT OF ADMINISTRATION	**5,320**	**$474,924.00**
8 DEPARTMENT OF AGRICULTURE (AGR)	28,375	-
9 DEPARTMENT OF CHAMORRO AFFAIRS (DCA)	**22,711**	**$209,113.00**
10 DEPARTMENT OF CORRECTIONS (DOC)	-	-
11 DEPARTMENT OF EDUCATION (GDOE)	731,718	-
12 DEPARTMENT OF INTEGRATED SERVICES FOR INDIVIDUALS WITH DISABILITIES (DISID)	**15,181**	**$121,944.00**
13 DEPARTMENT OF LABOR (DOL)	**8,850**	**$201,105.00**
14 DEPARTMENT OF LAND MANAGEMENT (DLM)	**18,337**	**$557,106.00**
15 GUAM BEHAVIORAL HEALTH AND WELLNESS CENTER (GBHWC)	60,904	$156,600.00
16 DEPARTMENT OF MILITARY AFFAIRS (DMA)	-	-
17 DEPARTMENT OF PARKS AND RECREATION (DPR)	**3,809**	**-**
18 DEPARTMENT OF PUBLIC HEALTH AND SOCIAL SERVICES (DPHSS)	55,744	$559,032.00
19 DEPARTMENT OF PUBLIC WORKS (DPW)	814,243	-
20 DEPARTMENT OF REVENUE AND TAXATION (DRT)	**41,770**	**$999,588.00**
21 DEPARTMENT OF YOUTH AFFAIRS (DYA)	41,516	$0.00
22 GUAM BOARD OF ACCOUNTANCY (GBOA)	**1,050**	**-**
23 GUAM COMMISSION FOR EDUCATOR CERTIFICATION (GCEC)	**600**	**$6,000.00**
24 GUAM COMMUNITY COLLEGE (GCC)	-	-
25 GUAM COUNCIL ON THE ARTS AND HUMANITIES AGENCY (CAHA)	**3,190**	**$23,925.00**
26 GUAM EDUCATIONAL TELECOMMUNICATIONS CORPORATION/PBS GUAM (GETC)	-	-
27 GUAM ELECTION COMMISSION (GEC)	**4,302**	**$134,250.00**
28 GUAM ENVIRONMENTAL PROTECTION AGENCY (GEPA)	15,194	-
29 GUAM FIRE DEPARTMENT (GFD)	**7,925**	**$114,000.00**
30 GUAM MEMORIAL HOSPITAL AUTHORITY (GMHA)	-	-
31 GUAM POLICE DEPARTMENT (GPD)	80,634	$404,165.00
32 GUAM PUBLIC LIBRARY SYSTEMS (GPLS)	66,000	-
33 GUAM REGIONAL TRANSIT AUTHORITY (GRTA)	**3,000**	**-**
34 GUAM VISITORS BUREAU (GVB)	-	-
35 MAYORS' COUNCIL OF GUAM (MCOG)	**9,954**	**$111,382.00**
36 OFFICE OF PUBLIC ACCOUNTABILITY (OPA)	**5,086**	**$115,943.00**
37 OFFICE OF THE ATTORNEY GENERAL/DEPARTMENT OF LAW (OAG)	**25,000**	**$932,016.00**
38 OFFICE OF THE CHIEF MEDICAL EXAMINER (CME)	1,982	-
39 OFFICE OF THE GOVERNOR (GOV)	**7,666**	**$40,000.00**
40 PUBLIC DEFENDER SERVICES CORPORATION (PDSC)	**12,000**	**$271,200.00**
41 REGISTRATION BOARD FOR PROFESSIONAL ENGINEERS, ARCHITECTS, AND LAND SURVEYORS (PEALS)	**-**	**-**
42 UNIFIED COURTS OF GUAM (JUDICIARY)	-	$279,450.00
43 UNIVERSITY OF GUAM (UOG)	-	-
44 VETERANS AFFAIRS OFFICE (VAO)	15,222	-
TOTAL:	2,181,973	$5,802,393.00
SUBTOTAL UNDER CONSIDERATION FOR RELOCATION TO HAGATNA:	**201,499**	**$4,382,146.00**

Source: Palacio Reconstruction and Site Feasibility Study, GPT, 2015

Doc. No. 35GL-20-1498.

Palacio Reconstruction Feasibility Study – Design Scheme Facility Calculations

The Palacio Reconstruction and Site Feasibility Study, completed and submitted on June 1, 2015 includes various alternative concepts or design schemes for the governmental relocation. Four schemes are provided, each with different proposed building layouts and massing. Detailed below are the square footage and parking calculations for each design scheme.

Scheme 1

Bldg. Number	No. of Floors	Gross Floor Area
Palacio	2	12,000 SF
Total	**-**	**12,000 SF**
Parking	**No. of Floors**	**Parking Spaces**
Surface A	-	42
Surface B	-	38
Total	**-**	**80 Spaces**

Scheme 2

Bldg. Number	No. of Floors	Gross Floor Area
B-1	2	36,760 SF
B-2	2	20,750 SF
B-3	2	20,750 SF
Palacio	2	12,000 SF
Total	**-**	**90,260 SF**
Parking	**No. of Floors**	**Parking Spaces**
Surface A	-	42
Surface B	-	19
Structure	3	329
Total	**-**	**390 Spaces**

Scheme 3

Bldg. Number	No. of Floors	Gross Floor Area
B-1	2	36,760 SF
B-2	2	20,750 SF
B-3	2	20,750 SF
B-4	2	23,250 SF
Palacio	2	12,000 SF
Total	**-**	**113,780 SF**
Parking	**No. of Floors**	**Parking Spaces**
Surface A	-	42
Surface B	-	19
Surface C	-	49
Surface D	-	17
Structure	3	329
Total	**-**	**456 Spaces**

Scheme 4

Bldg. Number	No. of Floors	Gross Floor Area
B-1	3	47,260 SF
B-2	2	20,750 SF
B-3	2	20,750 SF
B-4	2	22,600 SF
Palacio	2	12,000 SF
Total	**-**	**123,360 SF**
Parking	**No. of Floors**	**Parking Spaces**
Surface A	-	42
Surface B	-	90
Structure	3	329
Total	**-**	**461 Spaces**

Source: Palacio Reconstruction and Site Feasibility Study, GPT, 2015

Doc. No. 35GL-20-1498.

Key Findings

- A total of **10 GovGuam agencies/departments** and **805 GovGuam employees** potentially planned for relocation to Hagåtña were analyzed in this facility scoping memorandum.
    - Assume DOL and DLM are going into their own buildings, and are not included in the total employee relocation; then a total of **8 GovGuam agencies/departments** and **612 GovGuam employees** potentially planned for relocation.
    - Assume GEDA and MCoG remain in their current locations, and are not included in the total employee relocation; then a total of **6 GovGuam agencies/departments** and **562 GovGuam employees** potentially planned for relocation.
    - Total number of employees potentially planned for relocation will help derive amount of parking and size of structure needed to support the new governmental center.
- A total of **236,203 square feet** (average) of space needed to accommodate all 805 GovGuam employees potentially planned for relocation to Hagåtña.
    - Assume DOL and DLM are going into their own buildings, and are not included in the total employee relocation; then a total of **180,263 square feet** (average) of space is needed for potential agency/employee relocation of the remaining 8 agencies.
    - Assume GEDA and MCoG remain in their current locations, and are not included in the total employee relocation; then a total of **167,661 square feet** (average) of space is needed for potential agency/employee relocation of the remaining 6 agencies.
- A total of **247,372 square feet** (average) of space needed to accommodate all 805 GovGuam agencies/employees potentially planned for relocation to Hagåtña, under the **Military Buildup scenario** which required additional staffing for several agencies (BSP, DLM, DOA, and DOL).
    - Assume DOL and DLM are going into their own buildings, and are not included in the total employee relocation; then a total of **185,318 square feet** (average) of space is needed for potential agency/employee relocation under the **Military Buildup scenario**.
    - Assume GEDA and MCoG remain in their current locations, and are not included in the total employee relocation; then a total of **172,716 square feet** (average) of space is needed for potential agency/employee relocation under the **Military Buildup scenario.**
- DOA, DOL, DRT, and the Office of the Attorney General each have over 100 employees and therefore require the largest spaces, respectively. It should be noted that it is unclear how many of these total agency employees would be moved to Hagåtña.
    - DOA, DOL, DRT and Attorney General have a combined employee workforce of 578.
    - Assume DOL (and DLM) are going into their own buildings, and those agencies' staff are not included in the total employee relocation count; then a total workforce from DOA, DRT and the Office of the Attorney General would be **440 staff** (72% of the total 612 employees in the remaining 8 agencies).
    - Assume GEDA and MCoG remain in their current locations, and those agencies' staff are not included in the total employee relocation count; then a total workforce from DOA, DRT and the Office of the Attorney General would be **440 staff** (78% of the total 562 employees in the remaining 6 agencies).
- As of 2015, GovGuam spends roughly **$307,149 monthly** and **$3,685,793 annually** on leases, for the **129,898 square feet** of leased office space for these 10 agencies (not including Legislature).
- According to the Palacio Reconstruction Feasibility Study, as of 2015, GovGuam spends roughly **$4,382,146 annually** on leases, for the **201,499 square feet** of leased office space for 36 agencies.
- As of 2015, the current building where *I Liheslaturan Guahan* (Guam Legislature) resides is leased to the Legislature by a private owner for $504,000 for a two-year term (equivalent to $21,000 per month). The total amount spent on office leases for the remaining senators is $568,560 for a two-year term (equivalent to $23690 per month). The total amount spent by the Guam Legislature for leases is $1,072,560 for a two-year period (equivalent to $44,690 per month).
- The Palacio Reconstruction and Site Feasibility Study's design schemes propose various structures within the Capital District to house agencies/departments for the governmental relocation. The schemes have various space provisions ranging from 12,000 square feet to 123,360 square feet. Several of these schemes would potentially provide for enough space for the agencies identified in this facility scoping memorandum (without DLM and DOL).

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- DOA has several satellite facilities; one for the General Services Agency (GSA) in Piti, and another for the Treasurer of Guam in Barrigada. It is unclear if DOA employees located at these two facilities would be included in the potential relocation to Hagåtña.
- Assume 1,000 sf of office space and 1,200 sf of support space for each the Governor and Lieutenant Governor; and 450 sf of office space and 350 sf support space for each Senator. It should be noted that there is potential for the reconstruction of the Governor's Palacio at Plaza de España, which may house the Governor, Lieutenant Governor, and some supporting staff.
- The planned Land Resources Building is larger than the estimated facility space needs required for the current staffing levels at DLM/CLTC. Consideration to incorporate another small size (35 employees or under) GovGuam agency/department (such as DCA/HRRA or GEDA) into the Land Resources Building should be considered. This could reduce monthly / annual lease expenditures.
- An estimate of roughly **31,600 square feet** of space is needed for the Senators of the Guam Legislature, including all 15 Senatorial offices, support space for each Senator, and common space. While there is a plan to redevelop the Guam Legislature Building, it is assumed that the reconstructed building would not have enough space to accommodate all 15 Senators, therefore some of the Senatorial offices may in fact have to be incorporated into the new Governmental center buildings.
- Existing square footage calculations for most GovGuam agencies are incomplete. Floorplans and/or existing square footage for BBMR, BSP, DOA, DOL, Governor's Office, MCoG, and the Office of the Attorney General remain to be collected and analyzed.
- The Palacio Reconstruction and Site Feasibility Study has several schemes that incorporate a large parking structure in place of the Hagåtña Detention Center and Police Precinct. If that facility were to be removed, vetting and feasibility for removal / re-siting would have to be conducted.

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HAGÅTÑA MASTER PLAN

Preserving Our Past. Shaping Our Future.

Matrix DESIGN GROUP

Doc. No. 35GL-20-1498

HAGÅTÑA
RESTORATION AND
REDEVELOPMENT
AUTHORITY

Chairman Maria Eugenia Leon Guerrero
Vice-Chair Patricia Ann P. Ada
Commissioner Mayor John E. Cruz
Commissioner Gregory D. Perez
Commissioner Rita T. Franquez
Commissioner Nanick Keswani
Commissioner Eduardo J. Calvo
Commissioner Carlos Madrid Alvarez-Piñer, PhD

The Honorable Lourdes A. Leon Guerrero
Governor of Guam

The Honorable Joshua F. Tenorio
Lieutenant Governor of Guam

PHASE 4:

ESTABLISH A ZONING CODE FOR HAGATNA

Task 4.1: Draft Zoning Code

Task 4.2: Legislative Hearings

Task 4.3: Final Zoning Code

Doc. No. 35GL-20-1498

ZONING CODE SUMMARY MEMORANDUM

The Zoning Code is the regulatory tool utilized to implement the Hagåtña Master Plan.

Chapter 1 General Provisions

- Establishes Roles and Responsibilities of Administrative and Decision Making Bodies
    - City Council: Hear and decide all development related approvals (Master Plan amendments, Rezoning and Conditional Use Permits
    - Board of Adjustment
    - Development Services Director (Serves as Planning Administrator)
    - Enforcement Official
- Zoning Clearance Form Procedures
- Zoning Verification Procedures
- Inspections
- Fees
- Non-conformities
- Violations

Chapter 2 Development Review Procedures

- Establishes development review procedures for all applications including review timeframes, review criteria and appeals
- Appeals
- Interpretations
- Zoning Code Amendments
- Rezonings
- Subdivision
- Site Plans
- Conditional Use Permits
- Temporary Use Permits
- Administrative Relief (Minor Variance)
- Expiration of Approvals
- General Procedure Requirements

Chapter 3 Zoning Districts

Uses	Rural		Residential		Commercial / Mixed Use					Other							Supplemental Reg's
	[illegible]	PK/OS	LDR	[illegible]	GC	MX-R	MX-L	MX-CC	CCO	CCO	RWO	[illegible]	[illegible]	IND	MAR	CEM	
RESIDENTIAL																	
Single-family Detached Dwelling	-	-	P	-	-	-	-	P	-	-	-	-	-	-	-	-	
Single-family Attached Dwelling	-	-	P	P	-	-	-	P	-	-	-	-	-	-	-	-	
Multi-family Dwelling	-	-	-	P	P	P	P	P	P	P	P	-	-	-	-	-	
Condominium	-	-	-	P	P	P	P	P	P	P	P	-	-	-	-	-	
Accessory Uses and Structures, Residential	-	-	A	A	A	A	A	A	A	A	A	-	-	-	-	-	Section 4.1
Temporary Dwelling	A	-	A	-	A	A	A	A	A	A	A	-	-	-	-	-	
Family Day Care Home	-	-	C	A	-	-	-	C	-	-	-	-	-	-	-	-	
Home Occupations	A	-	A	A	-	-	-	A	A	A	A	-	-	-	-	-	Section 4.13
Community Care Home	-	-	P	P	-	-	-	P	-	-	-	-	-	-	-	-	Section 4.8
Community Garden	P	P	P	P	P	P	P	P	P	P	P	P	-	-	P	-	
Short-term Vacation Rental Unit	-	-	A	A	-	A	A	A	-	-	-	-	-	-	-	-	Section 4.26
AGRICULTURAL & ANIMALS																	
Agricultural Use	P	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Accessory Uses and Structures, Agricultural	A	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Outdoor recreation, agricultural	P	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Farmers Markets	P	-	-	P	P	P	P	-	P	P	P	T	T	-	T	-	
Nursery, wholesale	C	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Green House	A	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Animal Services	-	-	-	P	P	P	P	-	P	-	-	-	-	-	-	-	Section 4.4
Kennels	-	-	-	-	C	-	-	-	C	-	-	-	-	C	-	-	
Animal Shelter	-	-	-	-	C	-	-	-	C	-	-	-	-	C	-	-	
LODGING AND ACCOMMODATIONS																	
Hotels/Motels	-	-	-	C	P	P	P	-	P	P	P	-	-	-	-	-	
Resorts	-	-	-	C	P	P	P	-	P	P	P	-	-	-	-	-	
Retreats	-	-	-	C	P	P	P	-	P	P	P	-	-	-	-	-	
Boarding/Lodging House	-	-	C	C	P	C	C	-	P	-	-	-	-	-	-	-	
Bed and Breakfast	-	-	P	-	-	-	-	P	-	-	-	-	-	-	-	-	Section 4.6
PUBLIC, INSTITUTIONAL AND CIVIC USES																	
Government Services	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	
Religious Institutions	P	-	P	P	P	P	P	P	P	P	P	P	-	-	-	-	Section 4.22
Private Clubs	-	-	-	P	P	P	P	P	P	P	P	P	-	-	-	-	Section 4.21
Arts and Cultural Uses	-	-	-	P	P	P	P	P	P	P	P	P	P	-	P	-	
Public and Private Schools	P	-	P	P	P	P	P	P	P	P	P	P	-	-	-	-	
Colleges and Universities	-	-	-	-	P	-	P	P	P	P	P	-	-	-	-	-	
Funeral Home	-	-	-	-	-	-	-	-	-	-	-	-	-	P	-	P	
Mortuary	-	-	-	-	-	-	-	-	-	-	-	-	-	P	-	P	
Cemetery	-	-	-	-	-	-	-	-	-	-	-	-	-	P	-	P	
Emergency Shelter	-	-	-	-	-	-	C	C	C	-	-	-	-	C	-	-	
Non-profit social services	-	-	-	-	P	-	P	C	P	-	-	-	-	-	-	-	
Correctional Facilities	-	-	-	-	-	-	-	-	-	-	-	-	-	C	-	-	
Detention Facility	-	-	-	-	-	-	-	-	-	-	-	-	-	C	-	-	
Release Facility	-	-	-	-	-	-	-	-	-	-	-	-	-	C	-	-	

Chapter 4 – Supplemental Use Regulations: This section establishes development standards applicable to land uses with unique characteristics, such as a gas station, fast food restaurant or car wash

- Listing of regulated uses as follows:

4.1 Accessory Buildings and Uses**Error! Bookmark not defined.**

4.2 Adult Uses**Error! Bookmark not defined.**

4.3 Animal Regulations**Error! Bookmark not defined.**

4.4 Animal Services**Error! Bookmark not defined.**

4.5 Bars **Error! Bookmark not defined.**

4.6 Bed and Breakfast**Error! Bookmark not defined.**

- Screening
- Lighting
- Satellite Dish Antennae
- Trash Enclosures
- Nuisance Standards
- Public Art
- Cultural Resources
- Parking and Loading

Chapter 6 Signs: Establishes sign allowances and standards for all signs within Hagatna

Chapter 7 Definitions: Defines terms used throughout the zoning code. Aligned with the Land Use Table

Types of Zoning Codes: Conventional versus Form-based

- Conventional Zoning Codes (Euclidean) The focus of conventional zoning codes is on:
    - Segregates land uses by zoning districts and typically does not enable mixture of uses within the same development or structure.
    - Typically include rigid development standards (setbacks, floor area ratio, building height etc.)
- Form-Based Zoning Code: The focus of form based codes is on:
    - The relationship of the building form to the public realm (street)
    - Form and mass of buildings in relation to one another
    - The scale and types of streets and blocks

TABLE 1. TRANSECT ZONE DESCRIPTIONS

Table 1: Transect Zone Descriptions. This tables provides descriptions of the character of each Transect Zone.



T-1 NATURAL

T-1 Natural Zone consists of lands approximating or reverting to a wilderness condition, including lands unsuitable for settlement due to topography, hydrology or vegetation.

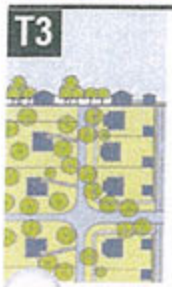
General Character:	Natural landscape with some agricultural use
Building Placement:	Not applicable
Frontage Types:	Not applicable
Typical Building Height:	Not applicable
Type of Civic Space:	Parks, Greenways



T-2 RURAL

T-2 Rural Zone consists of sparsely settled lands in open or cultivated states. These include woodland, agricultural land, grassland, and irrigable desert. Typical buildings are farmhouses, agricultural buildings, cabins, and villas.

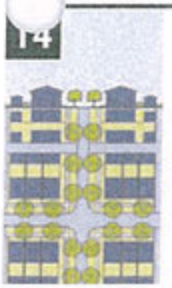
General Character:	Primarily agricultural with woodland & wetland and scattered buildings
Building Placement:	Variable Setbacks
Frontage Types:	Not applicable
Typical Building Height:	1- to 2-Story
Type of Civic Space:	Parks, Greenways



T-3 SUB-URBAN

T-3 Sub-Urban Zone consists of low density residential areas, adjacent to higher zones that have some mixed use. Home occupations and outbuildings are allowed. Planting is naturalistic and setbacks are relatively deep. Blocks may be large and the roads irregular to accommodate natural conditions.

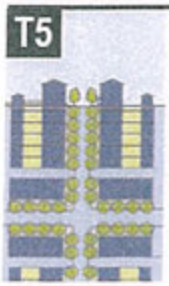
General Character:	Lawns and landscaped yards surrounding detached single-family houses; pedestrians occasionally
Building Placement:	Large and variable front and side yard Setbacks
Frontage Types:	Porches, fences, naturalistic tree planting
Typical Building Height:	1- to 2-Story with some 3-Story
Type of Civic Space:	Parks, Greenways



T-4 GENERAL URBAN

T-4 General Urban Zone consists of a mixed use but primarily residential urban fabric. It may have a wide range of building types: single, Sideyard, and Rowhouses. Setbacks and landscaping are variable. Streets with curbs and side-walks define medium-sized Blocks.

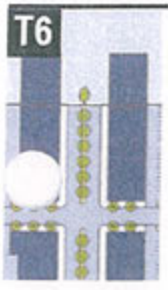
General Character:	Mix of Houses, Townhouses and small Apartment buildings with scattered Commercial activity; balance between landscape and buildings; presence of pedestrians
Building Placement:	Shallow to medium front and side yard Setbacks
Frontage Types:	Porches, fences, Dooryards
Typical Building Height:	2- to 3-Story with a few taller Mixed Use buildings
Type of Civic Space:	Squares, Greens



T-5 URBAN CENTER

T-5 Urban Center Zone consists of higher density mixed use building that accommodate Retail, Offices, Row- houses and Apartments. It has a tight network of streets, with wide sidewalks, steady street tree planting and buildings set close to the sidewalks.

General Character:	Shops mixed with Townhouses, larger Apartment houses, Offices, work place and Civic buildings; predominantly attached buildings; trees within the public right-of-way; substantial pedestrian activity
Building Placement:	Shallow Setbacks or none; buildings oriented to street defining a street wall
Frontage Types:	Stoops, Shopfronts, Galleries
Typical Building Height:	2- to 5-Story with some variation
Type of Civic Space:	Parks, Plazas, and Squares, median landscaping



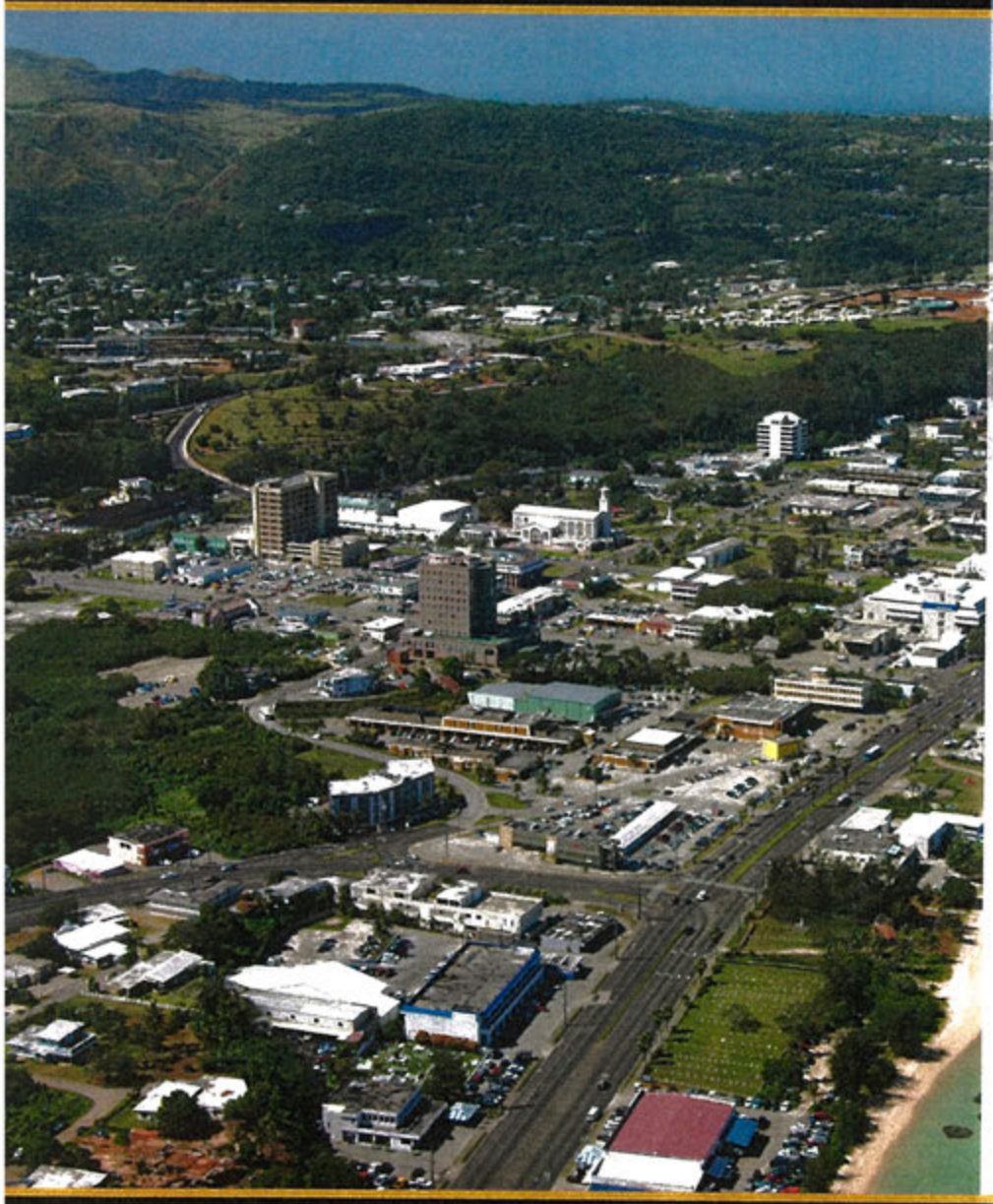
T-6 URBAN CORE

T-6 Urban Core Zone consists of the highest density and height, with the greatest variety of uses, and civic buildings of regional importance. It may have larger Blocks; streets have steady street tree planting and buildings are set close to wide sidewalks. Typically only large towns and cities have an Urban Core Zone.

General Character:	Medium to high-Density Mixed Use buildings, entertainment, Civic and cultural uses. Attached buildings forming a continuous street wall; trees within the public right-of-way; highest pedestrian and transit activity
Building Placement:	Shallow Setbacks or none; buildings oriented toward the street, defining a street wall
Frontage Types:	Stoops, Dooryards, Forecourts, Shopfronts, Galleries and Arcades
Typical Building Height:	4-plus Story with a few shorter buildings
Type of Civic Space:	Parks, Plazas and Squares; median landscaping

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HAGÅTÑA ZONING CODE



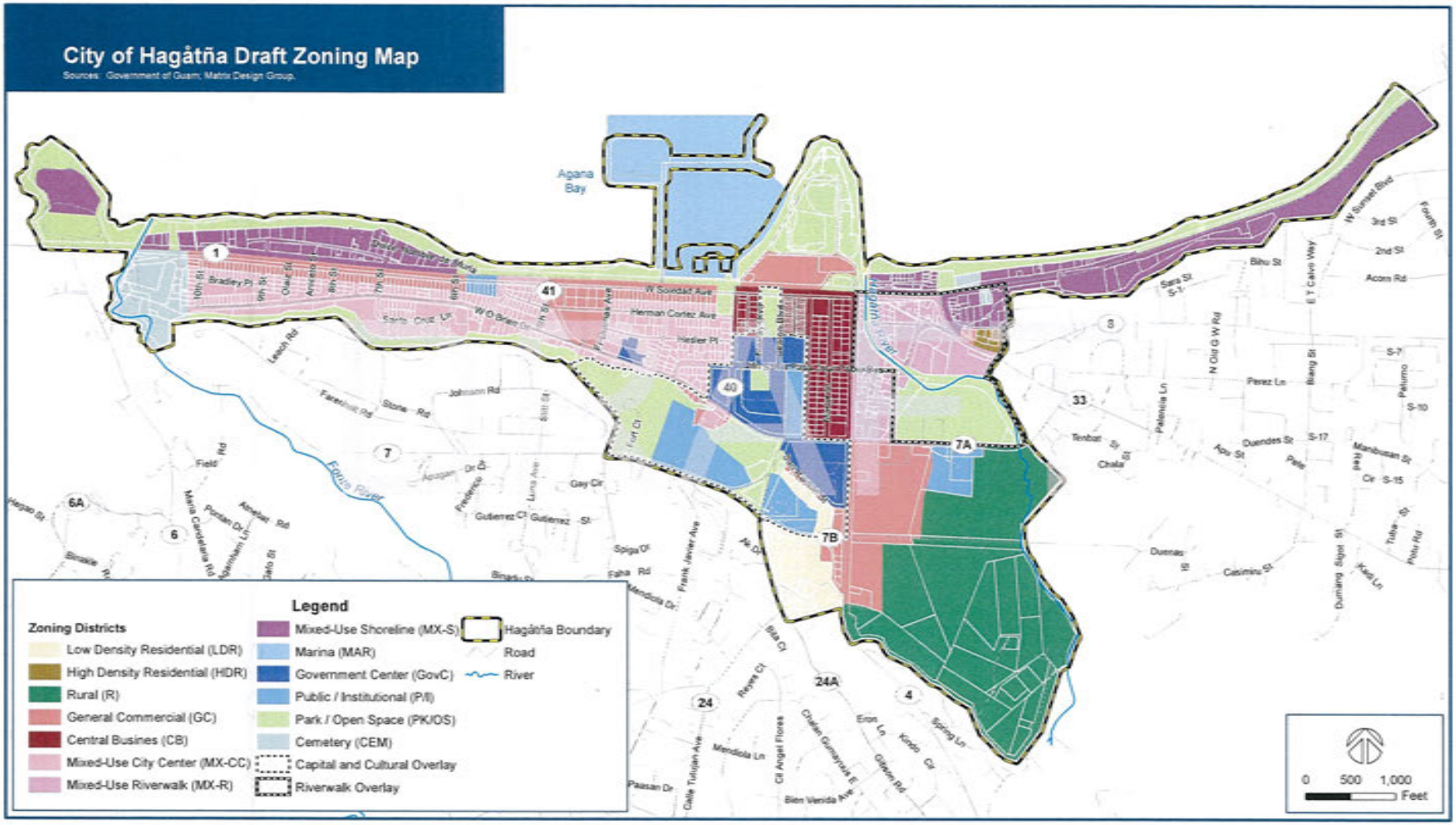
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Chapter 1 General Provisions

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1.1 Title

These regulations shall be known and cited as the City of Hagåtña Zoning Code (hereinafter known as "the Zoning Code").

1.2 Effective Date

The Zoning Code was adopted as part of Public Law _____, effective _____.

1.3 Purpose

A. The purpose of this Zoning Code is intended to enable the City of Hagåtña (hereinafter known as the "City") to respond uniformly and consistently to development proposals and to promote the health, safety, and general welfare of the residents of the City; to enhance the aesthetic quality of the natural and built environment of the community; to encourage the desirable use of the land; to maintain and enhance the desirable character of the community and to facilitate quality development in accordance with the City's adopted Master Plan.

B. Further, the purposes of these regulations are:

1. To promote orderly future development and redevelopment within the city;
2. To clearly articulate standards for performance and quality design;
3. To facilitate the adequate provision of community utilities such as transportation, water, sewer, schools, parks and other improvements;
4. To establish land use regulations, regulate the use of buildings, structures and encourage the most appropriate use of the land;
5. To establish and preserve open space and other lands for the protection and enjoyment of the natural environment;
6. To establish procedures for rezoning, use permits, variances, site plans and other permits and required approvals; and,
7. To prescribe penalties of violation of said Zoning Code.

1.4 Authority

A. The Guam Legislature has authorized the City of Hagåtña to exercise broad powers in the regulation of zoning, planning, subdivision of land, and building. This Zoning Code implements the use of all powers provided by virtue of Public Law _____.

B. The Hagåtña Development Services Department ("hereinafter known as the "Department") can be contacted for further information about the use of this Zoning Code.

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1.5 Applicability

The Zoning Code shall apply to all public and private lands, and uses thereon, over which the City has jurisdiction.

1.6 Consistency with Master Plan

A. This Zoning Code is intended to guide development in compliance with the goals, objectives and policies of the City of Hagåtña Master Plan and is hereby deemed to be consistent and in accordance with the adopted Master Plan for the City. Any amendments to or actions pursuant to the Zoning Code shall be consistent with the Master Plan, as it may be amended from time to time.

B. An amendment to the text of the Zoning Code shall be consistent with, and in accordance with, the Hagåtña Master Plan.

1.7 Coordination with Other Plans

This Code establishes procedures which ensure coordination of the development review and approval process with other governmental agencies having jurisdiction within the City of Hagåtña. These agencies include _____, _____ and _____.

1.8 Transitional Provisions

All development review applications initiated on or after _____, shall be reviewed pursuant to this Code. All development review application submitted for review prior to _____, shall be reviewed pursuant to the process and under the regulations which were in force prior to that date. Such prior regulations are continued in force and effect for that limited purpose only. Upon approval or denial of all such remaining applications, the prior regulations shall be deemed repealed. In no event shall any resubmission of an application after its rejection or any development review application filed after the effective date of this Code be reviewed under any such prior regulations.

1.9 Interpretation

A. Interpretation and application of the provisions of this Zoning Code shall be regarded as the basic and minimum requirements for the promotion of public health, safety, and general welfare of the residents of the City of Hagåtña. Whenever any provision of the Zoning Code or any provision of any other applicable law, rule, contract, resolution, or regulation of the Government of Guam or Federal government contains certain standards covering the same subject matter, the more restrictive requirement(s) or higher standards shall control.

B. The elements that make up the Zoning Code are interrelated and cannot be taken in isolation; they must be taken within the context and intent of the entire Zoning Code.

C. The words and phrases used in this Zoning Code shall have the meanings assigned in Chapter 7, except where the context of such words and phrases clearly indicates a different meaning or construction or when a more specific meaning is provided in a particular section of this Zoning Code.

D. This Zoning Code includes illustrations, photographs, and graphics for the purposes of illustration and simplification. However, to the extent that there is any inconsistency between the text of this Zoning Code and any such illustration, photograph, or graphic, the text shall control.

1.10 Severability

If any section, subsection, sentence, clause or phrase of the Zoning Code is, for any reason, held by a court of competent jurisdiction to be invalid, such decision shall not affect the validity of the remaining portions of this Zoning Code. The Guam Legislature hereby declares that it would have passed this Zoning Code and each section, subsection, sentence, clause, and phrase hereof irrespective of the fact that any one or more sections, subsections, clauses or phrases be declared invalid.

1.11 Effect of Code

The policies and regulations in this Zoning Code apply to the use and development of land. No application for development approval shall be approved by the Hagåtña City Council or other designated agency unless said application conforms to and complies with the procedures, standards and criteria of this Zoning Code.

1.12 Administrative and Decision Making Bodies

The intent of this section is to describe the responsibilities, powers and duties exercised by the principal officers and agencies involved in the planning, zoning and subdivision of land within the City of Hagåtña, The specific procedures by which these responsibilities, powers and duties are exercised are established in applicable Chapters of this Code.

1.13 City Council

A. **Authority.** Pursuant to the provisions of the Hagåtña City Charter and limitations imposed by the Guam legislature, the Hagåtña City Council is vested with all the powers of the City.

B. **General Powers and Duties.** The organization, powers, and duties of the City Council shall be as prescribed in _____. The Council exercises broad approval authority over land development proposals regulated by this Code.

C. The City Council shall have the following powers and duties:

1. To initiate, adopt and amend the Master Plan text, the Master Plan Future Land Use Map, and all Elements of the Master Plan;
2. To initiate and adopt amendments to the text and map of this Code;
3. To hear and decide applications for development approval as established by this Code;
4. To hear and decide appeals regarding an administrative decisions or interpretations of the Planning Administrator;
5. To hear and decide other appeals as prescribed by this Code;
6. To appoint members of the Board of Adjustment and other committees as the Council deems necessary to implement the Master Plan and the Zoning Code.
7. To establish by this Code, rules and procedures for the enforcement of this code by the Planning Administrator;
8. To take such other action not expressly delegated exclusively to the Development Services Department, Planning Administrator, or the Board of Adjustment as the City Council may deem desirable and necessary to implement the provisions of this Code and the Master Plan.

1.14 Development Services Department Planning Administrator and Enforcement Official

A. **Establishment of Development Services Department.** The Development Services Department of the City of Hagåtña, Guam, is hereby established. The Development Services Department shall perform the planning functions for the City as prescribed herein and shall perform such other functions as may be requested by the City Council as authorized by this Code.

B. **Establishment of Office of Planning Administrator.** The Office of the Planning Administrator is hereby established and shall be the Development Services Director or his or her designee. The Planning Administrator is authorized to establish Department standards of operation and procedures consistent with the intent of this Code, and is further empowered to delegate the duties and powers granted to, and imposed upon, the Planning Administrator by this Code. As used in this Code, "Planning Administrator" shall include his or her designee by the Planning Administrator.

C. **Establishment of Office of Enforcement Official.** The Office of Enforcement Official is hereby established and shall be the Planning Administrator or designee. As used in this Code, the "Enforcement Official" shall include his or her designee by the Enforcement Official.

D. **Powers and Duties.** The Development Services Director acting in capacity of the Planning Administrator or Enforcement Official shall have the following powers and duties:

1. Administration of this code and delegation of responsibilities for

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administering procedures and requirements;

2. Render administrative decisions and interpretations relative to the application of this Code;
3. Establish Department standards of operations and procedures consistent with the intent of this Code;
4. Enforcement of this Code;
5. Establish application guidelines, forms and processes related to administration of this Code;
6. Provide recommendation to the City Council and Board of Adjustment relative to development applications and planning, land use and zoning matters within the City of Hagåtña;
7. Provide Administrative Relief pursuant to this Chapter 2 of this Code;
8. To render determinations regarding the existence, expansion, or modification of non-conforming uses;
9. Perform other functions as may be necessary in the administration of the Department as provided by the City Manager.

1.15 Board of Adjustment

A. **Establishment.** The City has established a Board of Adjustment pursuant to Section X of the Hagåtña City Code.

B. **Appointment.** The City Council shall appoint a Board of Adjustment.

C. **Powers and Duties.** The Board of Adjustment shall decide variances, appeals of administrative decisions and interpretations, and other appeals established by this Code.

1.16 Administrative Procedures.

The following Sections provide requirements and administrative procedures related to:

- Zoning Clearance
- Zoning Verification
- Inspections
- Fees
- Non-conforming properties
- Enforcement Procedures

1.17 Zoning Clearance

A. **General.** A Zoning Clearance is certification or approval from the Planning Administrator confirming that a proposed use or development is in full compliance with all aspects of this Code. This Section establishes the requirement to obtain a Zoning Clearance prior to establishment of use or issuance of a building or other permit for construction.

B. A building permit or other permit for construction shall not be issued unless and until a Zoning Clearance has been issued by the Planning Administrator. Zoning Clearance for building or other construction permits is provided as an administrative approval from the Planning Administrator to the Building Official or other Department authorizing the issuance of a building or other construction permit(s) related to a development.

C. A use of property shall not be established unless and until a Zoning Clearance has been issued by the Planning Administrator.

D. A Certificate of Occupancy shall not be issued by the Building Official for the occupancy of any building unless and until a Zoning Clearance has been issued by the Planning Administrator.

E. A Zoning Clearance shall not be issued by the Planning Administrator unless and until:

1. All necessary zoning and development plan approvals prescribed by this Code have been obtained;
2. The building and/or construction plans are consistent with this Code and any approved zoning and development plans by the City.
3. All zoning and development plan conditions of approval related to the property have been satisfied.

4. The use of property and/or building is consistent with all requirements of this Code.

F. **Expiration/Revocation of Building or Construction Permit.** Upon expiration or revocation of a building or other construction permit by the Building Official and/or other Department, the Zoning Clearance issued by the Planning Administrator shall expire. A new Zoning Clearance shall be required prior to issuance of any new building and/or construction permit.

1.18 Zoning Verification

General. A zoning verification is documentation from the Planning Administrator confirming certain aspects of zoning relative to property and/or buildings.

A. Zoning verification information can be requested by any person. Upon receipt of a complete zoning verification application and applicable fee, the Planning Administrator or his or her designee shall provide a letter with appropriate documentation, in accordance with this Section.

B. Zoning Verification letters and/or documentation may contain the following:

1. Current zoning of the subject property
2. Permitted uses within the applicable zoning districts;
3. Reference to applicable development standard for development such as building setbacks, maximum building height and lot coverage;
4. Copies of Certificates of Occupancy for the subject building.
5. Known Building and Zoning Code violations;
6. Other information consistent with this Section as determined by the Planning Administrator.

C. Zoning Verification letters shall not certify conformance of a building and/or developed property with respect to currently adopted Codes.

D. The Planning Administrator shall issue a written zoning verification within ten (10) business days of submission of a complete application.

1.19 Inspections

A. **General.** Inspections of property and/or buildings by the Planning Administrator are necessary in the course of administration of this Code. This Section outlines the general requirements relative to site and building inspections not related to enforcement actions.

B. Upon permission of the property owner, the Planning Administrator may enter or inspect any building, structure, or property for the purpose of administration of this Code.

C. Inspections shall be carried out during normal business hours, except as provided herein.

D. **Emergency Remedy.** When, in the opinion of the Enforcement Official and/or Building Official, the condition of the site and/or building presents a danger to the health, safety, or welfare of the public and building occupants, the Planning Administrator and/or Building Official may enter upon the site immediately and without notice to or approval by the property owner to remedy the dangerous condition.

E. Except for an Emergency Remedy as provided in this Section, if permission is not granted by the property owner, no inspection shall occur without an order from a court of competent jurisdiction.

F. The inspection process related to enforcement actions of the Enforcement Official are established within Section 1.23.

1.20 Approvals Required

A. No development or development related activity shall be commenced on any property unless and until all development approvals prescribed by this Code have been obtained.

B. No development or development related activity shall be commenced on any property unless and until all required building and/or other construction permits have been obtained.

C. No development or development related activity shall be commenced on any property unless and until all development approvals have been obtained from other governmental agencies having jurisdiction in the City of Hagåtña.

1.21 Fees

A. The Hagåtña City Council has adopted administrative fees considered necessary to administer, implement and enforce this Code. The City Council adopted Fee Schedule can be obtained from the Department. These fees represent the reasonable costs associated with administering and processing applications for development approval or other actions of the Department, as determined by City Council.

B. No application shall be considered complete pursuant to this Code, until all applicable fees have been paid by an applicant consistent with the adopted Fee Schedule by the City Council.

1.22 Non-Conformities

A. **General.** Legal Non-conformance is a condition created on pre-existing legal uses, structures, and buildings by changes in regulation. A legal non-conforming use is a use, structure, or building that was in conformance with zoning and development regulations at the time of establishment and/or construction, but which would be prohibited, regulated, or restricted differently under the terms of this Code.

B. **Continuance of Legal Non-Conformance**. Legal Non-Conforming Uses, as defined by this Code, are permitted to continue and remain, subject to the limitations provided herein relative to reconstruction, restoration, continuation, discontinuation, expansion, alteration or addition to the use, structure, or building involved. It shall be the burden of the property owner to establish lawfulness of a non-conforming use, structure, building or sign.

C. **Expansion, Alteration or Modification**. A Legal Non-Conforming Use may only be changed, altered, modified, or expanded in a manner conforming to the regulations of the current zoning district, except as provided below:

D. **Non-conforming Buildings and Structures**

1. Only routine repair and maintenance, which does not increase the non-conformity with this Code is permitted.
2. The replacement of damaged or partially destroyed buildings or structures due to fire, flood, or other natural calamity, to an extent of:
   a. Fifty percent (50%) or less of the gross floor area may be restored to its previous condition, provided a building permit for such restoration has been obtained within one (1) year of the natural calamity.
   b. Greater than fifty percent (50%) of the gross floor area shall not be reconstructed except in conformance with the current zoning district in which located.
3. Should any building or structure be moved for any reason, for any amount of time, any distance, it shall not be reestablished, constructed or erected thereafter in any manner which does not conform to the regulations for the current zoning district in which it is located after moving.

E. **Non-conforming Uses**

1. The expansion of a non-conforming use within an existing building, structure or land area is prohibited.
2. Whenever a non-conforming use has been discontinued or abandoned for a period of one (1) year, such use shall not thereafter be re-established and any future uses shall be in conformance with the current regulation for the current zoning district in which the property is located.
3. Once changed to a conforming use, no building structure or land shall be permitted to revert back to a non-conforming use.
4. Change in Use. A Legal Non-Conforming Use may not be changed to another use which is not in compliance with this Code.

F. Exceptions

1. Additions to non-conforming single-family dwelling shall be permitted if the addition conforms to all current development standards established by the current zoning district in which located.

2. Non-conforming signs shall be subject to the provisions of Chapter 7.

1.23 Violations Enforcement and Penalties

A. **Authority**. The Planning Administrator in capacity as the Enforcement Official is authorized to enforce the provisions and regulations of the Zoning Code.

B. **Violations**. The remedies provided in this Section for violations of any provision of this Code, or regulation adopted pursuant to this Code, whether civil or criminal, shall be cumulative and shall be in addition to any other remedy provided by law. Except as otherwise provided in this Code, any development or use initiated after adoption of this Code, or maintained in violation of this Code, which is not in compliance with the provisions of this Code is prohibited and shall be considered an "unlawful" development or use.

C. **Responsibility of Violations and Liability**. The property owner shall be responsible for any violation on the property. The property owner is liable for any buildings, structures or uses which are in violation of this Code.

D. Enforcement Inspection of Property.

1. **Standard Inspections**. The Enforcement Official may conduct inspection of property either from a right-of-way, property suspected of a violation, or adjacent property. Standard enforcement inspections shall occur during normal business hours, unless an afterhours inspection is necessary to determine compliance, such as a lighting violation. Upon permission of the property owner, the Enforcement Official may enter or inspect any building, structure or property for the purpose of enforcement of this Code. Except for Emergency Remedy as provided in this Section, if permission is not granted by the property owner, no inspection shall occur without an order from a court of competent jurisdiction.

2. **Emergency Remedy**. When, in the opinion of the Enforcement Official and/or Building Official, the condition of the site and/or building presents a danger to the health, safety, or welfare of the public and/or building occupants, the Enforcement Official and Building Official, may enter upon the site immediately and without notice to or approval by the property owner.

E. **Types of Violations.** Any of the following shall be a violation of this Code and shall be subject to the remedies and penalties provided for in this Code:

1. **Use, or Structure, or Sign without Permit or Approval.** To establish any use, or construct/place a building, structure or sign upon land that is subject to this Code without obtaining all of the approvals required by this Code;

2. **Activities Inconsistent with This Code or Other City adopted Codes.** To erect, construct, reconstruct, remodel, alter, maintain, move, or use any property, building, structure or sign, or to engage in development or subdivision of any land in violation of any zoning, subdivision, sign, or other regulation of established by this Code, or other adopted codes of the City;

3. **Activities without Permit or Approval.** To engage in any development, construction, remodeling, or other activity of any nature upon land that is subject to this Code without obtaining all of the approvals required by this Code;

4. **Activities Inconsistent with Permit.** To engage in any development, use, construction, remodeling, or other activity of any nature in any way inconsistent with the terms and conditions of any permit, approval, certificate, or other form of

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authorization required in order to engage in such activity;

5. **Activities Inconsistent with Conditions.** To violate any term, condition, or qualification placed by a decision-making body upon any permit or other form of approval or authorization;

6. **Making Lots or Setbacks Non-conforming.** To reduce or diminish any lot area so that the setbacks or open spaces shall be less than the minimum lot area or minimum building setbacks as prescribed by this Code;

7. **Increasing Intensity of Use.** To increase the intensity of use of any land or structure, except in accordance with the procedural requirements and development standards of this Code;

8. **Removing or Defacing Required Notice.** To remove, deface, obscure, or otherwise interfere with any notice required by this Code; and,

9. **Failure to Remove Signs or Other Improvements.** To fail to remove any sign or other improvement installed, created, erected, or maintained in violation of this Code, or for which the permit, approval, permission or other authorization has expired or has been suspended or revoked.

F. **Continuing Violations.** Each day that a violation remains uncorrected after receiving notice of the violation from the City shall constitute a separate violation of this Code.

G. **Procedures for Violations.** Failure to comply with any provision of this Code is hereby declared unlawful. The following remedies and enforcement powers may be used to administer and enforce this Code:

1. **Withhold Permit.** The City may deny or withhold all permits, certificates or other forms of authorization on any land or structure or improvements thereon upon which there is an uncorrected violation of a provision of this Code or of a condition or qualification of a permit, certificate, approval, or other authorization previously granted by the City. This enforcement provision shall apply regardless of whether the current owner or applicant is responsible for the violation in question.

2. **Approve Permit(s) with Conditions.** Instead of withholding or denying a permit or authorization (as described in subsection G.1 of this Section, above) the City may approve the permit, subject to the condition that the violation be corrected prior to occupancy of the building;

3. **Building or Construction Permit Revocation.** If a violation is present as determined by the Planning Administrator, building and/or other construction permits may be suspended or revoked and the property owner provided certified notice. The City's right to revoke a permit is cumulative to any other remedy allowed by law. The property owner may file an appeal to the Board of Adjustment which shall be processed as an appeal of an Administrative Decision pursuant to this Code.

4. **Development Approval Revocation.** The revocation of any development approval obtained under this Code may be initiated by the Planning Administrator. Revocation of a development approval shall follow the original development approval process with regard to notices, hearings and available appeals.

5. **Revoke Plan or Other Approval.** Where a violation of this Code involves a failure to comply with approved development plans or conditions to which the approval of such plans was made subject, the Planning Administrator may initiate revocation of the development approval as provided in this Code. The City Council may, after required public notice and hearing, revoke the plan or other approval or condition its continuance on strict compliance with this Code, the provision of security to ensure that construction is completed in compliance with approved plans, or such

other conditions as the City Council may reasonably impose;

6. **Injunction and Abatement.** The City Council, through its authorized agents, including the Planning Administrator, may initiate injunction or abatement proceedings or other appropriate action. Such injunction or abatement proceeding shall be considered by a court of competent jurisdiction against any person who fails to comply with any provision of this Code, or any requirement or condition imposed pursuant to this Code, to prevent, enjoin, abate, or terminate violations. The City may seek penalties through a court order in the nature of mandamus, abatement, injunction or other action for proceeding to abate or remove a violation or to otherwise restore the premises in question to the condition in which they existed prior to the violation; and,

7. **Other Remedies.** The City shall have such other remedies as are and as may be from time to time provided by Guam Code Annotated for the violation of zoning, subdivision, sign, or related Code provisions.

H. **Fines and Penalties.**

1. **Penalty.** It is unlawful to erect, construct, reconstruct, maintain, or use any land in any zoning district in violation of any regulation or any provisions of this Code. Any person, firm, or corporation violating this Code or any part thereof, is subject to a civil penalty of $250.00 per day. Each and every day during which the illegal erection, construction, reconstruction, alteration, maintenance, or use continues is a separate offense.

I. **Other Provisions.**

1. **Other Powers.** In addition to the enforcement powers specified in this Article, the City may exercise any and all enforcement powers granted by Guam Code Annotated.

2. **Continuation.** Nothing in this Code shall prohibit the continuation of previous enforcement actions, underneath by the City pursuant to previous and valid Codes and laws.

3. **Remedies Cumulative.** The remedies and enforcement powers established in this Article shall be cumulative, and the City may exercise them in any order.

4. **Enforcement Procedures.**

a. *Non-Emergency Matters.* In the case of violations of this Code that do not constitute an emergency or require immediate attention, the Planning Administrator shall give notice of the nature of the violation to the property owner or to any other person who is party to the agreement or to any applicant for any relevant permit in the matter hereafter stated, after which the persons receiving notice shall have thirty (30) days to correct the violation before further enforcement action shall be taken. Notice shall be given in person, by United States Mail, or by posting notice on the premises. Notices of violation shall state the nature of the violation and the time period for compliance and may state the corrective steps necessary and the nature of subsequent penalties and enforcement actions should the situation not be corrected.

b. *Further Enforcement Action.* Violations that are not corrected within the time established in the notice shall be subject to further enforcement action through the court.

c. *Emergency Matters.* In the case of violations of this Code that constitute an emergency situation as a result of danger to the public health, safety and welfare as determined by the Enforcement

Official or Building Official, the notice provisions of this subsection shall not be required.

	Guam Zoning Code Revisions	Comments	Page Number	Complete
1	Subdivision and Condominiums	Reference Guam Law	Page 2-5	Yes
2	Abandoned Vehicles	Reference Guam Law, no parking in ROW	Page 5-22, 5-9	Yes
3	Native Plant List	Expand from Design Guidelines	Design Guidelines	Yes
4	Rubbish	Prohibit uncontained / unscreened refuse	Page 5-9	Yes
5	Public Art	1% Requirement, Design Principles, Call for Artists process	Page 5-10 thru 5-13	Yes
6	Archeological	Limitations to Guam Law requirement for Archeologist for all projects	Cultural Resource Professional needed	Change is not compliant with Guam Law
7	Easements	Maintenance of easements for purpose created, access, fractional lots	Addressed by Guam Law	No Change, addressed by Guam Law
8	Medical Marijuana	Remove and provide separately in the event MM is allowed by Territory		Yes
9	Combine / Add / Delete Zoning Districts	Combine and delete zoning districts as discussed. Add HDR district	Chapter 3	Yes
10	Central Business District	CBD - Limit building height adjacent to Skinner Park to 2 stories	Page 3-30	Yes
11	Animal Provisions	Delete livestock allowances, allow only household pets, Guam law Title 5, Div 6, Chapter 62-69	Page 4-5	Yes
12	Home-based Occupations	Reference Guam Law	Page 4-8 and 4-9	Yes
13	Definition of Family	Number / blood relation limitations not permitted by Fair Housing Act		Not recommended based on Federal rulings
14	Minimum Dwelling Unit Size	Prevent Small Houses		Regulated by Building Code
15	General Nuisance Standards		Page 5-9	Yes
16	Mobile Homes	Delete		Yes
17	Development Review Processes	Amend based on functions discussion		Yes

18	Wireless Communication Facilities	Analysis based on public health impacts		Cannot regulate perceived public health impacts
19	Sign Code	Way-finding, off-site prohibitio and building mounted wall signs		City Signs are exempt
20	Reconcile specific standards with Capital/Cultural OD	Create Capital / Cultural Overlay	Page 3-31	Yes
21	Perfomance Citeria / Density Bonuses	JS to identify additional performance criteria and density bonuses.		No addition criteria received
22	Auto Repair	Screening requirements for vehicles awaiting repair, prohibit major repair	Page 4-18	Yes
23	Shoreline Protection Standards	Reference Guam Law, PA to determine treatment and location	Page 5-1	Yes
24	Add Pharmacy		Page 3-8	Yes
25	Prohibit Correctional Facilities			Cannot enforce Federal facilities
26	Detention Facilities	Add and require Conditional Use Permit	Page 3-7	Yes
27	Essential Public Services	Screening requirement for facilities	Page 5-4	Yes
28	Prohibit Junk Yard		Page 3-8	Conditional in Industrial Zone
29	Barbed Wire	PA to approve	Page 5-4	Yes
30	Landscaping	Landscape Architect required for 2+ acre sites, required maintenance, CC reduction		Landscape Architect required
31	Fees	User fees for all applications and violations		No. Not under contract
32	Outdoor Display	Limit to business only, require temp. permit, parks DPW/DLM	Page 4-11	Yes

	Guam Zoning Code Revisions	Comments	Page Number	Complete
1	Subdivision and Condominiums	Reference Guam Law	Page 2-5	Yes
2	Abandoned Vehicles	Reference Guam Law, no parking in ROW	Page 5-22, 5-9	Yes
3	Native Plant List	Expand from Design Guidelines	Design Guidelines	
4	Rubbish	Prohibit uncontained / unscreened refuse	Page 5-9	Yes
5	Public Art	1% Requirement, Design Principles, Call for Artists process	Page 5-10 thru 5-13	Yes
6	Archeological	Limitations to Guam Law requirement for Archeologist for all projects	Cultural Resource Professional needed	No
7	Easements	Maintenance of easements for purpose created, access, fractional lots	Addressed by Guam Law	No Change
8	Medical Marijuana	Remove and provide separately in the event MM is allowed by Territory		Yes
9	Combine / Add / Delete Zoning Districts	Combine and delete zoning districts as discussed. Add HDR district	Chapter 3	Yes
10	Central Business District	CBD - Limit building height adjacent to Skinner Park to 2 stories	Page 3-30	Yes
11	Animal Provisions	Delete livestock allowances, allow only household pets, Guam law Title 5, Div 6, Chapter 62-69	Page 4-5	Yes
12	Home-based Occupations	Reference Guam Law	Page 4-8 and 4-9	Yes
13	Definition of Family	Number / blood relation limitations not permitted by Fair Housing Act		Not Recommended
14	Minimum Dwelling Unit Size	Prevent Small Houses		Regulated by Building Code
15	General Nuisance Standards		Page 5-9	Yes
16	Mobile Homes	Delete		Yes
17	Cargo Containers	Address conversion and use to residential		

18	Development Review Processes	Amend based on functions discussion		
19	Wireless Communication Facilities	Analysis based on public health impacts		Cannot regulate perceived public health impacts
20	Sign Code	Way-finding, off-site prohibitio and building mounted wall signs		City Signs are exempt
21	Reconcile specific standards with Capital/Cultural OD	Create Capital / Cultural Overlay	Page 3-31	Yes
22	Perfomance Citeria / Density Bonuses	JS to identify additional performance criteria and density bonuses.		No addition criteria received
23	Auto Repair	Screening requirements for vehicles awaiting repair, prohibit major repair	Page 4-18	Yes
24	Shoreline Protection Standards	Reference Guam Law, PA to determine treatment and location	Page 5-1	Yes
25	Add Pharmacy		Page 3-8	
26	Prohibit Correctional Facilities			Cannot enforce prohibition
27	Detention Facilities	Add and require Conditional Use Permit	Page 3-7	Yes
28	Essential Public Services	Screening requirement for facilities	Page 5-4	Yes
29	Prohibit Junk Yard		Page 3-8	C in IND
30	Barbed Wire	PA to approve	Page 5-4	Yes
31	Landscaping	Landscape Architect required for 2+ acre sites, required maintenance, CC reduction		Landscape Architect required
32	Fees	User fees for all applications and violations		No. Not under contract
33	Outdoor Display	Limit to business only, require temp. permit, parks DPW/DLM	Page 4-11	

GUAM LAW - RELATED AMENDMENTS NEEDED TO ESTABLISH HAGÅTÑA AS A CITY

	Guam Law Section	Purpose/Summary of Law	Necessary Amendment
1	Title 1 GCA General Provisions § 403 Municipal Boundaries	Establishes boundaries of all villages on Guam	Distinguish Hagåtña as City
2	Title 1 General Provisions § 852 Arts in Public Buildings and Building Supported by Public Funds	Establishes art requirements for developments subsidized by public funds	Reconcile with Public Art Provisions in Hagåtña Zoning Code
3	Title 3 Elections - Numerous Chapters	Establishes general voting requirements for entire island	Provide for local elections in Hagatna and reconcile Initiative, Referendum and Legislative Submission with Enabling Law
4	Title 5 GCA Government Operations § 1202 Territorial Planning Council	Establishes Territorial Council powers and duties	Reconcile with powers and duties of new City of Hagåtña
5	Title 5 GCA Government Operations § 1204 Support and Coordination for Comprehensive Planning	Establishes Comprehensive Planning Procedures	Reconcile Comprehensive Planning Procedures with powers of new City of Hagåtña
6	Title 5 GCA Government Operations § 1210 Content of the Plan	Establishes Comprehensive Planning Elements	Exempt property with the new City of Hagåtña
7	Ttitle 5 GCA Government Operations § 1401 Economic Planning Council	Establishes Economic Planning Council powers and duties	Reconcile with powers and duties of new City of Hagåtña
8	Title 5 GCA Government Operations - Chapter 40 Mayors of Guam	Establishes powers and duties of Mayor and Vice Mayor	Reconcile with powers and duties of new City of Hagåtña
9	Title 21 GCA Real Property - Chapter 60 Land Management	Establishes Land Development Department Role and Responsibilities	Reconcile with shared development review process

10	Title 21 GCA Real Property - Chapter 61 Zoning Law	Establishes Zoning Law	Exempt property with the new City of Hagåtña
11	Title 21 GCA Real Property - Chapter 62 Subdivision Law	Establishes Subdivision Law	Reconcile with shared development review process
12	Title 21 GCA Real Property - Chapter 63 Guam Territorial Seashore Protection Act of 1974	Establishes seashore access and design standards	Reconcile with new Draft Zoning Code
13	Title 21 GCA Real Property - Chapter 66 Building Law	Establishes Building Permitting Requirements	Reconcile with shared development review process
14	Title 21 GCA Real Property - Chapter 67 The Building Code	Establishes Building Code Requirements	Reconcile with shared development review process
15	Title 21 GCA Real Property - Chapter 68 Use and Development of Government and Other Land	Establishes Land Use Permit Requirements	Exempt property with the new City of Hagåtña
16	Title 21 GCA Real Property - Chapter 79 Hagåtña Restoration and Redevelopment	Establishes powers, duties and functions of HRRA	Reconcile with powers and duties of new City of Hagåtña
17	New Title 23 - The City of Hagåtña	New - Establishes the new City of Hagåtña	Amend to establish Mayor - Council Form of Governance

Hagåtña Zoning Code Version Notes

This Final Draft Version of the Hagåtña Zoning Code is provided in track changes to show the changes that were made between the November HRRA Draft and this Final Draft. There are some pages that may have incomplete formatting. This will be adjusted prior to finalization, once all track changes are accepted.

Chapter 2 Development Review Procedures

Inside Chapter 2...

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2.1 Intent

A. This Chapter establishes application submittal, review, and decision-making procedures for land development requests governed by this Code.

B. This Chapter is organized as follows:

1. Review and approval procedures for each specific application type.
2. General procedural requirements that apply to most development review applications, including preapplication conferences; application submittal and completeness; neighborhood meetings and public participation; public notices; public hearings; and expiration of development approvals.

2.2 Development Review Applications.

The following Sections establish procedural requirements relative to specific application types. **Change Chapter Index**

2.3 Appeal of Administrative Decisions

A. **General.** Administrative decisions are ministerial decisions of the Planning Administrator or designee in the administration of this Code. Administrative decisions are the result of the enactment and application of this Code by the Planning Administrator or designee.

B. **Application.**

1. Administrative decisions may be appealed by any aggrieved party affected by the decision to the Board of Adjustment.
2. Submittal requirements shall be established administratively by the Department. The applicant shall submit a complete application with the applicable fee with the Department.

C. **Department Review.**

1. Following acceptance of an application as complete, the request shall be reviewed by appropriate departments and other external agencies.
2. Following completion of the review, the Department shall set a date for a Public Hearing with the Board of Adjustment and provide public notice in accordance with Section 2.12.F. The Department shall prepare and submit a written report and recommendation to the Board, prior to the date of the Public Hearing.

D. **Board of Adjustment Public Hearing.**

1. The Board of Adjustment shall consider the appeal at Public Hearing.
2. The Board's scope of review shall be limited to determining whether the administrative decision by the Planning Administrator was correct and in accordance with the intent and requirements of this Code. The Board may affirm, modify, or reverse the decision of the Planning Administrator.

E. **Appeal to City Council.**

1. **Application.** Decisions of the Board of Adjustment may be appealed in writing by the applicant or initiated by the Department to the City Council for final determination. The City Council also may

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initiate review of a decision of the Board of Adjustment.

2. Appeals must be filed in writing within fourteen (14) days of the Boards decision. If no appeal is received within the specified timeframe, the Boards decision shall be final.

3. **Hearing and Decision.** The Department shall set a date for a Public Hearing with the City Council and provide public notice in accordance with Section 2.12.F. The City Council may affirm, modify, or reverse the decision of the Board.

4. **Review Criteria.** The City Council's scope of review shall be limited to determining whether the Board's action was correct with regard to the administrative decision and in accordance with the intent and requirements of this Code.

2.4 Interpretation

A. **General.** Interpretations involve formal determinations by the Planning Administrator regarding the meaning of terms in this Code; determinations on the boundaries of zoning districts or land use boundaries on the General Plan Land Use Map; and determinations regarding the allowed uses within each zoning district.

B. **Application.**

1. Requests for Interpretation may be submitted by any person or initiated by the Planning Administrator or City Council.

2. Submittal requirements shall be established administratively by the Department. The applicant shall submit a complete application with the applicable fee with the Department.

C. **Department Action.**

1. Following acceptance of an application as complete, the Planning Administrator or designee shall review the request and issue a formal written interpretation within thirty (30) days from the date of receipt of the complete application.

2. If no appeal of the Planning Administrators' interpretation is received within fourteen (14) days following the issuance date of the interpretation, the Planning Administrators' interpretation shall be final.

D. **Appeal to Board of Adjustment.**

1. Code Interpretations of the Planning Administrator may be appealed to the Board of Adjustment. Such appeals may be requested by any aggrieved party or initiated by City Council.

2. Appeals must be filed in writing within fourteen (14) days following the issuance date of the interpretation from the Planning Administrator.

3. The Department shall set a date for a public hearing with the Board of Adjustment and provide public notice in accordance with Section 2.13.F. The Department shall prepare and submit a written report and recommendation to the Board, prior to the date of the public hearing.

4. The Board of Adjustment shall consider the request for interpretation at public hearing. The Board's scope of review shall be limited to determining whether the interpretation by the Planning Administrator was correct and in accordance with the intent and requirements of this Code. The Board may affirm, modify, or reverse the interpretation of the Planning Administrator.

5. If no appeal of the Board's decision is received within fourteen (14) days following the issuance date of the interpretation, the Board of Adjustment decision shall be final.

E. **Appeal to City Council.**

1. Board of Adjustment decisions on interpretations may be appealed in writing by the applicant or initiated by the Planning Administrator to the City Council for final determination. The City Council

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also may initiate review of a decision of the Board of Adjustment.

2. Appeals must be filed in writing within fourteen (14) days of the Boards decision.

3. **Public Hearing and Decision.** The Department shall set a date for a public hearing with the City Council and provide public notice in accordance with Section X. The City Council may affirm, modify, or reverse the decision of the Board.

4. **Review Criteria.** The City Council's scope of review shall be limited to determining whether the Board's action was correct and in accordance with the intent and requirements of this Code.

2.5 Zoning Code Amendments

A. **General.** Zoning Code Amendments are changes to the text of the Zoning Code.

B. **Preapplication Conference.** The applicant shall attend a preapplication conference with applicable City Departments and other public and quasi-public agencies as provided in Section 2.13.

C. **Application.**

1. Amendments may be requested by any person. Amendments may also be initiated by the Planning Administrator and City Council.

2. Submittal requirements shall be established administratively by the Department. The applicant shall submit a complete application with the applicable fee with the Department.

D. **Department /Agency Review.**

1. Following acceptance of an application as complete, the application shall be referred to appropriate City Departments and external agencies for review and comment.

2. After the completion of the review, the Department shall set a date for a Public Hearing with the City Council and provide public notice in accordance with Section 2.13.F. The Department shall prepare and submit a written report and recommendation on the request to the City Council, prior to the date of the public hearing

E. **City Council Public Hearing.**

1. The City Council shall consider the request at Public Hearing.

2. The City Council may approve, modify or deny the amendment.

F. **Review and Decision Making Criteria.**

The Department and City Council shall apply the following criteria in recommendations and decision making on the request.

1. Conformance of the request to the goals and policies of the Hagåtña Master Plan, including all elements;

2.6 Rezoning

A. **General.** Rezoning actions are amendments to the Official Zoning Map as established and maintained according to Chapter 3 of this Code. These changes in zoning classification are intended to meet the land use needs of residents and must conform to the Hagåtña Master Plan.

B. **Preapplication Conference.** The applicant shall attend in a preapplication conference with appropriate City Departments and other public and quasi-public agencies in accordance with Section 2.13.

C. **Application.**

1. An owner of real property within the City may apply for a Rezoning for land under their ownership.

2. Submittal requirements shall be established administratively by the Department. The applicant shall submit a complete application with the applicable fee with the Department.

3. All applications for Rezoning shall be accompanied by the concurrent submittal of a Site Plan and/or Conditional Use Permit (if applicable).

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4. An application for Rezoning not in compliance with the adopted Hagåtña Master Plan requires a concurrent submittal of an application to amend the Master Plan.

D. **Public Participation.** The requirements of Section 2.13 relative to neighborhood meetings shall be met.

E. **Department /Agency Review.**

1. Following acceptance of an application as complete, the application shall be referred to appropriate City Departments and other external agencies for review and comment.

2. Upon completion of the review, the Department shall transmit the comments to the applicant for revision and resubmittal.

3. After the review is complete, the Department shall set a date for a Public Hearing with the City Council and provide public notice in accordance with Section 2.13.F. The Department shall prepare and submit a written report and recommendation on the request to the City Council, prior to the date of the Public Hearing

F. **City Council Public Hearing.**

1. The City Council shall consider the request at Public Hearing.

2. The City Council may approve, conditionally approve, modify or deny the request.

G. **Review and Decision Making Criteria.**

The Department and City Council shall apply the following criteria in recommendations and decision making on the request.

1. Conformance of the request to the goals and policies of the Hagåtña Master Plan, including all elements;

2. Conformance of the request to the land uses, density, and intensity limits established for the subject property's land use designation on the General Plan Land Use Map;

3. Adequate infrastructure exists or will be constructed by the developer to support the intended use, as determined by the City Engineer;

4. Compatibility of the request with the surrounding area and inclusion of appropriate mitigation to reduce impact of the development on the surrounding area with regard to land use transitions, landscape buffers, traffic, storm water, noise, lighting.

H. **Conditions of Approval.**

1. As part of any rezoning approval, the City Council may adopt conditions and/or schedules of development of the property.

2. **Conditions.** The City Council may condition approval of a rezoning upon the occurrence of one or more of the following:

a. Development in accordance with a specific Site Plan and/or obtaining Site Plan approval in accordance with Section 2.7.

b. Reduction in the otherwise applicable density, building height, lot coverage or floor area ratio requirements.

c. Increases in the otherwise applicable lot area, building setback, parking, landscaping and open space requirements.

d. Public dedication of rights-of-way as streets, alleys, public ways, drainage, utility, and/or other public improvements, and/or the installation of off-site improvements as reasonably required by or related to the impact of the rezoning.

e. Such other conditions as may be allowed by law.

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3. **Schedules.** The City Council may condition approval of a rezoning on specific time schedules for any or all of the following:
   a. Approval of a Site Plan and/or Subdivision Plat in accordance with Section 2.7.
   b. Application for and issuance of a building permit to commence construction of one or more buildings on the site.
   c. Commencement of on-site construction on the subject property in accordance with the approved Site Plan and/or Subdivision Plat.
   d. Completion of a specified percentage of construction on the subject property in accordance with the approved Site Plan and/or Subdivision Plat.
4. **Effective Date of Rezoning.** Rezoning amendments shall become effective thirty (30) days after the date of Ordinance adoption by the City Council.
5. **Subsequent Applications.** In the event that an application for rezoning is denied by the City Council or withdrawn following the Public Hearing, the City Council shall have the authority to refuse to accept another application for the same amendment within one year of the date of denial or withdraw.
6. **Modification of Adopted Conditions and Schedules.** A request to modify the adopted conditions and schedules shall require the submittal of a new rezoning application by the applicant and shall be subject to all requirements of this Section.
7. **Failure to Comply with Adopted Conditions and Schedules.** If an applicant fails to comply with any condition(s) or schedule(s) adopted by Council upon the rezoning of the property, the applicant shall be subject to the following:
   a. The applicant may file a request for an extension of the time schedule for meeting the adopted requirements. The Council may approve, deny or modify the request.
   b. The Planning Administrator initiates a reversion of the zoning to its former classification, based on the applicant's failure to comply with the conditions of rezoning approval. The applicant shall be provided certified notice of the proposed reversion of zoning. All public hearing and public notice requirements of Section X must be met. The City Council may approve, approve with conditions, deny or modify the request.

2.7 Site Plan Review

A. **General.** Site Plan Review is intended to promote the safe, functional and aesthetic development of property and to ensure that new structures, utilities, streets, parking, circulation systems, yards and open spaces are developed in conformance with the standards of this Code, the Hagåtña Design Guidelines, the Hagåtña Master Plan, and any other policies and regulations pertaining to development. The site plan review shall consider site, landscape, and architectural design of all buildings, structures, and related on-site or off-site improvements to promote harmonious relationships with adjacent development.

B. **Site Plan Application Types.** Site Plans are classified as either minor or major based on the following:
   1. Minor Site Plan is a development project with a total gross floor area less than 20,000 square feet in size. For non-building developments, a Minor Site Plan involves property two (2) acres or less in size.
   2. A Major Site Plan is a development project with a total gross floor area equal to or

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greater than 20,000 square feet in size. For non-building developments, a Major Site Plan involves property more than two (2) acres in size.

C. **Preapplication Conference.**

The applicant shall attend a preapplication conference with appropriate City Departments and other public and quasi-public agencies in accordance with Section 2.13.

D. **Application.**

1. An owner of real property within the City may apply for Site Plan Review for a proposed development.
2. Submittal requirements shall be established administratively by the Department. The applicant shall submit a complete application with the applicable fee with the Department.
3. If the proposed land use requires a Conditional Use Permit, a concurrent submittal of a Conditional Use Permit application prepared in accordance with Section 2.8 is required.
4. An application for Site Plan Review not in compliance with the zoning for the property requires concurrent submittal of a Rezoning application prepared in accordance with Section 2.6.

E. **Public Participation.** The requirements of Section 2.13 relative to neighborhood meetings shall be met for Major Site Plan review applications.

F. **Department/Agency Review.**

1. Following acceptance of an application as complete, the application shall be referred to appropriate City Departments and other public and quasi-public agencies for review and comment.
2. Upon completion of the review, the Department shall transmit the comments to the applicant for revision and resubmittal.

G. **Minor Site Plans – Approval Procedures.**

1. After completion of the review, the Planning Administrator may approve, approve with conditions, modify, or deny the request. The Planning Administrators decision shall be based on whether the Minor Site Plan conforms with this Code the Hagåtña Design Guidelines and all other applicable policies and regulations of the City pertaining to development.
2. **Appeal.** The applicant may appeal the Planning Administrators' decision to the City Council. Appeals must be filed in writing within fourteen days (14) following the date of the Planning Administrator's action.
3. **Hearing.** The City Council shall consider the appeal. The City Council may approve, approve with conditions, or deny the request.
4. The City Council decision shall be based on whether the Minor Site Plan conforms with this Code, the Hagåtña Design Guidelines and all other applicable policies and regulations of the City pertaining to development.

H. **Major Site Plans – Approval Procedures.**

1. After completion of the review, the Department shall set a hearing date for the City Council, following public notice in accordance with Section 2.13.F. The Department shall prepare and submit a written report and recommendation to the City Council, prior to the date of the hearing.
2. The City Council shall consider the request at public hearing. The City Council may approve, modify or deny the request.
3. The City Council decision shall be based on whether the Major Site Plan conforms with this Code, the Hagåtña Design Guidelines and all other applicable policies and regulations of the City pertaining to development.
4. The City Council may impose such conditions deemed necessary to ensure compliance with the provisions of this

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Code and all other applicable policies and regulations of the City pertaining to development.

I. **Amendments to Approved Site Plans.**

1. Amendments which involve one or more of the following shall require a new Site Plan application be prepared in accordance with this Section:
   a. Increase in the project gross land area by more than twenty-five percent (25%).
   b. Increase in the project gross floor area by more than twenty-five percent (25%).
   c. Change in project land use for the entire parcel (e.g. changing retail commercial to a religious institution).
   d. Major alteration to circulation patterns as determined by the City Engineer and Planning Administrator.
2. Amendments below the thresholds established above may be approved administratively as part of a building permit application.

J. **Expiration of Development Approval.** Site Plan approvals shall expire as provided within Section 2.12 of this Code.

2.8 Conditional Use Permit

A. **General.** Conditional Uses are uses with unique functional and operational characteristics which can have adverse impacts on traffic, lighting and noise and safety. Without appropriate mitigation measures, these uses can be incompatible with adjacent activities and uses. It is the intent of this Section to permit conditional uses in appropriate areas within a zoning district when designed and developed in a manner which ensures compatibility with adjoining uses.

B. **Preapplication Conference.** The applicant shall attend a preapplication conference with applicable City Departments and other public and quasi-public agencies in accordance with Section 2.12.

C. **Application.**

1. An owner of real property within the City may apply for a Conditional Use Permit for a proposed development.
2. Submittal requirements shall be established administratively by the Department. The applicant shall submit a complete application with the applicable fee with the Department.
3. If the request involves vacant land, a concurrent submittal of a Site Plan Review application prepared in accordance with this Section 2.7 is required.
4. If the proposed land use requires a Rezoning, a concurrent submittal of a Rezoning application prepared in accordance with Section 2.6 is required.

D. **Public Participation.** The requirements of Section 2.13 relative to neighborhood meetings shall be met.

E. **Department/Agency Review.**

1. Following acceptance of an application as complete, the application shall be referred to appropriate City Departments and other external agencies for review and comment.
2. Upon completion of the review, the Department shall transmit the comments to the applicant for revision and resubmittal.
3. After completion of the review, the Department shall set a Public Hearing date for the City Council, following public notice in accordance with Section 2.13.F. The Department shall prepare and submit a written report and recommendation to the City Council, prior to the date of the Public Hearing.

F. **City Council Public Hearing.**

1. The City Council shall consider the request at Public Hearing.

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2. The City Council may approve, modify or deny the request.

G. **Review and Decision-Making Criteria.**

The Planning Administrator and City Council shall apply the following criteria in recommendations and decision making on the request.

1. The proposed conditional use will not be materially detrimental to the public, health, safety, or welfare. In arriving at this determination, the following factors shall be considered:
   a. Damage or nuisance from noise, smoke, odor, dust, vibration, or illumination;
   b. Hazards to persons and property from operational characteristics of the use include storm water runoff, contamination, fire and other hazards;
   c. Impacts on the surrounding area resulting from unusual volume or character of traffic;
   d. Impacts on parking, pedestrian and vehicular circulation;
   e. Impacts on public services, including schools, utilities, and recreation.
2. That the characteristics of the proposed use is reasonably compatible with existing surrounding land uses and zoning;
3. Sufficient mitigation measures have been employed to minimize adverse impacts to adjacent properties and surrounding areas;
4. The proposed conditional use met the goals and policies of the Master Plan;
5. The hours of operation for the proposed use will not adversely impact adjacent properties and surrounding areas;
6. Adequate traffic mitigation measures as required by the City Engineer have been employed to reduce traffic impacts and minimize traffic congestion on roadways;
7. Establishment of the use will not adversely impact the orderly development of adjacent properties and surrounding areas for uses permitted within the zoning district;

H. **Conditions of Approval.** As part of any rezoning approval, the City Council may adopt such conditions deemed necessary to achieve compliance with the review criteria and ensure compatibility with adjoining properties.

I. **General Regulations:**

1. **Existing Uses.** Any legally established building, structure or use existing on the effective date of this Code and meeting the definition of a Legal Non-Conforming Use may continue, subject to the limitations provided in Section 1.22.
2. Upon approval, a Conditional Use Permit shall be applicable only to the specific use and the specific property for which it is issued.
3. A Conditional Use Permit shall terminate upon any interruption or cessation of the use for a period of one-hundred and eighty (180) days.

J. **Expiration of Development Approval.** Conditional Use Permit approvals shall expire as provided within Section 2.12 of this Code.

K. **Continuing Jurisdiction, Revocation, Modification, or Suspension of Conditional Use Permits.**

1. The Planning Administrator shall have continuing jurisdiction over all Conditional Use Permits and may initiate revocation, modification, or suspension of the Conditional Use Permit should any of the following occur:
   a. The use authorized by the permit has been exercised in violation of the conditions of approval or in violation of this Code;
   b. The functional and operational characteristics of the use differ from the functional and operational characteristics of the

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use as represented by the applicant and considered by the City with the original application;

c. The functional and operational characteristics of the use have changed in a manner that result in impacts to adjoining properties and the surrounding area which were not considered by the City with the original application.

2. The process for revocation, modification or suspension of a Conditional Use Permit shall follow the same process required for the establishment of a new Conditional Use Permit.

2.9 Temporary Use Permits

A. **General.** In addition to regulating uses which are permanent in nature, this Code permits certain specified temporary uses for limited periods of time.

B. **Permitted Temporary Uses.** The City may grant a Temporary Use Permit for any of the following temporary uses on private property:

1. Retail Sales
2. Holiday, Seasonal and Community Events
3. Food Vendors in excess of four (4) hours
4. Amusement Uses

C. **Preapplication Conference.** The applicant shall attend a preapplication conference with applicable City Departments and other agencies in accordance with Section 2.12.

D. **Application.**

1. A property owner or authorized person by the property owner may apply for a Temporary Use Permit for a proposed temporary use pursuant to this Section.
2. Submittal requirements shall be established administratively by the Department. The applicant shall submit a complete application with the applicable fee with the Department.

E. **Department/Agency Review.**

1. Following acceptance of an application as complete, the application shall be referred to appropriate City Departments and other external agencies for review and comment.
2. Upon completion of the review, the Department shall transmit the comments to the applicant for revision and resubmittal.

F. **Review Criteria.** The Planning Administrator shall apply the following criteria in decision making on the request:

1. The proposed temporary use will not be materially detrimental to the public, health, safety, or welfare. In arriving at this determination, the following factors shall be considered:
   a. Damage or nuisance from noise, smoke, odor, dust, vibration, or illumination;
   b. Impacts on the surrounding area resulting from unusual volume or character of traffic;
   c. Impacts on parking, pedestrian and vehicular circulation;
   d. Other impacts related to the function and operation of the use.
2. The characteristics of the proposed use are reasonably compatible with existing surrounding land uses and zoning;
3. Sufficient mitigation measures have been employed to minimize adverse impacts to adjacent properties and surrounding areas;
4. The hours of operation for the proposed use will not adversely impact adjacent properties and surrounding areas;
5. Adequate traffic mitigation measures as required by the City Engineer have been employed to reduce traffic impacts and minimize traffic congestion on roadways;
6. Establishment of the use will not adversely impact the orderly development of adjacent properties and surrounding

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areas for uses permitted within the zoning district;

7. Adequate parking is provided to serve the use in the opinion on the Planning Administrator.

G. **Approval.** If the proposed Temporary Use Permit is in compliance with this Section and the requirements of all reviewing Departments and other agencies, the Planning Administrator may approve, conditionally approve or modify the request. If the request is not in compliance with this Code or other applicable regulations, then the request shall be denied.

H. **Conditions.** In considering and approving the application, the Planning Administrator may impose the following conditions:

1. Regulation of parking, dust control measures and site lighting;
2. Regulation on the hours of operation;
3. Regulation of site ingress and egress;
4. Assurance of compliance with building, fire, and electrical codes;
5. Requirements to ensure compatibility of the request with adjacent properties and the surrounding area;
6. Limitations to the allowed duration of time for the temporary use otherwise specified in this Code;
7. Conditions recommended by the City Engineer to ensure the use does not adversely affect the traffic movement and circulation within the area;
8. Other conditions deemed necessary to ensure compliance with this Code and other policies and regulations of the City;
9. Other conditions deemed necessary to address concerns of other public and quasi-public agencies involved in the review process.

I. **Appeal to Board of Adjustment.**

1. The Planning Administrator decision on Temporary Use Permits may be appealed to the Board of Adjustment.
2. Appeals must be filed in writing within fourteen (14) days of the Planning Administrators decision.
3. **Hearing and Decision.** The Department shall set a date for a Public Hearing with the Board of Adjustment, following public notice in accordance with Section 2.13.F. The Board may affirm, modify, or reverse the decision of the Planning Administrator.

J. **Continuing Jurisdiction, Revocation, Modification, or Suspension of Temporary Use Permits.**

1. The Planning Administrator shall have continuing jurisdiction over all Temporary Use Permits and may revoke, modify, or suspend the Temporary Use Permit, should any of the following occur:
   a. The use authorized by the permit has been exercised in violation of the conditions of approval or in violation of this Code;
   b. The functional and operational characteristics of the use differ from the functional and operational characteristics of the use as represented by the applicant and considered by the City with the original application;
   c. The functional and operational characteristics of the use have changed in a manner that result in impacts to adjoining properties and the surrounding area which were not considered by the City with the original application.
2. Following correction of non-complaint issues, a new Temporary Use Permit application must be submitted to the City for review and action.

K. **Time Limits and Renewal.**

1. Time Limits are established within this Section for each specific type of temporary use.

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2. Unless otherwise specified in this Section, all Temporary Use Permits shall be limited to a maximum of thirty (30) consecutive days per event.

3. Unless otherwise specified in this Code, a Temporary Use Permit may be renewed, provided the cumulative total of days allowed for a single applicant in a calendar year for the same use on the same property shall not exceed (90) ninety days.

L. **General Requirements.**

1. No Temporary Use Permit shall authorize the use of public rights-of-way. Any use of public rights-of-way such as block parties, parades or food vendors utilizing public roadways, requires approval pursuant to Section X of the City Code.

2. Upon approval, a Temporary Use Permit shall be applicable only to the specific use and the specific property for which it is issued.

3. All signs associated with the temporary use and visible from the public rights-of-way shall conform to the Sign Code found in Chapter 6. All signage shall obtain separate sign permit.

4. Temporary uses, including any vehicles, temporary buildings or structures associated with the use are not required to meet setbacks established within the zoning district.

5. Within forty-eight (48) hours following cessation of the use, the site shall be restored to the same condition prior to commencement of the temporary use.

M. **Specific Temporary Use Permit Requirements.**

1. **Outdoor Retail Sales and Display**

a. *Permitted Uses*. A Temporary Use Permit may be issued for the following temporary outdoor retail sales uses in zoning districts indicated in Table 3.6-1 Land Use Table:

(1) Outdoor Retail Sales and Display associated with a non-profit, charitable, social club or religious institution;

(2) Off-site Retail Sales and Display of merchandise incidental to a sporting, cultural or similar event;

b. *Location*. No merchandise display shall obstruct or interfere with the safe and normal flow of pedestrian and vehicular traffic as determined by the Planning Administrator, City Engineer and Building Official.

c. *Duration*. Outdoor sales and display activities may not exceed four (4) days in duration; no more than six (6) events per year; with a minimum of thirty (30) days passing between each event.

d. *Prohibited Uses*. Vehicle sales and display or similar uses may not obtain a Temporary Use Permit under this section.

e. This Section shall not apply to outdoor retail sales and display areas approved as part of a Site Plan, such as home improvement garden sales areas.

f. This Section shall not apply to Outdoor Display uses pursuant to Section 6.15.

2. **Holiday, Seasonal and Charitable Events**

a. *Permitted Uses*. A Temporary Use Permit may be issued for the following uses:

(1) Christmas tree, fireworks, and other holiday sales;

(2) Promotional events;

(3) Charity and non-profit events, such as fundraisers or awareness campaigns.

(4) Other uses and events which in the opinion of the Planning

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Administrator are similar in character and function to the above uses.

b. No use, fence, structure or other component of the event shall obstruct or interfere with the safe and normal flow of pedestrian and vehicular traffic as determined by the Planning Administrator, City Engineer and Building Official.

c. *Firework Sales*. In addition, the requirement for a Temporary Use Permit under this Section, firework sales are also subject to the requirements of Section X of the City Code, the Building Code, and the Fire Code.

3. **Food Vendors**

a. A Temporary Use Permit may be issued for food vending vehicles on private property in zoning districts indicated in Table 3.6-1 Land Use Table, subject to the following limitations:

(1) *Location*. No vehicle shall obstruct or interfere with the safe and normal flow of pedestrian and vehicular traffic as determined by the Planning Administrator, City Engineer and Building Official.

(2) *Duration*. A single food vendor may occupy a site for no longer than seven (7) days; no more than six (6) times per year; with a minimum of thirty (30) days passing between each sales event.

(3) Food vending vehicles within the public rights-of-way are subject to the requirements of City Code and may not obtain a Temporary Use Permit pursuant to this Section.

(4) Food vending uses less than four (4) hours in duration and meeting the requirements of Section 6.26 shall not require issuance of a Temporary Use Permit.

4. **Amusement Uses.** A Temporary Use Permit may be issued for Amusement Uses on private property in zoning districts indicated in Table 3.6-1 Land Use Table, subject the following requirements and limitations:

a. Due to the impact of amusement uses on adjoining properties and the surrounding area, the applicant is required to hold a neighborhood meeting in accordance with Section 2.13. The neighborhood meeting shall be held a minimum of five (5) days prior to the event.

b. No use, fence, structure or other component of the event shall obstruct or interfere with the safe and normal flow of pedestrian and vehicular traffic as determined by the Planning Administrator, City Engineer, Building Official and Fire Chief.

c. A general site plan shall be submitted for review and approval by the City and appropriate other agencies which shows all elements of the event, including but not limited to activity areas, traffic and pedestrian circulation, temporary parking areas, sanitary facilities, and the locations of all fences, structures and buildings.

d. Temporary buildings, structures and activity areas are not required to meet building setbacks of the zoning district. However, the Planning Administrator may require as a condition of approval, appropriate setbacks of activity areas, traffic and pedestrian circulation, temporary parking locations, buildings and structures to ensure compatibility with the

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adjacent properties and surrounding area.

e. A traffic management plan shall be submitted for review and approval by the Planning Administrator, City Engineer, Building Official, Police Chief, and Fire Chief to ensure the following:

(1) Adequate and safe pedestrian and vehicular circulation is maintained within the property and surrounding area

(2) Adherence to all regulations pertaining to traffic management, emergency access, and safety.

(3) Compatibility with adjacent properties and the surrounding area.

f. *Duration*. The duration of the event shall not exceed five (5) days; no more than two (2) times per year; with a minimum of 180 days passing between each event.

g. Events, activities and uses on City property are regulated by the Hagåtña City Code and do not require a Temporary Use Permit pursuant to this Section.

h. Events, activities and uses on public or private school properties are within the purview of the school and do not require a Temporary Use Permit pursuant to this Section.

2.10 Administrative Relief

A. **General.** The Planning Administrator may grant minor deviations from property development standards as follows:

1. For projects within the Capital and Cultural and Riverwalk Districts:

a. Reduction of any minimum development standard by up to fifteen percent (15%).

b. Increase in maximum building height and maximum floor area ratio by up to fifteen percent (15%).

2. For all other projects:

a. Reduction of any minimum development standard by up to ten percent (10%).

b. Increase in maximum building height and maximum floor area ratio by up to ten percent (10%).

B. **Application.**

1. An owner of real property within the City may apply for Administrative Relief for land under their ownership.

2. Submittal requirements shall be established administratively by the Department. The applicant shall submit a complete application with the applicable fee with the Department.

C. **Department Action.**

1. **Notice.** Following acceptance of an application as complete, public notice shall be provided pursuant to Section 2.13.F.

2. If no written protest is received by the Department within ten (10) days of the mailing date of the notice, then the Planning Administrator shall act on the request. The Planning Administrator may approve, approve with condition, modify or deny the request.

3. If a written protest is received by the Department within ten (10) days of the mailing date of the notice, then the request shall be reclassified as a Variance and processed in accordance with Section 2.11. In this case, no additional filing fee is required.

4. Applications for Administrative Relief which have been reclassified as a variance

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shall be evaluated by the Board using the findings for Administrative Relief established in this Section.

D. **Findings.** The Planning Administrator may approve Administrative Relief based on the following findings:

1. The requested modification will not be detrimental to adjacent properties or the surrounding area, or the City as a whole.
2. The approved Administrative Relief is the minimum development standard modification to make possible the reasonable use of the land and building.
3. Appropriate and specific conditions are included to ensure compatibility with the surrounding area and reduce impacts to adjoining property owners.
4. The Administrative Relief is not contrary to the intent and purpose of this Code.

2.11 Variance

A. **General.** The Board of Adjustment is empowered to grant variances from the terms of this Code, based on unique features of land related to size, shape and topography. In these instances, adherence to provisions of the Zoning Code can cause an undue hardship and deprive the owner of reasonable use of land.

B. **Application.**

1. An owner of real property within the City may apply for a Variance.
2. Submittal requirements shall be established administratively by the Department. The applicant shall submit a complete application with the applicable fee with the Department.

C. **Department Review.**

1. Following acceptance of an application as complete, the request shall be reviewed by appropriate departments and agencies.
2. Following completion of the review, the Department shall set a date for a Public Hearing with the Board of Adjustment and provide public notice in accordance with Section 2.13.F. The Department shall prepare and submit a written report and recommendation to the Board, prior to the date of the Public Hearing.

D. **Board of Adjustment Public Hearing.**

1. The Board of Adjustment shall consider the variance at Public Hearing.
2. **Required Findings.** At the public hearing, the applicant shall present adequate information and documentation demonstrating compliance with the following findings:
   a. Special circumstances or conditions exist on the subject property that do not exist on other property in that zoning district.
   b. The literal interpretation of the provisions of this Code would deprive the appellant rights commonly enjoyed by other properties in the same zoning district.
   c. The alleged hardship caused by the literal interpretation of the provisions of the Zoning Code includes more than personal inconvenience and financial hardship and is not the result of actions by the appellant.
   d. Granting the variance will not confer upon the applicant any special privilege that is denied by this Zoning Code to other lands, parcels, structures, or buildings in the same zoning district.
   e. Granting the variance will not interfere with or substantially or permanently injure the appropriate use of adjacent conforming properties in the same zoning district.
3. **Decision.** The Board may approve, approve with conditions, modify or deny the request.

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4. In the event the Board of Adjustment determines that the applicant demonstrates compliance with the required findings in this Section, it may approve or conditionally approve the variance. In approving or conditionally approving the variance, the Board shall find that:

   a. The reasons set forth in the request justify granting of the variance, and the variance is the minimum variance that will make possible the reasonable use of the land, building, or structure; and

   b. Granting of the variance will be in harmony with the general purpose and intent of this Code and will not be injurious to the neighborhood or otherwise detrimental to the public welfare.

5. **Conditions.** In granting any variance, the Board may impose such conditions as it deems appropriate to ensure that the integrity and character of the neighborhood is maintained.

6. Applications for Administrative Relief which have been reclassified as a variance shall be evaluated by the Board using the criteria for Administrative Relief established in Section 2.10.

7. **Propriety of Variance.** Every variance granted shall be personal to the appellant; however, the variance shall be transferable and run with the land after an occupancy permit for any authorized structure has been issued.

8. **Time Limits.** The time limits for Variance approval are established in Section 2.12.

9. Appeal to the Superior Court of Guam. Pursuant to _____X, an affected party may file an appeal to a decision of the Board of Adjustment to the Superior Court of Guam.

2.12 Expiration of Development Approvals

A. **Time of Expiration.** Unless otherwise specifically provided for in this Code, development applications shall automatically expire and become null and void, and all activities taken pursuant to such development application shall cease and become null and void, and all activities pursuant to such approval shall be deemed in violation of this Code, when:

   1. The applicant fails to satisfy any condition that was imposed as part of the original or revised approval of the application for the development approval, or that was made pursuant to the terms of any development agreement, including the failure to abide by specified time limits established therein; or

   2. The applicant fails to present a subsequent development application as required by Table 2.11-1 or 2.11-2 of this Code. Except for Rezoning, if no time limit for satisfaction of conditions is specified in the original or revised approval of the development application, the time shall be presumed to be two (2) years from the date of approval.

1. **Extension Procedures.** Unless otherwise prohibited by Guam law this approval is for a period not to exceed two (2) years from the date of the original decision granting approval, if the application for extension is made in writing within the original period of validity. Subsequent extensions may be made by the final approval body upon finding that conditions at the same time of approval have not changed.

2. **Date from Which Time Limit is Measured.**

   a. Each time period referenced on Table 2.11-1 and Table 2.11-2 shall run from the final action of the appropriate City official, officer, board, Council or the governing body with valid and legal

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jurisdiction to take such action or to approve such plans or to issue such permits. Except as may be otherwise indicated herein, the date of final action shall be the date such action was taken or such approval was granted or such permit was issued, as set forth on such action, approval or permit.

b. In order to ensure that all applicants for actions, approvals or permits are informed of the applicable time limit, the date of final action and the expiration date shall be shown on each such action, permit or approval; but provided, however, that the City's failure to include either the date of final action or the expiration date shall not be deemed to be a waiver of such dates nor shall it be the basis of any action by the applicant to challenge the applicable expiration date. The burden is on the applicant to know the date of issuance and the expiration date. If either or both of such dates are not shown, the applicant may request, and the City shall promptly supply such date or dates.

c. All actions, approvals, or permits shall expire on the expiration date unless a valid extension has been granted on or before the expiration date pursuant to Subsection D herein.

3. **Extensions of Time Limits.**

a. There shall be no extension of any time limits for actions, approvals or permits set forth herein, as of right. Any extensions must be expressly requested by the applicant, in writing, and

b. Approved by the appropriate official, officer, board, Council or the governing body which originally took the action, approved the plan, or issued the permit.

c. A request for extension, with applicable fees, of an expiration date shall be made on an application form provided by the City and shall include, but shall not necessarily be limited to, the following:

(1) The current date of expiration;

(2) The extension period requested, which shall be no longer than the original period of time granted; and,

(3) The reason(s) that the applicant has been unable to proceed within the period of the original expiration date.

d. Before granting an extension, the City official, officer, board, Council or the governing body shall determine whether any applicable changes in land use regulations have occurred which would impose new requirements with respect to such action, approval or permit, if an extension were denied and the applicant were compelled to re-file for an original action, approval, or permit. If changes have occurred, the City official, officer, board, Council or the governing body shall balance the burden imposed on the applicant if required to re-file for an original action, approval or permit against the benefit accruing to the City and the public by requiring the applicant to comply with the new regulation.

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Table 2.11-1. Time Limits for Use of Zoning Approvals and Permits

Type	Time Limit
Rezoning	Time limits for Rezoning shall be at the discretion of the City Council.
Conditional Use Permit	Eighteen (18) months to obtain a building permit and commence construction of the primary use authorized by the permit.
Variance or Administrative Relief	One (1) year to obtain a building permit and to commence construction of the primary use authorized by the Variance or Administrative Relief.
Major/Minor Site Plan	Eighteen (18) months to obtain a building permit and to commence construction, two (2) years from commencement of construction to complete construction.

Table 2.11-2. Time Limits for Use of Subdivision Approvals

Type	Revised Time Limit
Preliminary Plat	Twenty-four (24) months to submit final plat or preliminary plat void.
Final Plat	Twenty-four (24) months to initiate construction of improvements; Thirty-six (36) months to complete construction of improvements.

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2.13 General Development Review Procedural Requirements

A. **General Development Review Process.** Generally, the procedures for all applications have four (4) common elements:

1. Application Submittal
2. Department/Agency Review
3. Public Outreach and Public Notice
4. Decision

B. **Application Submittal, Content and Format.** The Planning Administrator establishes the specific application submittal requirements for each development application, which are published and available at the Department. These requirements outline plan format, plan content and other required elements constituting a complete application. The Planning Administrator shall establish minimum application submittal requirements to enable full review of the development proposal by all Departments and other public and quasi-public agencies.

1. **Application Completeness Review.** An application will be considered complete if it is submitted in the required form, includes all required information and the required fee. A determination of application completeness shall be made by the Planning and Zoning Administrator within three (3) business days of the application filing. If an application is incomplete, the Planning Administrator shall provide written notice to the applicant along with an explanation of the application's deficiencies. No processing of the application shall occur until the deficiencies are corrected. If the deficiencies are not corrected by the applicant within thirty (30) days, the application shall be deemed withdrawn

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and the application shall be returned to the applicant.

C. **Department Review/Agency.** The purpose of development review is to ensure that the proposed development or request is in compliance with adopted codes, policies, regulations and standards of the City and of other public and quasi-public agencies. Included within this process is public notice and public participation requirements designed to ensure that input from the surrounding area is considered as part of the review and approval of development applications. The generalized development review process is as follows:

1. **Pre-Application Conference.** This informal meeting between the applicant and City staff and other agencies is an opportunity to learn and understand requirements related to application submittals, public participation, necessary approvals, applicable development standards used to evaluate the request, and initial generalized comments on the development proposal and the process for decision. All applications require pre-application prior to formal application. This requirement may be waived by the Planning Administrator due to special circumstances.

2. **Application Review.** The review of a development application is an iterative process between City staff and the developer involving the following steps:

   a. **Department/Other Agency Review.** Once an application has been accepted as complete by the Department, the request is transmitted to appropriate City Departments and other public and quasi-public agencies for review and comment. Development review timeframes are published administratively by the Planning Administrator. Following completion of the review, written comments are compiled and transmitted to the applicant for revision and resubmittal.

   b. **Applicant Resubmittal.** Following receipt of the review comments, the application is revised by the applicant and resubmitted and reviewed by the City to confirm that all comments have been addressed.

   c. **Review Completion.** This process of review and comment by the City and revision/resubmittal by the applicant is repeated until all comments have addressed and the request is ready for decision as determined by the Planning Administrator.

D. **Public Participation.** Public involvement in the development process is essential to ensure that input from those impacted by a development is considered in the review and decision-making process by the City. The requirements for neighborhood meetings are as follows:

1. **Neighborhood Meetings.** The purpose of the neighborhood meeting is to provide a means for the applicant, surrounding neighbors and home-owners associations to review preliminary development proposals and solicit input and exchange information about the proposed development with the intent to resolve potential conflicts prior to the required formal hearings. A neighborhood meeting shall conform to the following standards:

   a. One (1) or more neighborhood meetings shall be required for all Rezonings, Major Site Plans, Conditional Use Permits and other development applications as determined by the Planning Administrator or designee;

   b. The required neighborhood meeting(s) shall be held following submittal of the application with the City. All neighborhood meetings must be completed no later than twenty-one (21) days prior to any public hearing or public

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meeting where a decision could be made;

c. *Mail Notification*. The Planning Administrator shall provide a mailed notice not less than fifteen (15) calendar days prior to the date of the Neighborhood Meeting to all property owners of record, and property management associations, homeowners associations, and any neighborhood associations on record with the City at a distance determined in Table 2.12-1;

d. The applicant shall arrange for the facilities and bear all costs associated with the meetings, including all required notifications, postings and room reservation fees if applicable;

e. The Planning Administrator shall schedule and conduct the neighborhood meeting and provide information relative to City requirements, review process and opportunities for public involvement. The applicant shall be present to provide detailed information relative to the development proposal and receive neighborhood input;

f. Neighborhood Meetings may be held at City Hall or a location near the development site. The meeting room shall be in a publicly accessible place within the corporate limits of the City of Hagåtña. The meeting shall be held on a weekday evening at a reasonable time to ensure the majority of residents can attend the meeting; and,

g. A meeting summary, prepared by the applicant, shall be submitted to the Development Services Department not less than fifteen (15) calendar days prior to the City Council Meeting summarizing the issues and discussion from the meeting, any changes to the proposal as the result of public input, and a list of attendees.

2. **Additional Methods for Public Involvement.** In addition to neighborhood meetings, The Planning Administrator may approve additional methods of public involvement proposed by the applicant which provide for meaningful public input consistent with the intent of this Section

E. **Public Notice.** The purpose of public notification is to ensure public awareness of a proposed development and to inform residents and other interested parties of opportunities for public involvement. The required public notice components are listed below, followed by the required public notice by each application type.

1. **Mail Notification.** The Planning Administrator shall mail a notice by First Class Mail not less than fifteen (15) calendar days prior to the scheduled Council Meeting to the following:

   a. All property owners of record from Guam Assessor's Office within a distance established by this Section for the specific development application type and homeowners and neighborhood associations, and any neighborhood associations on record with the City.

   b. Persons or organizations that attended any neighborhood meetings and provided a legible address for notice.

2. **Site Posting.**

   a. The development site shall be posted by staff with at least one (1) sign having a minimum sign area of sixteen (16) square feet, not less than fifteen (15) calendar days prior to the public meeting. Such signs shall be clearly legible and wherever possible, placed adjacent

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to the rights-of-way of a public street.

b. Sites that exceed five (5) acres in size and/or have frontage on more than one (1) street shall post a sign having a minimum sign area of thirty-two (32) square feet, not less than fifteen (15) calendar days prior to the public meeting. Additional signs shall be posted at the rate of one (1) sign for each street with a maximum of four (4) signs per project. Such signs shall be clearly legible and wherever possible, placed adjacent to the rights-of-way of a public street.

c. The site posting shall contain the date, time, and location of all applicable meetings, an abbreviated summary of the request, and shall also have contact information for the applicant's representative.

3. **Newspaper Advertisement.**

a. Staff shall publish a public notice in a display ad covering not less than one-eighth (1/8) of the full page in an official local newspaper of general circulation in the City of Hagåtña (as determined by the Planning Administrator or his or her designee), no less than fifteen (15) calendar days prior to the date of each public meeting where a decision is possible.

b. The public notice shall include an abbreviated description of the request, the general location of the request and the date, time, and place of the hearing. The Planning Administrator or his or her designee shall provide the wording for the required newspaper advertisement to the applicant.

4. **Decisions.** The process for decisions on development applications differs by development type as provided in this Chapter. Listed below are the general steps in the decision making process.

a. *Setting of the Hearing*. When the Planning Administrator determines that review of a development application is complete, the Planning Administrator or designee shall provide public notice of the hearing.

b. *Purpose of Hearing*. The purpose of a hearing is providing for the following: a meaningful and fair opportunity to be heard, to present evidence relevant to the application and to rebut evidence presented by others. Public hearing may be held by the City Council.

(1) *City staff to provide an analysis of the request and provide the decision makers with a formal staff recommendation;*

(2) The applicant to provide information on the request;

(3) The residents and other interested parties to provide input on the development proposal;

(4) The decision making body to consider, discuss and arrive at a decision on the request.

c. The conduct of public meetings and public hearings is detailed in the adopted Hagan Parliamentary Rules and Procedures adopted by the City Council and on file with the City Clerk.

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Table 2.12-1. Public Notice Requirements

Type of Case	Neighborhood Meeting (Mail)	Notice of Hearing (Mail)	Neighborhood Meeting and Notice of Hearing Notification Distance (Radius in Feet)***	Newspaper Ad	Site Posting
Conditional Use Permit, Indoor, Up to 2,500 square feet of building/ leased area or Outdoor, five (5) acres and less	Yes	Yes	900	Yes	Yes
Conditional Use Permit, Indoor, Above 2,500 square feet of building/ leased area or Outdoor, above five (5) acres	Yes	Yes	1200	Yes	Yes
Rezoning, Five (5) acres and less	Yes	Yes	900	Yes	Yes
Rezoning, More than five (5) acres	Yes	Yes	1200	Yes	Yes
Minor Site Plan	No	No	N/A	No	No
Major Site Plan	Yes	Yes	1200	Yes	Yes
Site Plan Amendment, Major	Yes	Yes	1200	Yes	Yes
Site Plan Amendment, Minor	No	No	N/A	No	No
Temporary Use Permits	No*	No	N/A	No	No
Variance	No	Yes	900	Yes	Yes
Zoning Code Text Amendments	No	No	N/A	Yes	No
Appeals	No	**	**	**	**

Notes:

* Amusement Uses are required to have a Neighborhood Meeting pursuant to Section 2.9.M.4.

** Public Notice for appeals shall follow original application requirements.

*** The meeting notice shall include property owners and all HOA and Neighborhood Associations within the required distance

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Chapter 3 Zoning Districts

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3.1 Purpose

A. The City is hereby zoned and divided into districts. The purpose of establishing these districts is:

1. To implement the Hagåtña Master Plan;
2. To conserve and promote the public health, safety, and general welfare;
3. Encourage the most appropriate use of land throughout the City and to ensure logical and orderly growth and development of the physical elements of the City;
4. Conserve and enhance economic, social and aesthetic values;
5. Protect and maintain the integrity and character of established barrios (neighborhoods);
6. Establish a means to create a unified look for new development in Hagåtña.
7. Facilitate adequate provision of transportation, water, sewage, schools, parks, and other public and commercial facilities and services;
8. Promote the development of a convenient and beneficial mix of uses, including residential, business and shopping facilities necessary to create a sustainable community;
9. Aid in developing a multi-modal circulation system and preventing traffic congestion in the streets and public rights-of-way of the City; and
10. Prevent nuisances and other incompatibilities within the City.

3.2 Establishment of Zoning Districts

A. This Zoning Code establishes various zoning districts within the City of Hagåtña, as shown on the Official Zoning Map accompanying this Code and incorporated herein by this reference, the respective symbol for each type of district being set forth opposite its title. The following zoning districts shall be governed by all aspects of this Code.

B. Additional zoning districts may be added from time to time upon the recommendation of the Planning Administrator to the City Council. Proposed changes to the zoning district regulations or the Official Zoning Map, including the addition of new zoning districts, may be submitted by the Development Services Department or any other interested party.

C. Uses not listed as a permitted use or conditional use within the applicable zoning district regulations herein shall be prohibited, unless determined by the Planning Administrator as described in subsection 3.6.B.

D. If a use does not conform to the uses designated as permitted uses within the zoning district, the applicant may submit an application for an amendment to the Official Zoning Map and/or the text of the Zoning Code, or an interpretation of zoning district boundaries or permitted uses pursuant to Chapter 2 of this Code.

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Table 3.2-1 Zoning Districts

Zoning District		
Rural	R	Rural District
	PK/OS	Parks and Open Space District
Residential	LDR	Low Density Residential District
	HDR	High Density Residential District
Commercial and Mixed-Use	GC	General Commercial District
	MX-R	Mixed-Used Riverwalk District
	MX-S	Mixed-Use Shoreline District
	MX-C C	Mixed-Use City Center District
	CCO	Capital and Cultural Overlay District
	CBD	Commercial Business District
	IND	Light Industrial
Other	P/I	Public and Institutional District
	GovC	Government Center District
	MAR	Marina District
	CEM	Cemetery District

3.3 Relationship to Hagåtña Master Plan

A. The purpose of this Zoning Code is to implement the land use policies of the Hagåtña Master Plan, including the Land Use Plan.

B. All zoning requirements or regulations adopted pursuant to this Zoning Code shall be consistent with the Hagåtña Master Plan. This section describes the relationship between the various zoning districts and the Master Plan and a summary of each zoning district in tabular form. The provisions of Chapter 3 shall prevail, if there is any inconsistency with the tabular summary provided herein.

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Table 3.3-1 Zoning Districts

Rural Districts		
R	Rural	The purpose of the Rural zoning district is to conserve natural areas in Hagåtña that must be protected from higher intensity uses and development to preserve the land for future generations. This zoning district is largely located at the southern end of Hagåtña which is mostly undeveloped forest land, including the Agaña Swamp, and along the cliff line. These areas are used for water retention and low-impact recreation. If development is approved, densities in this land use category will not exceed 0.5 units per acre, building heights will not exceed 30 feet, and FARs will not exceed .05.
P/OS	Park/Open Space	The purpose of Park and Open Space zoning district is to enhance recreational opportunities and providing links between Hagåtña's parks and open spaces. This district is spread across Hagåtña, providing park and open space to neighborhoods, surrounding historical and cultural sites, and along the shoreline. The P/OS district improves the shoreline's access and use, enhances existing facilities at Paseo de Susana, and expands the recreational amenities near Hagåtña Pool. Only structures supporting the park / open space land uses are permitted in this land use designation.
Residential District		
LDR	Low-Density Residential	The purpose of this district is to provide for low to medium-density, single-family residential lots., This district is located mostly near the Rural zoning district to act as a transition to high-density development. The LDR zoning district helps create housing diversity within Hagåtña by providing attached and detached single-family housing. Building heights in this land use category shall not exceed 30 feet. Residential density shall be less than six (6) dwelling units per acre.
HDR	High-Density Residential	The purpose of this district is to provide for high-density residential development including apartments and condominiums. This district is intended to be located in and around the Capital and Cultural District overlay district to provide for new residential growth to support the downtown core area and as a transition to areas of lower density and intensity. Building Heights in this district shall not exceed 45 feet. The residential density range in this district is between six (6) and twenty-five (25) dwelling units per acre.
Commercial and Mixed-Use Districts		
GC	General Commercial	The purpose of the General Commercial zoning district is to provide for commercial activities including office, retail, restaurants, local businesses, and grocery stores among others. High density residential is also permitted in this zoning district within the density range of six (6) and twenty-five (25) dwelling units per acre. Building height shall not exceed fifty (50) feet. Floor area ratio shall not exceed 2.5.
MX-R	Mixed-Use Riverwalk District	The purpose of this district is to provide uses similar to those in the Mixed-Use City Center zoning district, with the exception of single-family residential uses. This zoning district provides for vertical mixed-use developments which are supported by the Hagåtña River and proposed Riverwalk Trail. New developments in this district are oriented towards the Hagåtña River, with restaurants and retail stores lining the ground floor and residential units above, establishing a live-work-play environment along the river. This land use category supports building heights up to Building heights shall not exceed 70 feet Floor area ratio in this district is between 2.0 and 4.5.
MX-S	Mixed-Use Shoreline District	The purpose of the Mixed-Use Shoreline zoning district is to support an active boardwalk, mixed-used development focused around small-scale boutique shops, retail / shopping and restaurants oriented towards the shoreline, with residential units on above floors. Building heights up to 70 feet for properties south of Marine Crops Drive are allowed with building heights north of Marine Corps Drive limited to a maximum building height of 40 feet to protect views to the shoreline in the West Hagåtña District. Floor area ratio in this district is between 1.0 and 4.0

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MX-CC	Mixed-Use City Center District	The purpose of the Mixed-Use City Center zoning district is to provide a general mixed-use category that promotes development of small-scale commercial, retail, services, restaurants, office, and residential at the neighborhood level. It encourages a mix of residential and other uses in the same or adjacent buildings. This land use category also permits single-family residential properties with densities greater than 8 units per acre. This land use category is located in West Hagåtña to create a dense, active, live-work neighborhood. Building heights shall not exceed the height of the adjacent cliff line Floor area ratio in this district is between 1.5 and 4.0.
RWO	Riverwalk Overlay District	The Riverwalk Overlay zoning district is located along the proposed Riverwalk Trail, adjacent to downtown Hagåtña and feeding into the Waterfront District. The Riverwalk Overlay District features planned future mixed-use development surrounding Hagåtña River enhancements, creating retail and commercial office opportunities along the Riverwalk Trail. This district's location will transform into one of the most attractive destinations in Hagåtña. The intent of the overlay district is to define uses and standards appropriate for the district.
CBD	Central Business District	The purpose of the Central Business zoning district is to provide for a variety of residential and employment uses and maximum development flexibility. All uses identified in the Commercial land use category are permitted in this land use, as well as mixed-use developments with variations of commercial, office, and residential. Single-use possibilities also include multi-unit residential buildings and regional corporate offices. Building height shall not exceed 125 feet. Floor area ratio shall be less than three (3.0).
CCO	Capital and Cultural Overlay District	The Capital and Cultural Overlay zoning district covers the heart of Hagåtña with governmental buildings and uses for the City of Hagåtña and GovGuam. This overlay district also includes public parks and many important and iconic cultural and historic features including the Guam Museum, Plaza de España, Latte Stone Park, the Dulce Nombre de Maria Cathedral Basilica, and Fort Santa Agueda. This district functions as the primary tourist location within Hagåtña. The intent of the overlay district is to define uses and standards appropriate for the district.
IND	Light Industrial	The purpose of this district is to provide for a variety of light industrial and employment uses that have physical and operational characteristics that have potential adverse impacts of adjacent properties. The regulations and development standards are designed to permit those industrial and employment uses which can be operated in a relatively clean, quiet and safe manner, and are compatible with adjoining property.
Other Districts		
P/I	Public/Institutional District	The purpose of this district is to establish and preserve Hagåtña's culture, and include uses such as religious institutions and educational facilities. This is located throughout Hagåtña, creating specific nodes for neighborhood centers and gatherings. Building height shall not exceed fifty (50) feet. Floor area ratio is between 0.5 and 2.0.
GovC	Government Center	The Government Center zoning district is located in the core area of governmental uses and buildings for the City of Hagåtña and GovGuam. This zoning district is located in the heart of Hagåtña, and includes the reconstructed Governor's Palacio, new buildings to house various GovGuam agencies and departments, improved parking and access, and also historical and cultural amenities such as the new Guam Museum.
M	Marina	The purpose of the Marina district is to expand upon the Hagåtña Marina and boat basin, along with the related uses, including marina facilities, use of the access road to the sewage treatment plant, and growth of the Fisherman's Co-op. Building height shall not exceed 25 feet. Floor area ratio is between 0.8 and 1.3.
Cem	Cemetery	The purpose of this zoning district is to preserve the existing cemeteries in Hagåtña. No development is permitted in these land use designations.

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3.4 Zoning Map

A. The boundaries of zoning districts established by this Zoning Code shall be designated on a map entitled Official Zoning Map of the City of Hagåtña. This Official Zoning Map is hereby incorporated by reference.

B. The Official Zoning Map shall be located in the Office of the Planning Administrator and a copy of the Official Zoning Map shall be kept on file with the City Clerk. Any changes thereto shall be identified as an amendment to the Official Zoning Map and shall be filed in accordance with Chapter 2 of this Code. The Official Zoning Map may, from time to time, be updated and republished to delineate any rezoning approved pursuant to Chapter 2 of this Zoning Code or any other amendments thereto.

3.5 District Boundaries

A. Unless otherwise provided, zoning district boundaries shall be located on municipal corporate lines (City limit line); parcel, block or lot lines; mean high tide line, or on the center lines of highways, streets, alleys, or these lines extended.

B. In cases where these lines described within Section 3.5.A. are not used, the zoning district lines shall be determined by using the scale of the Official Zoning Map.

C. Where uncertainty exists as to the boundaries of any zoning district(s), the following rules shall apply:

1. Where such boundaries are indicated as following streets and alleys, the centerlines of such streets and alleys shall be construed to be such boundaries.
2. Where such boundaries are indicated as approximately following lot lines, such lot lines shall be construed to be such boundaries.
3. If a parcel or lot of land is divided by a zoning district boundary line at the time of enactment of this Zoning Code or by subsequent amendments thereto, the appropriate standards and uses for each zone shall apply on the portion of the parcel covered by that zone on the Official Zoning Map.
4. In case further uncertainty exists, the Planning Administrator, upon written application or upon the Planning Administrator's own action, shall determine the exact location of such boundaries.

D. Any dispute as to the boundary or location of property within a zoning district shall be resolved as an Interpretation filed accordance with Chapter 2 of this Zoning Code.

3.6 Use Regulations

A. **General.** No use shall be permitted pursuant to this Zoning Code, and no development application shall be approved, authorized, or issued by any officer, official, or agency of the City, unless said use is listed as a permitted, conditional, or temporary use on Table 3-6-1 and all applicable permits and approvals have been issued by the City. Those uses allowed as permitted, conditional, or temporary use within each zoning district shall be those uses listed in Table 3.6-1 to this Zoning Code.

B. **Uses Not Mentioned.** No building permit shall be issued for a use not specifically mentioned or described by category in the Tables 3.6-1 of this Section. Evaluation of these uses shall be as follows:

1. **Analogous Uses.** The Planning Administrator shall make a determination if a use not mentioned can reasonably be interpreted to fit into a use category where similar uses are described. .

   The Planning Administrator shall determine whether a materially similar use does exist. The Planning Administrator may determine that a use is materially similar if it falls within the same industry (5-digit) classification of the North American Industry Classification Manual (Executive Office of the President, Office of Management and Budget, 1997)("NAICS"), and if the proposed use does not generate trips exceeding more than ten percent (10%), as determined by

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the Transportation Research Board, Highway Capacity Manual (Washington, D.C.: National Research Council, 3d ed. 1998); which documents are hereby incorporated by this reference.

2. The Planning Administrator shall issue his or her determination as a formal Interpretation, which is appealable to the Board of Adjustment pursuant to Chapter 4 of this Code. The Planning Administrator may also refer the matter to the City Council for consideration of a code amendment to permit the use in appropriate zoning district(s).

C. **Permitted Uses.**

1. **General.** No use shall be permitted pursuant to this Code, and no development application approval may be authorized, issued, or approved by any officer, official, or agency of the City, unless said use is listed as a permitted, temporary or conditional use in Table 3.6-1 and all applicable permits and approvals have been issued by the City.

[P] Permitted Uses. A "P" indicates that the listed use is permitted by-right within the respective zoning district. Permitted uses are subject to all other applicable standards of this Code.

[C] Conditional Uses. A "C" indicates that the listed use is permitted within the respective zoning district only after review and approval of a Conditional Use Permit, in accordance with the review procedures of Chapter 2 of this Code. Conditional Uses are subject to all other applicable standards of this Code and those requirements that may reasonably be imposed by the City Council consistent with the criteria set forth in Section 2.7.G. of this Code and any Supplementary Use Regulations, which apply to said use.

[A] Accessory Uses. An "A" indicates that accessory uses subordinate to a primary use are permitted, subject to all other applicable standards of this Code.

[-] Prohibited Uses. A dash ("- ") indicates that the listed use type is not allowed within the respective zoning district, unless it is otherwise expressly allowed by other regulations of this Code.

[*] Supplemental Use Regulations. An asterisk (*) indicates that the listed use type may be permitted, but is subject to performance standards listed in Chapter 4. *[T] Temporary Uses.* A "T" indicates that the use is permitted for a short-term period of time with the intent to discontinue such use upon the expiration of such time and shall comply with the applicable standards and requirements of Chapter 2.

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Table 3.6-1 Land Use Table

Uses	Rural		Residential		Commercial / Mixed Use					Other							Supplemental Reg's
	Rural	PK/OS	LDR	HDR	GC	MX-R	MX-S	MX-CC	CBD	CCO	RWO	P/Inst	Govt	IND	MAR	CEM	
RESIDENTIAL																	
Single-family Detached Dwelling	-	-	P	-	-	-	-	P	-	-	-	-	-	-	-	-	
Single-family Attached Dwelling	-	-	P	P	-	-	-	P	-	-	-	-	-	-	-	-	
Multi-family Dwelling	-	-	-	P	P	P	P	P	P	P	P	-	-	-	-	-	
Condominium	-	-	-	P	P	P	P	P	P	P	P	-	-	-	-	-	
Accessory Uses and Structures, Residential	-	-	A	A	A	A	A	A	A	A	A	-	-	-	-	-	Section 4.1
Temporary Dwelling	A	-	A	-	A	A	A	A	A	A	A	-	-	-	-	-	
Family Day Care Home	-	-	C	A	-	-	-	C	-	-	-	-	-	-	-	-	
Home Occupations	A	-	A	A	-	-	-	A	A	A	A	-	-	-	-		Section 4.13
Community Care Home	-	-	P	P	-	-	-	P	-	-	-	-	-	-	-	-	Section 4.8
Community Garden	P	P	P	P	P	P	P	P	P	P	P	P	-	-	P	-	
Short-term Vacation Rental Unit	-	-	A	A	-	A	A	A	-	-	-	-	-	-	-	-	Section 4.26
AGRICULTURAL & ANIMALS																	
Agricultural Use	P	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Accessory Uses and Structures, Agricultural	A	-	-	-	-	-	-	-	-		-	-	-	-	-	-	
Outdoor recreation, agricultural	P	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Farmers Markets	P	-	-	P	P	P	P	-	P	P	P	T	T	-	T	-	
Nursery, wholesale	C	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Green House	A	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Animal Services	-	-	-	P	P	P	P	-	P	-	-	-	-	-	-	-	Section 4.4
Kennels	-	-	-	-	C	-	-	-	C	-	-	-	-	C	-	-	
Animal Shelter	-	-	-	-	C	-	-	-	C	-	-	-	-	C	-	-	
LODGING AND ACCOMMODATIONS																	
Hotels/Motels	-	-	-	C	P	P	P	-	P	P	P	-	-	-	-	-	
Resorts	-	-	-	C	P	P	P	-	P	P	P	-	-	-	-	-	
Retreats	-	-	-	C	P	P	P	-	P	P	P	-	-	-	-	-	
Boarding/Lodging House	-	-	C	C	P	C	C	-	P	-	-	-	-	-	-	-	
Bed and Breakfast	-	-	P	-	-	-	-	P	-	-	-	-	-	-	-	-	Section 4.6
PUBLIC, INSTITUTIONAL AND CIVIC USES																	
Government Services	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	
Religious Institutions	P	-	P	P	P	P	P	P	P	P	P	P	-	-	-	-	Section 4.22
Private Clubs	-	-	-	P	P	P	P	P	P	P	P	P	-	-	-	-	Section 4.21
Arts and Cultural Uses	-	-	-	P	P	P	P	P	P	P	P	P	P	-	P	-	
Public and Private Schools	P	-	P	P	P	P	P	P	P	P	P	P	-	-	-	-	
Colleges and Universities	-	-	-	-	P	-	P	P	P	P	P	-	-	-	-	-	
Funeral Home	-	-	-	-	-	-	-	-	-	-	-	-	-	P	-	P	
Mortuary	-	-	-	-	-	-	-	-	-	-	-	-	-	P	-	P	
Cemetery														P		P	
Emergency Shelter	-	-	-	-	-	-	C	C	C	-	-	-	-	C	-	-	
Non-profit social services	-	-	-		P	-	P	C	P	-	-	-	-	-	-	-	
Correctional Facilities	-	-	-	-	-	-	-	-	-	-	-	-	-	C	-	-	
Detention Facility	-	-	-	-	-	-	-	-	-	-	-	-	-	C	-	-	
Release Facility	-	-	-	-	-	-	-	-	-	-	-	-	-	C	-	-	

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Table 3.6-1 Land Use Table (continued)

Uses	Rural		Residential		Commercial / Mixed Use					Other							Supplemental Reg's
	Rural	PK/OS	LDR	HDR	GC	MX-R	MX-S	MX-CC	CBD	CCO	RWO	P/Inst	GovC	IND	MAR	CEM	
RECREATION																	
Public and Private Parks	P	P	P	P	P	P	P	P	P	P	P	P	P	-	P	-	
Riding/Hiking Facility	P	P	P	P	P	P	P	P	P	P	P	P	P	-	P	-	
Golf Course	C	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Driving Range	C	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Indoor Recreation Facility	-	-	-	P	P	P	P	P	P	P	P	-	-	-	-	-	
Outdoor Recreation Facility	-	-	-	C	C	C	C	C	C	C	C	-	-	-	-	-	
Large scale Event Facility		C			C	C	C	C	C	C	C						
Amusement Use	-	-	-	T	T	T	T	T	T	T	T	-	-	-	-	-	
Dance, Theatrical, Art, and Music Studios	-	-	-	P	P	P	P	P	P	P	P	-	-	-	-	-	
Health and Fitness Club	-	-	-	P	P	P	P	P	P	P	P	-	-	-	-	-	
Spas	-	-	-	P	P	P	P	P	P	P	P	-	-	-	-	-	
Amusement Parks	-	-	-	-	-	-	-	-		-	-	-	-	-	-	-	
Zoos	C	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Wedding and Reception Center	-	-	-	-	C	C	C	C	C	C	C	-	-	-	-	-	Section 4.30
ADMINISTRATIVE/FINANCIAL																	
Professional Services	-	-	-	P	P	P	P	P	P	P	P	-	-	-	-	-	
Financial Services	-	-	-	P	P	P	P	P	P	P	P	-	-	-	-	-	
Non chartered Financial Institution									C								Section 4.18
Bonding Company	-	-	-	-	-	-	-	C	C	-	-	-	-	-	-	-	
Drive-thru services	-	-	-	-	C	C	C	C	C	C	C	-	-	-	-	-	Section 4.10, 3.9.4
Technical Services	-	-	-	P	P	P	P	P	P	P	P	-	-	-	-	-	
Automatic Teller Machine (ATM)	-	-	-	P	P	P	P	P	P	P	P	-	-	-	-	-	
GENERAL COMMERCIAL AND SERVICES																	
Retail sales, neighborhood-scale	-	-	-	P	P	P	P	P	P	P	P	-	-	-	-	-	
Retail sales - community scale	-	-	-	-	P	-	P	P	P	P	P	-	-	-	-	-	Section 4.24, 3.9.4
Household/Business Repair and Services				P			P	P	P	P	P						
Personal Services	-	-	-	P	P	P	P	P	P	P	P	-	-	-	-	-	
Pharmacy	-	-	-	-	P	P	P	P	P	P	P	-	-	-	-	-	
Massage Establishment					P			P	P								Section 4.15
Tattoo Studio	-	-	-	-	P	-	-	P	P	-	-	-	-	-	-	-	Section 4.27
Body Piercing Studio	-	-	-	-	P	-	-	P	P	-	-	-	-	-	-	-	Section 4.27
Drive-thru services	-	-	-	-	C	C	C	C	C	C	C	-	-	-	-	-	Section 4.10, 3.9.4
Bakery									C	C	C						
Nursery, retail	-	-	-	-	-	-	-	-	C	C	C	-	-	-	-	-	
Preschool/Day Care Center	-	-	-	C	C	C	C	C	C	C	C	-	-	-	-	-	Section 4.20
Donation Center					C	C	C	C	C					P			Section 4.9
Pawn Shop	-	-	-	-	C	C	C	C	C	-	-	-	-	-	-	-	
Self-storage Facilities	-	-	-	-	C	-	-	C	C	-	-	-	-	-	-	-	Section 4.25, 3.9.4
Call Center				P	P			P	P	P							
Caretakers Quarters	-	-	-	A	A	A	A	A	A	A	-	-	-	-	-	-	
Adult Uses	-	-	-	-	C	-	-	C	C	-	-	-	-	-	-	-	Section 4.2
Wholesale Sales														P			
Accessory Uses and structures, commercial				A	A	A	A	A	A	A							
Outdoor Display	-	-	-	-	A	A	A	A	A	A	A	-	-	-	-	-	Section 4.19
FOOD AND BEVERAGE																	

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Table 3.6-1 Land Use Table (continued)

Uses	Rural		Residential		Commercial / Mixed Use					Other							Supplemental Reg's
	Rural	PK/OS	LDR	HDR	GC	MX-R	MX-S	MX-CC	CBD	CCO	RWO	P/Inst	GovC	IND	MAR	CEM	
Restaurant	-	-	-	P	P	P	P	P	P	P	P	-	-		-	-	Section 4.23
Drive-through services	-	-	-	-	C	C	-	C	C	C	C	-	-		-	-	Section 4.10, 3.9.4
Bar	-	-	-	P	P	P	P	P	P	P	P	-	-		-	-	Section 4.5
Entertainment at Bars, Restaurants or Private Clubs	-	-	-	C	P	C	C	C	P	P	P	-	-		-	-	Section 4.11
Microbrewery	-	-	-	P	P	P	P	P	P	P	P	-	-		-	-	Section 4.16
Catering Establishment	-	-	-	P	P	P	P	P	P	P	P	-	-		-	-	
Food and Beverage Vendor Cart/Food Trucks	-	-	-	T	T	T	T	T	T	T	T	-	-		-	-	Section 4.17
MEDICAL																	
Health Care Facility					C	C		C	C	C	C						
Community Care Facility	-	-	P	-	-	-	-	-	-	-	-	-	-		-	-	
Urgent Care Facility	-	-	-	P	P	P	P	P	P	P	P	-	-		-	-	
Medical Services				P	P	P	P	P	P	P	P						
Outpatient care facilities	-	-	-	P	P	P	P	P	P	P	P	-	-		-	-	
VEHICLE RELATED																	
Gas station	-	-	-	C	C	C	-	C	C	-	C	-	-	-	-	-	Section 4.12, 3.9.4
Retail sales, vehicles					C			C	C		C						Section 3.9.4
Auto parts and accessories shops	-	-	-	P	P	P	P	P	P	-	P	-	-	-	-	-	
Automobile repairs, major	-	-	-	-	-	-	-	-	-	-	-	-	-	C	-	-	Section 4.29
Auto repairs, minor					C	C		C	C		C						Section 4.29, 3.9.4
Boat and Recreational Vehicle Repair					C				C		C			C			
Dispatching Service	-	-	-	-	C	-	-	-	C	-	C	-	-	-	-	-	
Car Wash				C	C			C	C		C						Section 4.7, 3.9.4
Commercial Parking Lot				P	P	P	P	P	P		P						
Truck Repair	-	-	-	C	C	-	-	-	C	-	C	-	-	-	-	-	Section 4.29
Car rental facilities				C	C	C		C	C		C						Section 4.28
Moving truck, trailer and equipment rental									C		C						Section 4.28
Boat and watercraft rentals	-	-	-	-	-	-	C	-	-	-	-	-	-	-	C	-	
Automobile Towing and Impound Facilities														C			
Automobile, RV, and boat storage														C			
INDUSTRIAL AND MANUFACTURING																	
Manufacturing	-	-	-	-	-	-	-	-	-	-	-	-	-	P	-	-	
Research Laboratories														P			
Machine Shops														P			
Moving Company Storage and Transfer Facility	-	-	-	-	-	-	-	-	-	-	-	-	-	P	-	-	
Wholesale storage and distribution centers														P			
Food Processing Plant														C			
Parking Plant	-	-	-	-	-	-	-	-	-	-	-	-	-	C	-	-	
Equipment Repair, Heavy														C			
Contractors Equipment/Material Storage Yard														P			
Recycling Facilities	-	-	-	-	-	-	-	-	-	-	-	-	-	P	-	-	
Bulk Fuel sales and storage	-	-	-	-	-	-	-	-	-	-	-	-	-	C	-	-	
Boat Manufacturing														P			
Distillery	-	-	-	-	-	-	-	-	-	-	-	-	-	C	-	-	
Lumberyards	-	-	-	-	-	-	-	-	-	-	-	-	-	C	-	-	
Junk Yard														C			Section 4.14

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Table 3.6-1 Land Use Table (continued)

Uses	Rural		Residential		Commercial / Mixed Use					Other							Supplemental Reg's
	Rural	PK/OS	LDR	HDR	GC	MX-R	MX-S	MX-CC	CBD	CCO	RWO	P/Inst	Gov/C	IND	MAR	CEM	
TRANSPORTATION AND INFRASTRUCTURE																	
Airports, Airstrips and Heliports	-	-	-	-	-	-	-	-	-	-		P	-	-	-	-	
Marinas	-	-	-	-	-	-	P	-	-	-		-	-	-	P	-	
Boat Docks	-	-	-	-	-	-	P	-	-	-		-	-	-	P	-	
Transit Facilities	-	-	-	P	P	P	P	P	P	P	P	P	-	-	-	-	
Wireless Communication Facility	P/C	P/C	P/C	P/C	P/C	P/C	P/C	P/C	P/C	P/C	P/C	P/C	P/C		P/C		Section 4.31
Essential Public Service or Utility Installation	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	
Bus Station	-	-	-	-	C	-	-	-	C	C	C	-	-	-	-	-	
Park and Ride Facility				P	P	P		P	P	P	P						
Sanitary Landfill														C			

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3.7 Dimensional and Density Regulations

A. **Purpose.** This section establishes minimum and maximum standards for the location, height, bulk, number of stories and size of buildings and structures, the size of lots, parking, the percentage of a lot which may be occupied by a building or structure, and the intensity of land use within each zoning district.

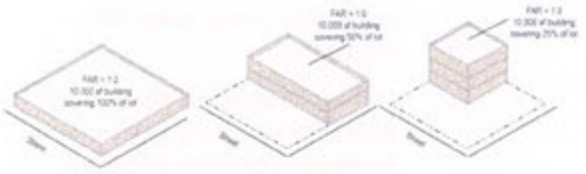
B. **Intensity of Land Use Standards.**

1. **Measurement of Floor Area Ratio.** Unless otherwise stated, all references to intensity refer to the ratio of enclosed floor area to the gross area of the lot.

2. **Residential and Non-Residential Density and Intensity.** No Application for shall be approved unless the density, intensity, and floor area ratio conform to the requirements as set forth in Table 3.7-1 below. **Floor Area Ratio.** Applicable to all zones, refer to Table 3.7-1.

Table 3.7-1 Intensity Regulations

(A) Zoning	(B) Floor
R	NA
PK/OS	NA
LDR	0.8-1.3
GC	<2.5
MX-R	2.0-4.5
MX-S	1.0-4.0
MX-CC	1.5-4.0
CBD	<3.0
P/I	0.5-2.0
GovC	NA
MAR	0.8-1.3
CEM	NA



C. **Dimensional Standards.** The following tables list the dimensional standards that apply within zoning districts. Other regulations of this Code or site-specific conditions may further limit development on a site. The standards apply to all uses unless otherwise expressly provided in this Code. .

D. **Form-Based Codes.** The following tables represent Form-Based dimensional standards for all zoning districts. Unlike conventional zoning, which regulates the use of properties, form-based code zoning uses physical form as the organizing principle for the code to achieve predictable built results and a high-quality public realm. Form-based codes comprehensively detail how the street and buildings will interact by regulating street and building types, build-to lines, parking location, and frontage, while use is regulated secondarily.

1. **Intent.** The use of form-based codes in Hagåtña will be to foster vibrant, walkable, mixed-use districts.

2. **Elements**

a. *Build-to lines.* Form-based codes desire to bring buildings closer to the street and unify the building setbacks along the street. A build-to line is the line at which construction of a building façade is to occur on a lot. A build-to line runs parallel to, and is measured from, the front property line and is established to create an even building façade line on a street. Minor deviations for architectural features are permitted, unless otherwise prohibited by the

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applicable zoning codes and regulations.

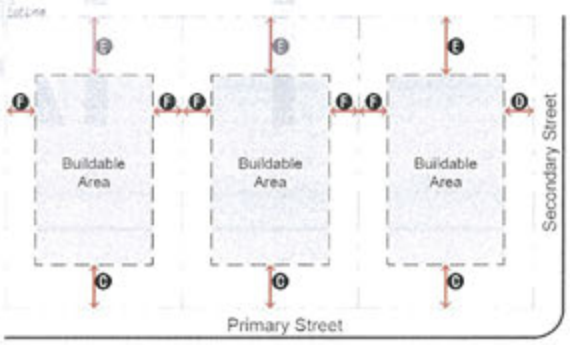
b. *Parking*. With buildings typically built closer to the streets in form-based code districts, parking is directed to the sides and rear of the property. Streetscapes become livelier and more pedestrian-oriented without parking interrupting the relationship of the sidewalks and buildings.

c. *Frontage*. A frontage line is the property line of a lot fronting a street or other public way. Lots have primary and secondary frontages, often time depending on which street the building is facing, be it a primary or secondary street. Regulating frontage generates and maintains an active and continuous streetscape. Frontage is regulating in two ways: by the percentage of a building's façade located along the build-to line, and by type of frontage. The various types of frontages are illustrated in the following tables.

3. **Low Density Residential Traditional.** The purpose of this district is to provide for low to medium-density, single-family residential lots. This district is located mostly near the Rural zoning district to act as a transition to high-density development. The LDR zoning district helps create housing diversity within Hagåtña by providing attached and detached single-family housing. Building heights in this land use category shall not exceed 30 feet. Residential density shall be less than six (6) dwelling units per acre.

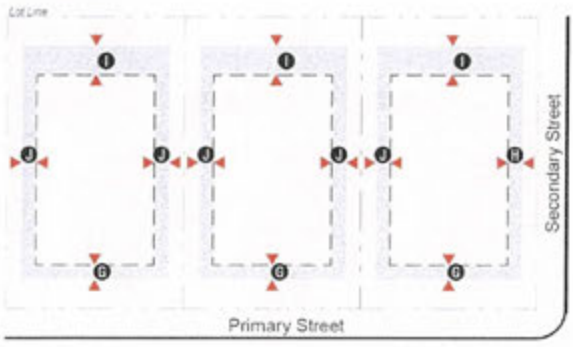
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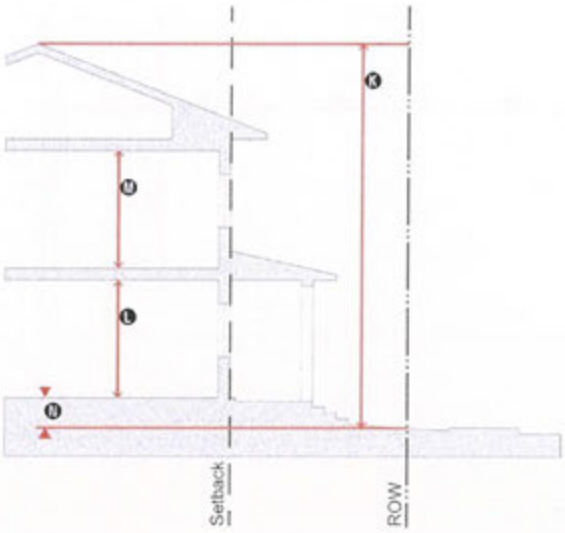




A. Lot Size		Minimum	Maximum	B. Setbacks		Minimum
Lot area		1/10 acre	1 acre	Primary frontage	C	0'
Minimum lot length	A	70	200	Secondary frontage	D	20'
Minimum Lot width	B	50	150	Rear	E	5'
Lot length by width ratio			3:1	Side	F	10'
Lot coverage			40%			

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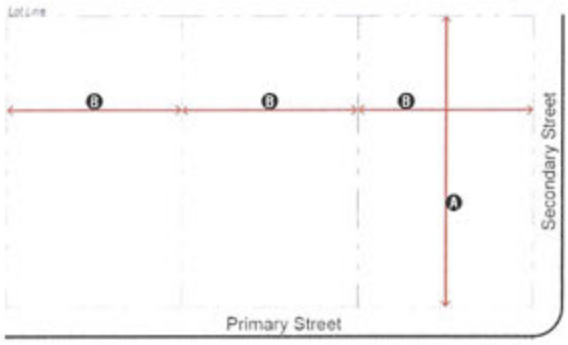
C. Encroachments		
Primary frontage	G	10' max
Secondary frontage	H	8' max
Rear	I	5' max
Side	J	5' max

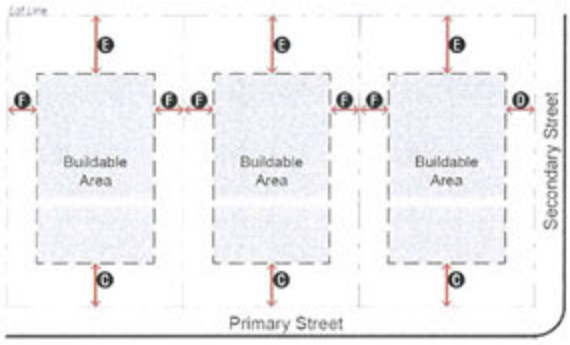
D. Building Height		
Main structure height	K	30' max
Number of stories		2.5 max
Ground floor height	L	10' min. clear
Upper floor height	M	8' min. clear
Ground floor elevation	N	18" min. above sidewalk
Accessory structure		1.5 story & 15' max
Floor Area Ratio (FAR)		0.1 to 0.5

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4. **High Density Residential.** The purpose of this district is to provide for high-density residential development including apartments and condominiums. This district is intended to be located in and around the Capital and Cultural District overlay district to provide for new residential growth to support the downtown core area and as a transition to areas of lower density and intensity. Building Heights in this district shall not exceed 45 feet. The residential density range in this district is between six (6) and twenty-five (25) dwelling units per acre.

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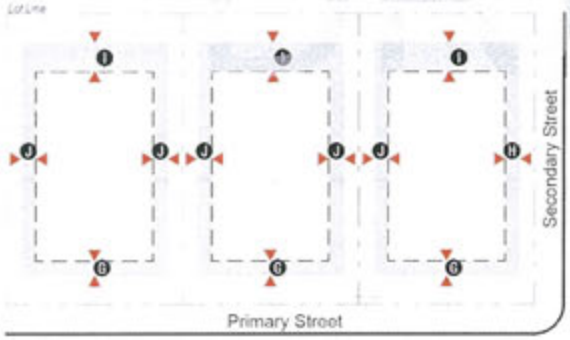


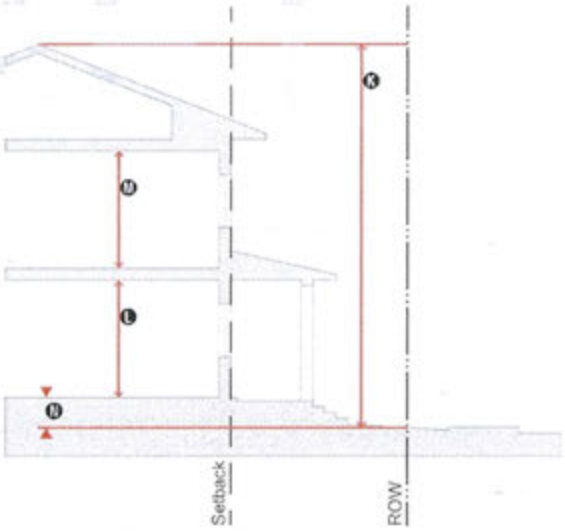


A. Lot Size		Minimum	Maximum
Lot area			
Minimum lot length	A	70	200
Minimum Lot width	B	50	150
Lot length by width ratio			3:1
Lot coverage			40%

B. Setbacks		Minimum
Primary frontage	C	20'
Secondary frontage	D	20'
Rear	E	5'
Side	F	10'

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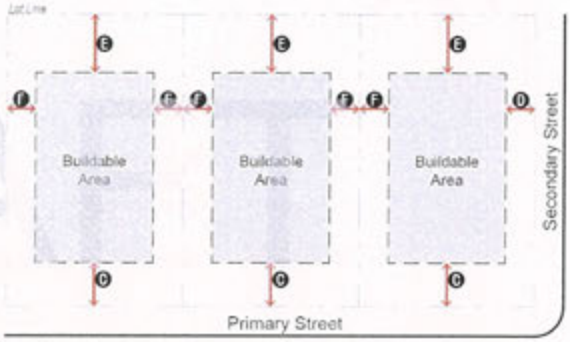
C. Encroachments		
Primary frontage	G	10' max
Secondary frontage	H	8' max
Rear	I	5' max
Side	J	5' max

D. Building Height		
Main structure height	K	30' max
Number of stories		2.5 max
Ground floor height	L	10' min. clear
Upper floor height	M	8' min. clear
Ground floor elevation	N	18" min. above sidewalk
Accessory structure		1.5 story & 15' max
Floor Area Ratio (FAR)		0.1 to 0.5

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Rural The purpose of the Rural zoning district is to conserve natural areas in Hagåtña that must be protected from higher intensity uses and development to preserve the land for future generations. This zoning district is largely located at the southern end of Hagåtña which is mostly undeveloped forest land, including the Agaña Swamp, and along the cliff line. These areas are used for water retention and low-impact recreation. If development is approved, densities in this land use category will not exceed 0.5 units per acre, building heights will not exceed 30 feet, and FARs will not exceed .05.





A. Lot Size		Minimum	Maximum
Lot area		½ Acre	
Minimum lot length			
Minimum Lot width	B	70	400
Lot length by width ratio			3:1
			65%

*May be increased up to 80% by waiver from Council

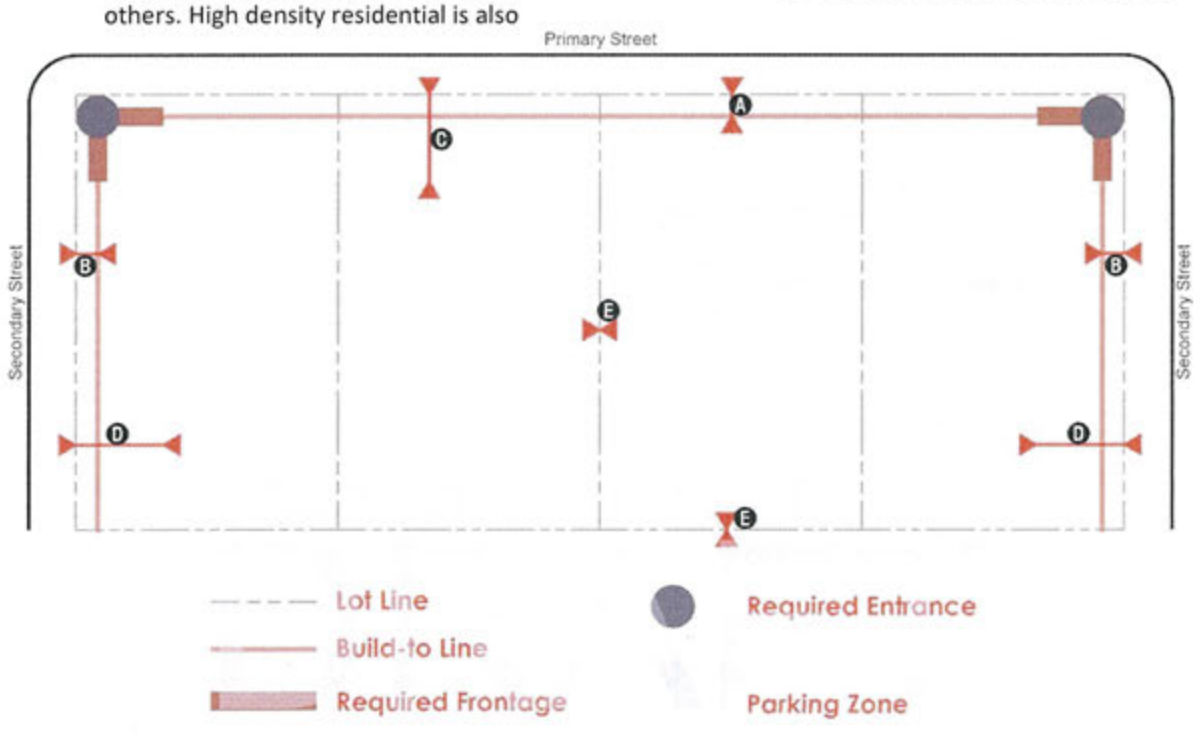
B. Setbacks		Minimum
Primary frontage		25'
Secondary frontage	D	20'
Rear	E	10'
Side	F	15'

C. Encroachments		
Primary frontage	G	12' max
Secondary frontage	H	10' max
Rear	I	8' max
Side	J	4' max

D. Building Height		
Main structure height	K	50' max
Number of stories		4.5 max
Ground floor height	L	12' min. clear
Upper floor height	M	8' min. clear
Ground floor elevation	N	12" min. above sidewalk
Accessory structure		1.5 story & 15' max
Floor Area Ratio (FAR)		< 2.5

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6. **General Commercial (GC)** The purpose of the General Commercial zoning district is to provide for commercial activities including office, retail, restaurants, local businesses, and grocery stores among others. High density residential is also permitted in this zoning district within the density range of six (6) and twenty-five (25) dwelling units per acre. Building height shall not exceed fifty (50) feet. Floor area ratio shall not exceed 2.5.



A. Build-to Line (BTL)		Distance from Property Line	B. Street Frontage Building Length	Minimum As a % of street front
Primary Frontage	A	5′	Primary Frontage	50%
Secondary Frontage	B	5′	Secondary Frontage	25%

C. Building Frontage Types		D. Parking		Minimum
Common Lawn	Prohibited	Number of spaces		Uses < 3,000 sf: None Uses > 3,000 sf: 1 space/500 sf
Porch & Fence*	Prohibited	Primary frontage setback	C	20′
Terrace	Permitted	Secondary frontage setback	D	15′
Forecourt	Permitted	Side and rear setback	E	0′
Stoop	Permitted			
Shopfront	Permitted			
Gallery	Permitted			
Arcade	Permitted			

Note: If a building is on a corner lot, the entrance must be at the corner.

*Outdoor dining permitted

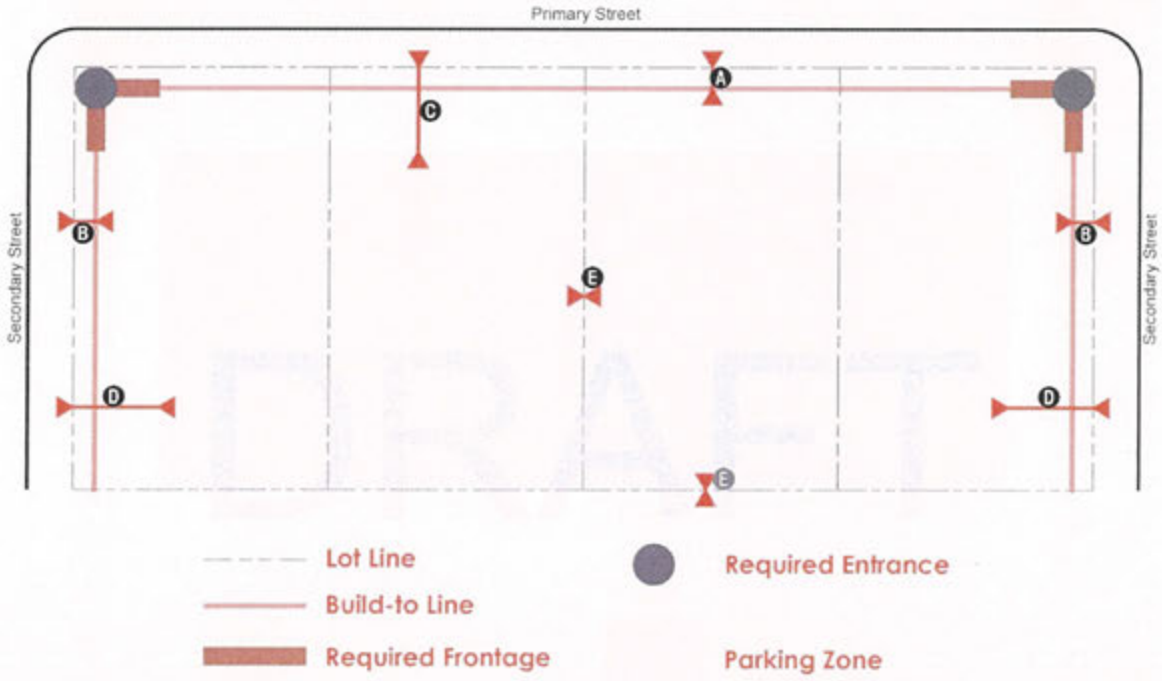
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Central Business (CB) The Central Business

well as mixed-use developments with variations of commercial, office, and

7. zoning district is to provide for a variety of residential and employment uses and maximum development flexibility. All uses identified in the Commercial land use category are permitted in this land use, as

residential. Single-use possibilities also include multi-unit residential buildings and regional corporate offices. Building height shall not exceed 125 feet. Floor area ratio shall be less than three (3.0).



A. Build-to Line (BTL)		Distance from Property Line
Primary Frontage	A	5'
Secondary Frontage	B	5'

*Street facades must be built to BTL along first 30' from every corner.

B. Street Frontage Building Length	Minimum As a % of street front
Primary Frontage	80%
Secondary Frontage	30%

C. Building Frontage Types	
Common Lawn	Prohibited
Porch & Fence*	Prohibited
Terrace	Permitted
Forecourt	Permitted
Stoop	Permitted
Shopfront	Permitted
Gallery	Permitted
Arcade	Permitted

D. Parking		Minimum
Number of spaces		Uses < 3,000 sf: None Uses > 3,000 sf: 1 space/500 sf
Primary frontage setback	C	20'
Secondary frontage setback	D	15'
Side and rear setback	E	0'

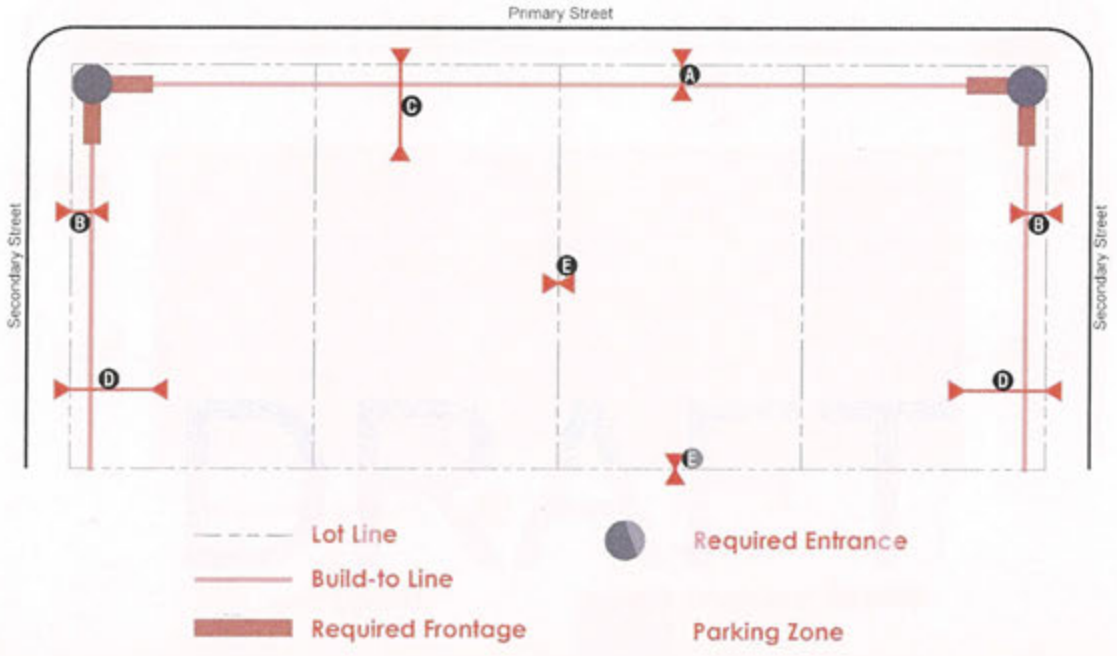
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Note: If a building is on a corner lot, the entrance must be at the corner.
*Outdoor dining permitted

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8. **Mixed-Use Riverwalk (MX-R)** The purpose of this district is to provide uses similar to those in the Mixed-Use City Center zoning district, with the exception of single-family residential uses. This zoning district provides for vertical mixed-use developments which are supported by the Hagåtña River and proposed Riverwalk Trail. New developments in this district are oriented towards the Hagåtña River, with restaurants and retail stores lining the ground floor and residential units above, establishing a live-work-play environment along the river. This land use category supports building heights up to Building heights shall not exceed 70 feet Floor area ratio in this district is between 2.0 and 4.5.



A. Build-to Line (BTL)		Distance from Property Line	B. Frontage	Minimum
Primary Frontage	A	5'	Primary Frontage	80%
Secondary Frontage	B	5'	Secondary Frontage	30%

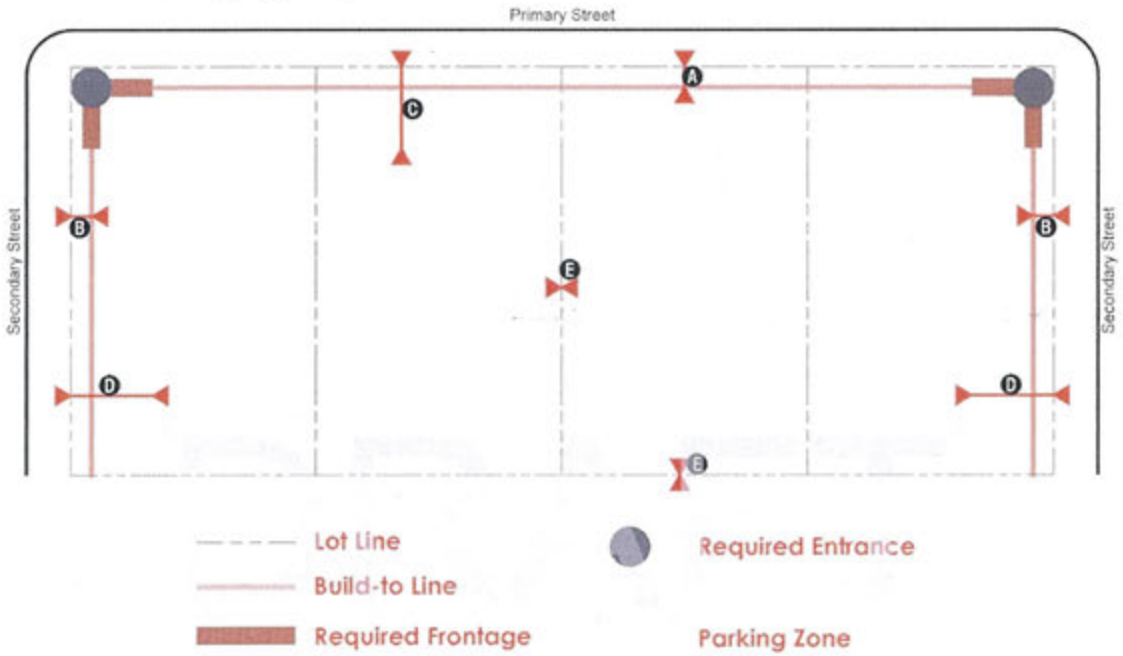
*Street facades must be built to BTL along first 30' from every corner.

C. Frontage Types		D. Parking		Minimum
Common Lawn	Prohibited	Number of spaces		Uses < 3,000 sf: None Uses > 3,000 sf: 1 space/500 sf
Porch & Fence	Permitted	Primary frontage setback	C	20'
Terrace	Permitted	Secondary frontage setback	D	15'
Forecourt	Permitted	Rear setback	E	0'
Stoop	Permitted			
Shopfront	Permitted			
Gallery	Permitted			
Arcade	Permitted			

Note: If a building is on a corner lot, the entrance must be at the corner.

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9. **Mixed-Use Shoreline (MX-S)** The purpose of the Mixed-Use Shoreline zoning district is to support an active boardwalk, mixed-used development focused around small-scale boutique shops, retail / shopping and restaurants oriented towards the shoreline, with residential units on above floors. Building heights up to 70 feet for properties south of Marine Crops Drive are allowed with building heights north of Marine Corps Drive limited to a maximum building height of 40 feet to protect views to the shoreline in the West Hagåtña District. Floor area ratio in this district is between 1.0 and 4.0.



A. Build-to Line (BTL)		Distance from Property Line	B. Street Frontage Building Length	Minimum As a % of street front
Primary Frontage	A	5'	Primary Frontage	80%
Secondary Frontage	B	5'	Secondary Frontage	30%

*Street facades must be built to BTL along first 30' from every corner.

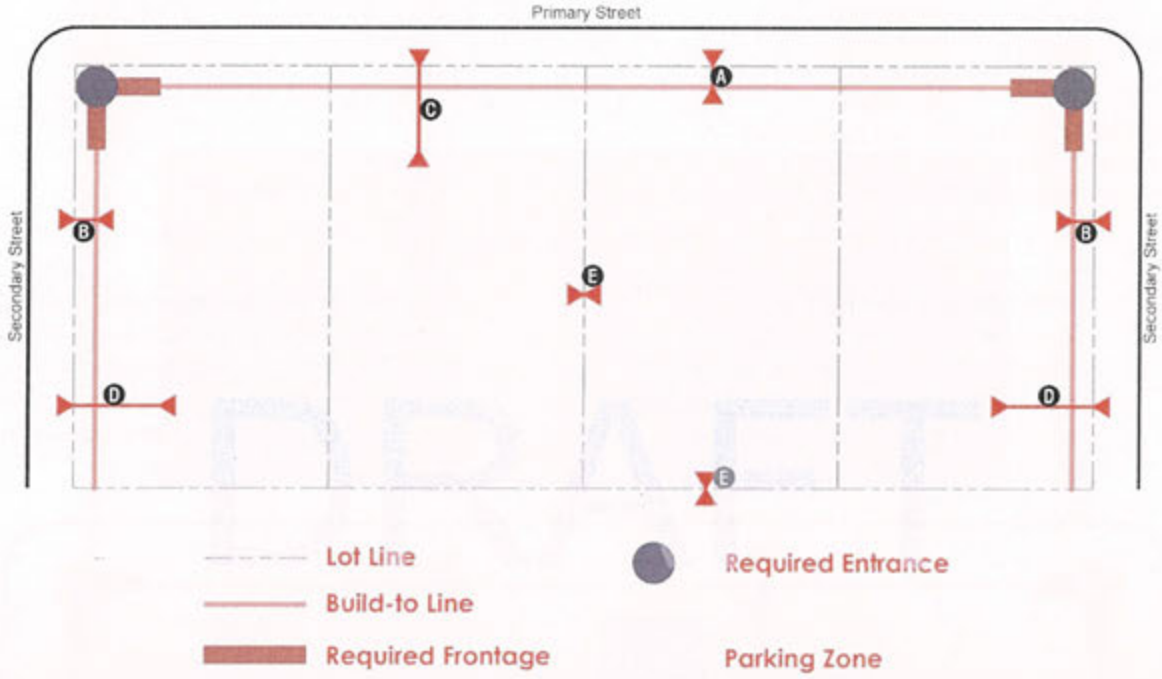
C. Building Frontage Types		D. Parking		Minimum
Common Lawn	Prohibited	Number of spaces	Uses < 3,000 sf: None Uses > 3,000 sf: 1 space/500 sf	
Porch & Fence	Permitted	Primary frontage setback	C	15'
Terrace	Permitted	Secondary frontage setback	D	10'
Forecourt	Permitted	Side and rear setback	E	0'
Stoop	Permitted			
Shopfront	Permitted			
Gallery	Permitted			
Arcade	Permitted			

Note: If a building is on a corner lot, the entrance must be at the corner.

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10. **Mixed-Use City Center (MX-CC)** The purpose of the Mixed-Use City Center zoning district is to provide a general mixed-use category that promotes development of small-scale commercial, retail, services, restaurants, office, and residential at the neighborhood level. It encourages a mix of residential and other uses in the same or adjacent buildings.

This land use category also permits single-family residential properties with densities greater than 8 units per acre. This land use category is located in West Hagåtña to create a dense, active, live-work neighborhood. Building heights shall not exceed the height of the adjacent cliff line. Floor area ratio in this district is between 1.5 and 4.0.



A. Build-to Line (BTL)		Distance from Property Line	B. Street Frontage Building Length	Minimum As a % of Street Front
Primary Frontage	A	5'	Primary Frontage	80%
Secondary Frontage	B	5'	Secondary Frontage	30%

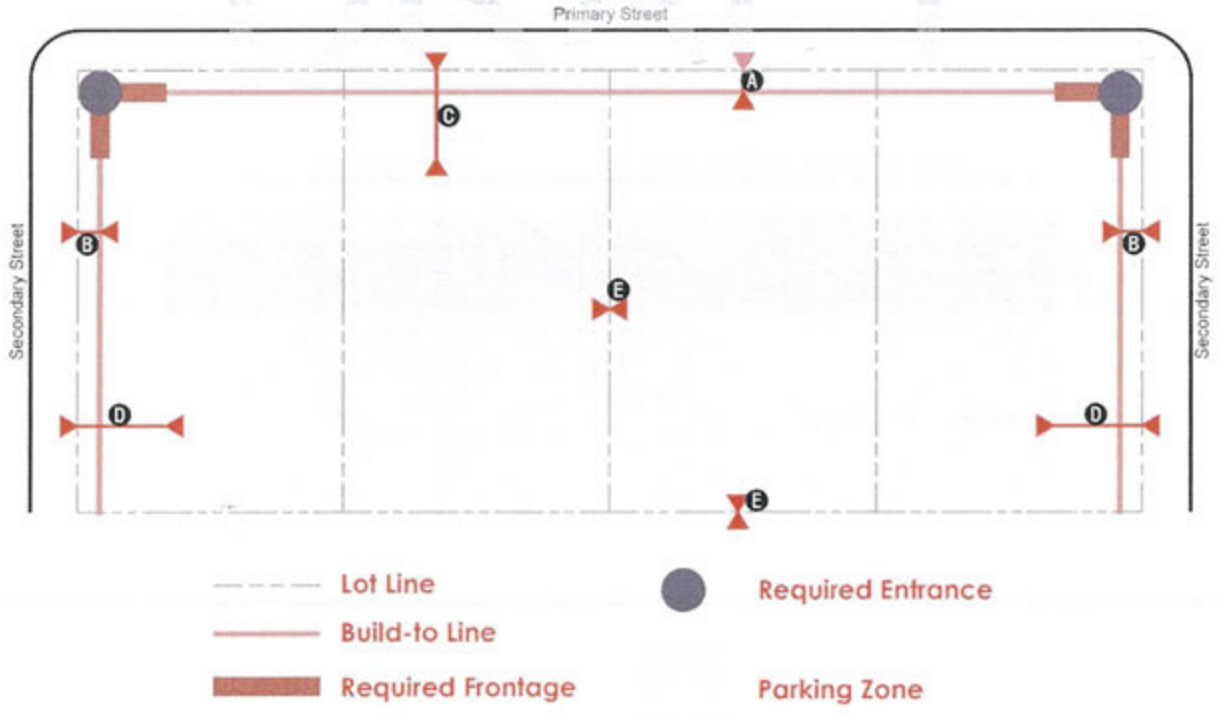
*Street facades must be built to BTL along first 30' from every corner.

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C. Frontage Types		D. Parking		Minimum
Common Lawn	Prohibited	Number of spaces		Uses < 3,000 sf: None Uses > 3,000 sf: 1 space/500 sf
Porch & Fence*	Prohibited	Primary frontage setback	C	15'
Terrace	Permitted	Secondary frontage setback	D	10'
Forecourt	Permitted	Side and rear setback	E	0'
Stoop	Permitted			
Shopfront	Permitted			
Gallery	Permitted			
Arcade	Permitted			

Note: If a building is on a corner lot, the entrance must be at the corner.
*Outdoor dining permitted

11. **Government Center (GC)** The Government Center zoning district is located in the core area of governmental uses and buildings for the City of Hagåtña and GovGuam. This zoning district is located in the heart of Hagåtña, and includes the reconstructed Governor's Palacio, new buildings to house various GovGuam agencies and departments, improved parking and access, and also historical and cultural amenities such as the new Guam Museum.



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A. Build-to Line (BTL)		Distance from Property Line	B. Street Frontage Building Length	Minimum As a % of street front
Primary Frontage	A	20'	Primary Frontage	80%
Secondary Frontage	B	20'	Secondary Frontage	30%

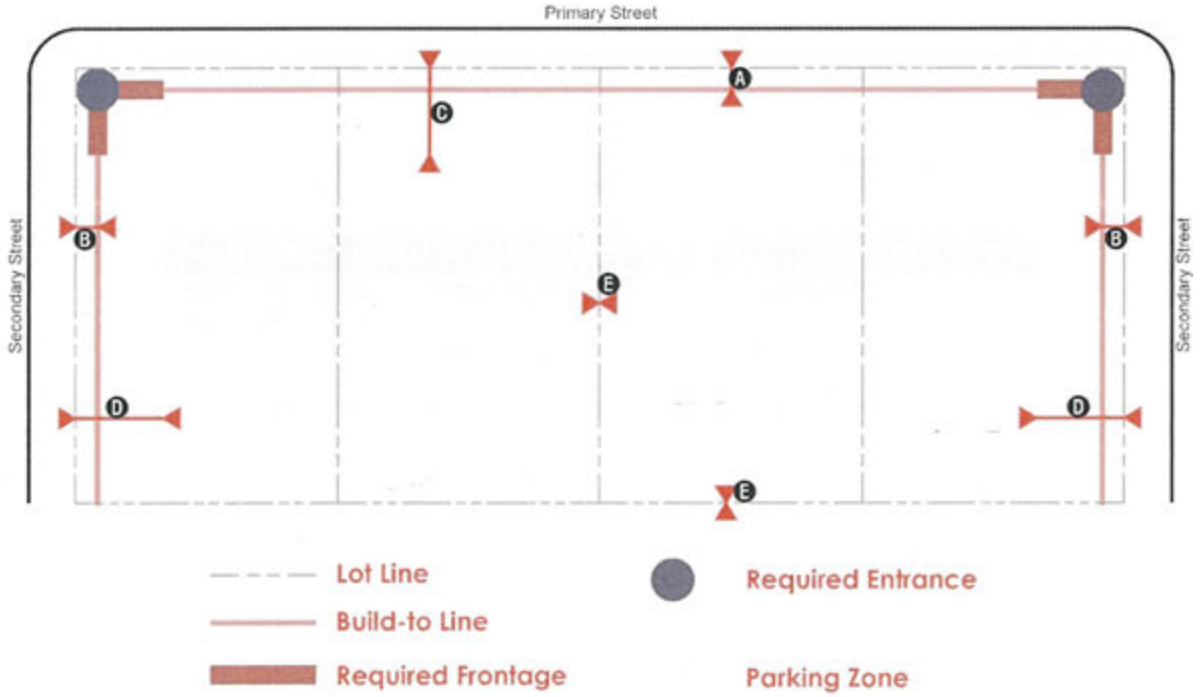
*Street facades must be built to BTL along first 30' from every corner.

C. Frontage Types		D. Parking		Minimum
Common Lawn	Prohibited	Number of spaces		Uses < 3,000 sf: None Uses > 3,000 sf: 1 space/500 sf
Porch & Fence*	Prohibited	Primary frontage setback	C	30'
Terrace	Permitted	Secondary frontage setback	D	25'
Forecourt	Permitted	Side and rear setback	E	0'
Stoop	Permitted			
Shopfront	Permitted			
Gallery	Permitted			
Arcade	Permitted			

Note: If a building is on a corner lot, the entrance must be at the corner.
*Outdoor dining permitted

12. **Public/Institutional (P/I)** The purpose of this district is to establish and preserve Hagåtña's culture, and include uses such as religious institutions and educational facilities. This is located throughout Hagåtña, creating specific nodes for neighborhood centers and gatherings. Building height shall not exceed fifty (50) feet. Floor area ratio is between 0.5 and 2.0.

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A. Build-to Line (BTL)		Distance from Property Line
Primary Frontage	A	20'
Secondary Frontage	B	20'

*Street facades must be built to BTL along first 30' from every corner.

B. Street Frontage Building Length	Minimum As a % of Street Front
Primary Frontage	80%
Secondary Frontage	30%

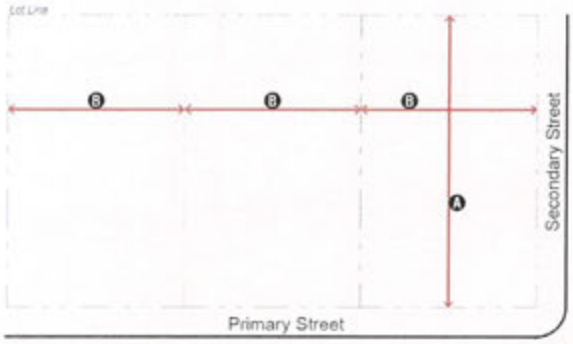
C. Frontage Types	
Common Lawn	Prohibited
Porch & Fence	Permitted
Terrace	Permitted
Forecourt	Permitted
Stoop	Permitted
Shopfront	Permitted
Gallery	Prohibited
Arcade	Prohibited

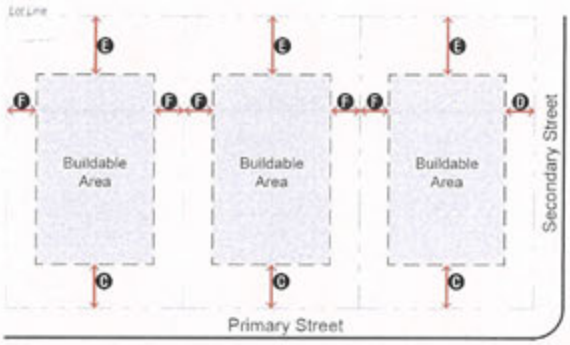
Note: If a building is on a corner lot, the entrance must be at the corner.

D. Parking	Minimum
Number of spaces	Uses < 3,000 sf: None Uses > 3,000 sf: 1 space/500 sf
Primary frontage setback	C 25'
Secondary frontage setback	D 20'
Side and rear setback	E 0'

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13. **Marina (MAR)** The purpose of the Marina district is to expand upon the Hagåtña Marina and boat basin, along with the related uses, including marina facilities, use of the access road to the sewage treatment plant, and growth of the Fisherman's Co-op. Building height shall not exceed 25 feet. Floor area ratio is between 0.8 and 1.3.The Marina district expands the use of the Hagåtña Marina and boat basin, including marina facilities, use of the access road to the sewage treatment plant, and growth of the Fisherman's Co-op.



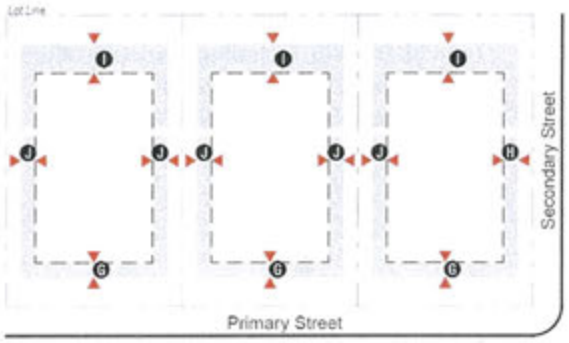


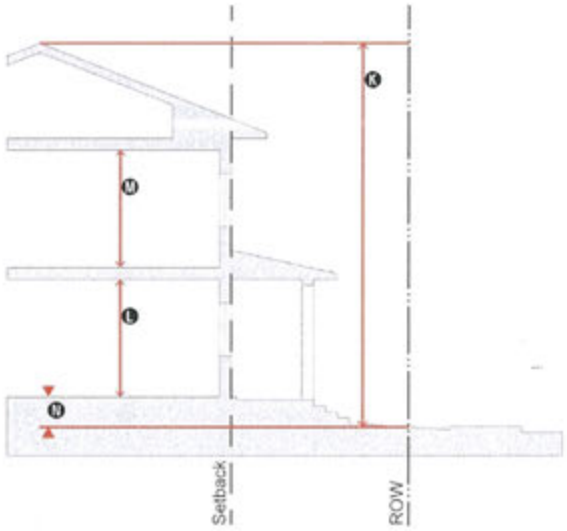
A. Lot Size		Minimum	Maximum
Lot area			
Minimum lot length	A	100	500
Minimum Lot width	B	70	400
Lot length by width ratio			3:1
Lot coverage			70%
*May be increased up to 80% by waiver from Council			

B. Setbacks		Minimum
Primary frontage	C	40'
Secondary frontage	D	35'
Rear	E	30'
Side	F	20'

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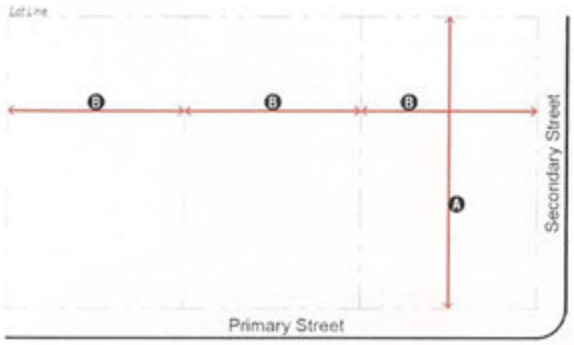
C. Encroachments		
Primary frontage	G	12' max
Secondary frontage	H	10' max
Rear	I	8' max
Side	J	4' max

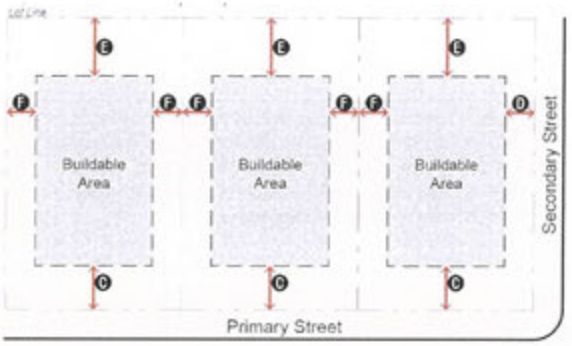
D. Building Height		
Main structure height	K	25' max
Number of stories		2 max
Ground floor height	L	12' min. clear
Upper floor height	M	8' min. clear
Ground floor elevation	N	12" min. above sidewalk
Accessory structure		1.5 story & 15' max
Floor Area Ratio (FAR)		0.8 to 1.3

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14. **Light Industrial (IND)** The purpose of this district is to provide for a variety of light industrial and employment uses that have physical and operational characteristics that have potential adverse impacts of adjacent properties. The regulations and development standards are designed to permit those industrial and employment uses which can be operated in a relatively clean, quiet and safe manner, and are compatible with adjoining property.

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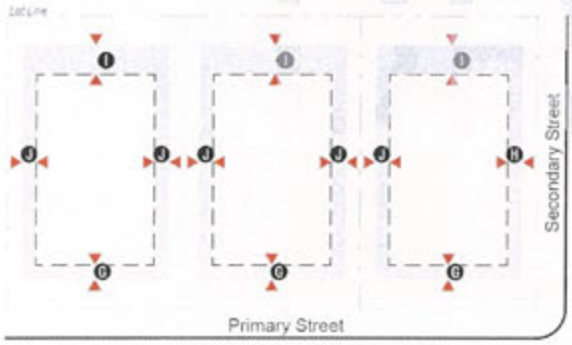


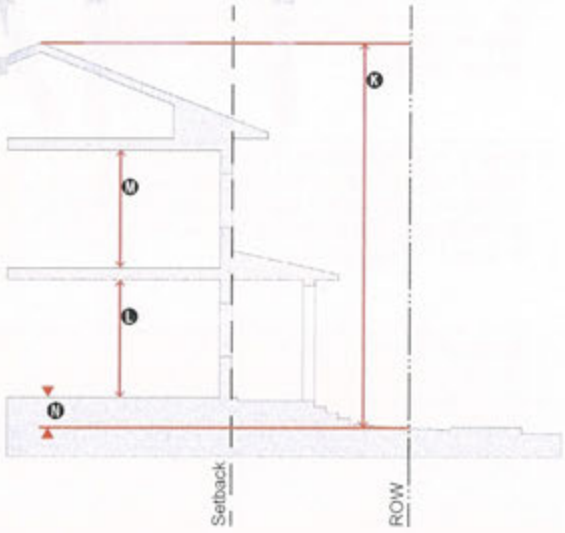


A. Lot Size		Minimum	Maximum
Lot area		5 acres	
Minimum lot length	A	100	500
Minimum Lot width	B	70	400
Lot length by width ratio			3:1
Lot coverage			70%

*May be increased up to 80% by waiver from Council

B. Setbacks		Minimum
Primary frontage	C	40′
Secondary frontage	D	35′
Rear	E	30′
Side	F	20′



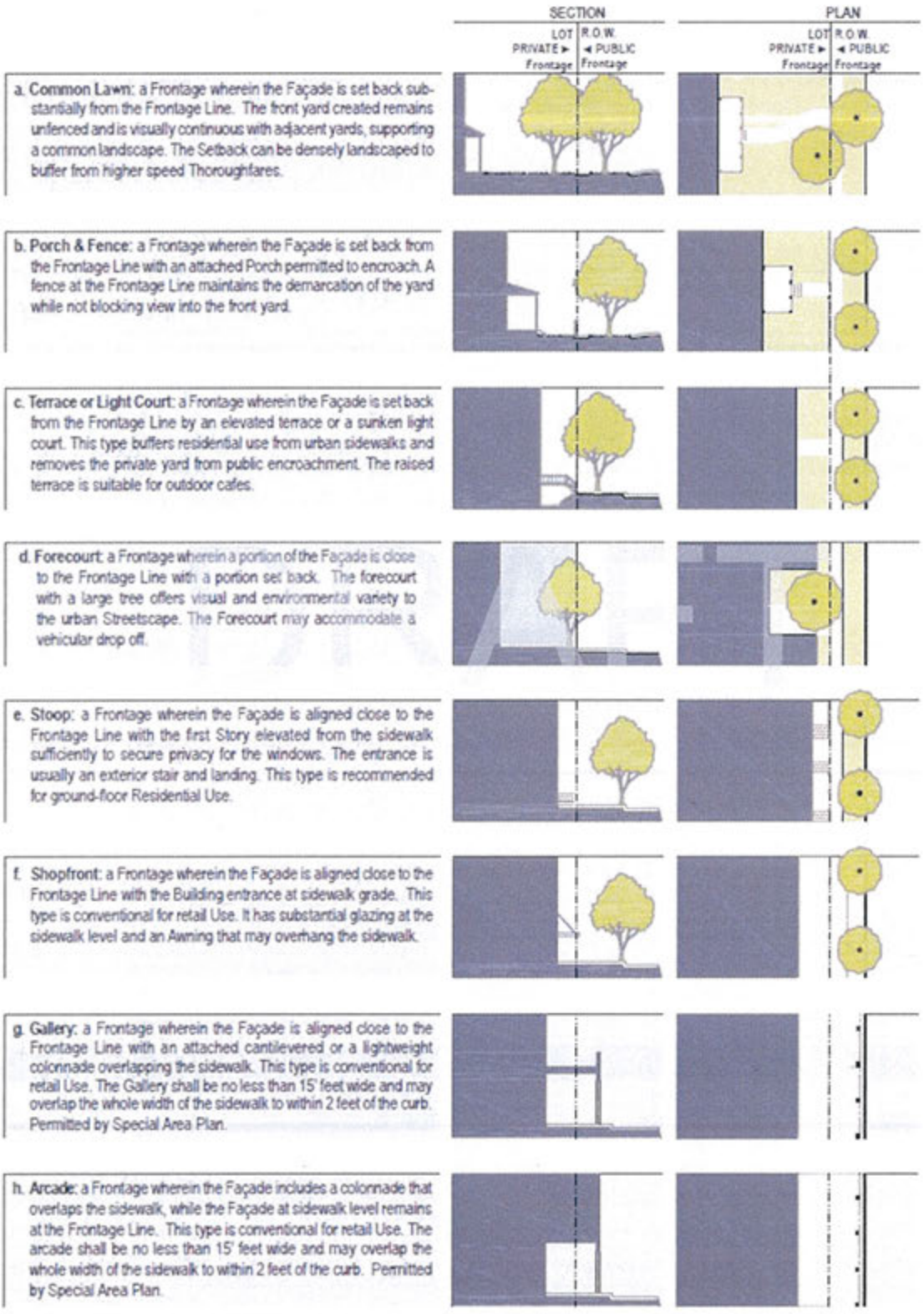


C. Encroachments		
Primary frontage	G	12′ max
Secondary frontage	H	10′ max
Rear	I	8′ max
Side	J	4′ max

D. Building Height		
Main structure height	K	25′ max
Number of stories		2 max
Ground floor height	L	12′ min. clear
Upper floor height	M	8′ min. clear
Ground floor elevation	N	12″ min. above sidewalk
Accessory structure		1.5 story & 15′ max

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Figure 4.7-2 Building Frontage Types



E. **Lot Area.** No building permit or development approval shall be issued for a lot that does not meet the minimum and maximum lot area requirements of this Code.

F. **Setbacks.**

1. Measurement. For purposes of this Section, the "setback line" shall be deemed the future right-of-way line of a street or the property line. Setbacks are measured as the unobstructed, unoccupied open area between the furthermost projection of a structure (except as modified by the standards of subsection F.3, below) and the nearest setback line of the lot on which the structure is located. Structures shall meet the front yard setback from all abutting streets unless otherwise provided in this Code.

2. Obstructions. Setbacks shall be unobstructed from the ground to the sky except as specified in this Section.

3. Projections into Required Setbacks. The following structures may project into the required front, side, or rear setbacks as follows:

a. Paved patios or terraces may project into any required setback, provided that no structures placed on them shall violate other requirements of this Chapter.

b. Unroofed landings, decks and stairs may project into required setbacks, provided that the floor shall not extend higher than thirty (30) inches above the finished grade level and the projection is at least five (5) feet from the lot line.

c. Unroofed exterior balconies may project into a required side or rear setback provided these projections are at least five (5) feet from the side lot line and ten (10) feet from the rear lot line.

d. Cornices, eaves, canopies, window wells, chimneys, bay windows, ornamental features, and other similar architectural features may project not more than two (2) feet into any required setback provided these projections are at least five (5) feet from the lot line.

e. Roofs over porches, stairways, landings, terraces, or other exterior approaches to pedestrian doorways may project up to six (6) feet into a front setback, provided that the roof projections shall comprise no more than fifty (50) percent of the total length of the building's facade. The covered porch or entrance area projecting into the front setback shall remain exterior to the building and enclosed by no more than a railing. The projection shall be at least five (5) feet from the property line.

f. The Planning Administrator may allow the installation of handicap access ramps not to exceed forty-eight (48) inches in width) in required front, side and rear setbacks. The design and placement of the ramps shall be reviewed to ensure minimal visual impact to adjoining properties.

g. A private garage or carport may project into a required setback area abutting an alley, provided the projection is at least five (5) feet from the property line.

G. **Height.**

1. Measurement. Please refer to Chapter 7, for interpretive purposes.

2. Height Exceptions – Architectural Features. Zoning district height limits shall not apply to belfries, cupolas, steeples, spires, domes, monuments or similar appurtenances; provided, however, the following:

a. The appurtenance does not violate FAA regulations;

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b. The appurtenance does not extend more than twenty-five (25) feet above the maximum permitted building height;

c. The appurtenance is not constructed for the purpose of providing additional floor area in the building.

3. Height Exceptions – Mechanical Equipment. Zoning District height limits shall not apply to chimneys, heating and venation equipment, bulkhead, elevator towers, elevator housings, water tank, or similar structure or necessary mechanical appurtenance extending above the roof of any building; provided, however, the following:

a. The appurtenance does not occupy more than thirty-three percent (33%) of the area of the roof

b. The appurtenance does not exceed the allowable building height by more than ten (10) percent.

c. The appurtenance is architecturally integrated into the building design with building forms, walls or otherwise screened as determined by the Planning Administrator.

4. Height Exceptions – Essential Services and Public Infrastructure. Zoning District height limits shall not apply to essential public service facilities, structure and uses; windmills, airway beacons, or other similar public infrastructure as determined by the Planning Administrator.

5. Navigation Hazards. The construction, maintenance, or establishment of any building, tree, smokestack, chimney, flagpole, wire, tower or other structure or appurtenances thereto, which may constitute a hazard or obstruction to safe air navigation, landing, or take off of aircraft near an airport, is prohibited.

6. Flagpoles and Flags. The following regulations shall apply to all residential and non-residential zoning districts and uses.

a. Location. Flagpoles shall be depicted on site plans

b. Flagpole Height. Flagpoles shall not exceed 1.5 times the allowed building height for the zone in which it is located, or have a maximum height of not more than sixty feet (60').

c. Number Limited. Three (3) flagpoles are allowed on a site.

d. Flag Order. Any flag flown in conjunction with the United States or Guam Flag shall be flown beneath them and shall not exceed them in size.

e. Flag Illumination. Flags shall be illuminated if flown at night.

f. Sign Permit. A sign permit is not required for a flag or insignia of any nation, state, county, city or other political unit or corporate flag.

7. Religious Institutions. The building height shall be consistent with the zoning district in which the structure is located. The height of a church steeple is subject to Section 3.7.G.2, above, of this Code. For religious institutions located in or adjacent to residential zoning districts, the following restrictions apply. For any height above thirty feet (30') (primary congregation seating area only), the minimum setback for the primary congregation seating area shall be increased one foot (1') for each one foot (1') increase in building height above thirty feet (30').

3.8 Density Bonus

A. An applicant may be granted a density bonus within the Capital and Cultural District and Riverwalk District by providing any of the community benefits listed herein through a site plan application. No density bonus shall be

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granted for mere compliance with the minimum requirements of this Code.

1. Non-Residential Use. Additional density up to 50% of the FAR currently permitted in the underlying zoning may be granted for commercial office and hotel development.
2. Mixed-Use. Up to two additional stories may be granted for buildings with commercial retail on the first floor and residences above.
3. Parking. A development may count available on street parking spaces as up to ten percent (10%) of its required parking and may use a joint parking agreement with a property within 1,000 feet of the property boundary for up to 50% of its required parking per Section 5.6.
4. Trail. Additional density up to 50% of the FAR currently permitted in the underlying zoning or two additional stories may be granted if the applicant makes a contribution to the Riverwalk Trail.

B. An applicant may be granted a density bonus within the West Hagåtña District by providing any of the community benefits listed herein through a site plan application.

1. Residential Use. Additional density up to 50% of the FAR currently permitted in the underlying zoning or two additional stories may be granted if 50% of the residential development consists of affordable housing.
2. Trail. Additional density up to 50% of the FAR currently permitted in the underlying zoning or two additional stories may be granted if the applicant makes a contribution to the Shoreline Trail.

3.9 Performance Criteria

A. Specific GC District Performance Criteria. No application for development approval in the GC zoning district shall be approved unless the proposed development conforms to the following criteria:

1. Development shall have a minimum fifteen foot (15') wide landscape strip abutting adjacent to rights-of-way.
2. All uses authorized in the GC District, including operations and storage of goods, shall be performed within an enclosed building. Outdoor display of merchandise is authorized subject to the provisions of this Code.
3. All garage doors, storage unit doors, and loading areas shall be oriented so that the door does not open towards an abutting residential district or arterial street.
4. Outdoor storage shall be screened and located within the side or rear yards.

B. CBD District Performance Criteria. Development in the CDB District shall conform to the following criteria:

1. All applications for this zoning district shall be accompanied by a site plan applications.
2. Outdoor display is limited to automobiles, motorcycles, recreational vehicles, trailers and other similar items, including temporary retail sales as authorized in Section 3.6 of this Code.

3. Development within 200 feet of Skinner Park shall be restricted to two-stories with a maximum of 25 feet in height.

C. Capital and Cultural District and Riverwalk District Mixed Use Performance Criteria.

1. Riverwalk Overlay District. The Riverwalk Overlay zoning district is located along the proposed Riverwalk Trail, adjacent to downtown Hagåtña and feeding into the Waterfront District. The Riverwalk Overlay District features planned future mixed-use development surrounding Hagåtña River enhancements, creating retail and commercial office opportunities along the Riverwalk Trail. This district's location will transform into one of the most attractive destinations in Hagåtña. The intent of the

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overlay district is to define uses and standards appropriate for the district.

2. **Capital and Cultural Overlay District (CCO)** The Capital and Cultural Overlay zoning district covers the heart of Hagåtña with governmental buildings and uses for the City of Hagåtña and GovGuam. This overlay district also includes public parks and many important and iconic cultural and historic features including the Guam Museum, Plaza de España, Latte Stone Park, the Dulce Nombre de Maria Cathedral Basilica, and Fort Santa Agueda. This district functions as the primary tourist location within Hagåtña. The intent of the overlay district is to define uses and standards appropriate for the district.

3. Development Incentives and Performance Criteria.

4. Development in these zoning districts shall conform to the following criteria:

   a. In order to promote pedestrian activity and to avoid the impacts of heavy traffic and other automobile intensive uses on pedestrian safety, no auto-oriented uses shall be located within one-thousand feet (1,000') of another auto-oriented use, as measured from the exterior boundaries of the buildings, parking and storage areas relating to said uses.

   b. For the purpose of this subsection, "Auto Oriented Uses" shall mean and refer to the following:

      (1) Retail Sales, Community-scale
      (2) Drive-through Services
      (3) Vehicle Sales
      (4) Self-storage
      (5) Auto Repair, Minor
      (6) Car Wash
      (7) Gasoline Station

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Please see the next page.

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Uses	Rural		Residential		Commercial / Mixed Use					Other							Supplemental Reg's
	Rural	PK/OS	LDR	HDR	GC	MX-R	MX-S	MX-CC	CBD	CCO	RWO	P/Inst	GovC	IND	MAR	CEM	
RESIDENTIAL																	
Single-family Detached Dwelling	-	-	P	-	-	-	-	P	-	-	-	-	-	-	-	-	
Single-family Attached Dwelling	-	-	P	P	-	-	-	P	-	-	-	-	-	-	-	-	
Multi-family Dwelling	-	-	-	P	P	P	P	P	P	P	P	-	-	-	-	-	
Condominium	-	-	-	P	P	P	P	P	P	P	P	-	-	-	-	-	
Accessory Uses and Structures, Residential	-	-	A	A	A	A	A	A	A	A	A	-	-	-	-	-	Section 4.1
Temporary Dwelling	A	-	A	-	A	A	A	A	A	A	A	-	-	-	-	-	
Family Day Care Home	-	-	C	A	-	-	-	C	-	-	-	-	-	-	-	-	
Home Occupations	A	-	A	A	-	-	-	A	A	A	A	-	-	-	-		Section 4.13
Community Care Home	-	-	P	P	-	-	-	P	-	-	-	-	-	-	-	-	Section 4.8
Community Garden	P	P	P	P	P	P	P	P	P	P	P	P	-	-	P	-	
Short-term Vacation Rental Unit	-	-	A	A	-	A	A	A	-	-	-	-	-	-	-	-	Section 4.26
AGRICULTURAL & ANIMALS																	
Agricultural Use	P	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Accessory Uses and Structures, Agricultural	A	-	-	-	-	-	-	-	-		-	-	-	-	-	-	
Outdoor recreation, agricultural	P	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Farmers Markets	P	-	-	P	P	P	P	-	P	P	P	T	T	-	T	-	
Nursery, wholesale	C	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Green House	A	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Animal Services	-	-	-	P	P	P	P	-	P	-	-	-	-	-	-	-	Section 4.4
Kennels	-	-	-	-	C	-	-	-	C	-	-	-	-	C	-	-	
Animal Shelter	-	-	-	-	C	-	-	-	C	-	-	-	-	C	-	-	
LODGING AND ACCOMMODATIONS																	
Hotels/Motels	-	-	-	C	P	P	P	-	P	P	P	-	-	-	-	-	
Resorts	-	-	-	C	P	P	P	-	P	P	P	-	-	-	-	-	
Retreats	-	-	-	C	P	P	P	-	P	P	P	-	-	-	-	-	
Boarding/Lodging House	-	-	C	C	P	C	C	-	P	-	-	-	-	-	-	-	
Bed and Breakfast	-	-	P	-	-	-	-	P	-	-	-	-	-	-	-	-	Section 4.6

P:Permitted; C: Conditional Use; W: Permitted with Conditions; T: Temporary Use; -: Not Permitted

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Uses	Rural		Residential		Commercial / Mixed Use					Other							Supplemental Reg's
	Rural	PK/OS	LDR	HDR	GC	MX-R	MX-S	MX-CC	CBD	CCO	RWO	P/Inst	GovC	IND	MAR	CEM	
PUBLIC, INSTITUTIONAL AND CIVIC USES																	
Government Services	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	
Religious Institutions	P	-	P	P	P	P	P	P	P	P	P	P	-	-	-	-	Section 4.22
Private Clubs	-	-	-	P	P	P	P	P	P	P	P	P	-	-	-	-	Section 4.21
Arts and Cultural Uses	-	-	-	P	P	P	P	P	P	P	P	P	P	-	P	-	
Public and Private Schools	P	-	P	P	P	P	P	P	P	P	P	P	-	-	-	-	
Colleges and Universities	-	-	-	-	P	-	P	P	P	P	P	-	-	-	-	-	
Funeral Home	-	-	-	-	-	-	-	-	-	-	-	-	-	P	-	P	
Mortuary	-	-	-	-	-	-	-	-	-	-	-	-	-	P	-	P	
Cemetery	-	-	-	-	-	-	-	-	-	-	-	-	-	P	-	P	
Emergency Shelter	-	-	-	-	-	-	C	C	C	-	-	-	-	C	-	-	
Non-profit social services	-	-	-	-	P	-	P	C	P	-	-	-	-	-	-	-	
Correctional Facilities	-	-	-	-	-	-	-	-	-	-	-	-	-	C	-	-	
Detention Facility	-	-	-	-	-	-	-	-	-	-	-	-	-	C	-	-	
Release Facility	-	-	-	-	-	-	-	-	-	-	-	-	-	C	-	-	
RECREATION																	
Public and Private Parks	P	P	P	P	P	P	P	P	P	P	P	P	P	-	P	-	
Riding/Hiking Facility	P	P	P	P	P	P	P	P	P	P	P	P	P	-	P	-	
Golf Course	C	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Driving Range	C	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Indoor Recreation Facility	-	-	-	P	P	P	P	P	P	P	P	-	-	-	-	-	
Outdoor Recreation Facility	-	-	-	C	C	C	C	C	C	C	C	-	-	-	-	-	
Large-scale Event Facility	-	C	-	-	C	C	C	C	C	C	C	-	-	-	-	-	
Amusement Use	-	-	-	T	T	T	T	T	T	T	T	-	-	-	-	-	
Dance, Theatrical, Art, and Music Studios	-	-	-	P	P	P	P	P	P	P	P	-	-	-	-	-	
Health and Fitness Club	-	-	-	P	P	P	P	P	P	P	P	-	-	-	-	-	
Spas	-	-	-	P	P	P	P	P	P	P	P	-	-	-	-	-	
Amusement Parks	-	-	-	-	-	-	-	-		-	-	-	-	-	-	-	
Zoos	C	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Wedding and Reception Center	-	-	-	-	C	C	C	C	C	C	C	-	-	-	-	-	Section 4.30
ADMINISTRATIVE/FINANCIAL																	
Professional Services	-	-	-	P	P	P	P	P	P	P	P	-	-	-	-	-	
Financial Services	-	-	-	P	P	P	P	P	P	P	P	-	-	-	-	-	
Non-chartered Financial Institution	-	-	-	-	-	-	-	-	C	-	-	-	-	-	-	-	Section 4.18
Bonding Company	-	-	-	-	-	-	-	C	C	-		-	-	-	-	-	
Drive-thru services	-	-	-	-	C	C	C	C	C	C	C	-	-	-	-	-	Section 4.10, 3.9.4
Technical Services	-	-	-	P	P	P	P	P	P	P	P	-	-	-	-	-	
Automatic Teller Machine (ATM)	-	-	-	P	P	P	P	P	P	P	P	-	-	-	-	-	

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Uses	Rural		Residential		Commercial / Mixed Use					Other							Supplemental Reg's
	Rural	PK/OS	LDR	HDR	GC	MX-R	MX-S	MX-CC	CBD	CCO	RWO	P/Inst	GovC	IND	MAR	CEM	
GENERAL COMMERCIAL AND SERVICES																	
Retail sales, neighborhood-scale	-	-	-	P	P	P	P	P	P	P	P	-	-	-	-	-	
Retail sales - community scale	-	-	-	-	P	-	P	P	P	P	P	-	-	-	-	-	Section 4.24, 3.9.4
Household/Business Repair and Services	-	-	-	P	-	-	P	P	P	P	P	-	-	-	-	-	
Personal Services	-	-	-	P	P	P	P	P	P	P	P	-	-	-	-	-	
Pharmacy	-	-	-	-	P	P	P	P	P	P	P	-	-	-	-	-	
Massage Establishment	-	-	-	-	P	-	-	P	P	-	-	-	-	-	-	-	Section 4.15
Tattoo Studio	-	-	-	-	P	-	-	P	P	-	-	-	-	-	-	-	Section 4.27
Body Piercing Studio	-	-	-	-	P	-	-	P	P	-	-	-	-	-	-	-	Section 4.27
Drive-thru services	-	-	-	-	C	C	C	C	C	C	C	-	-	-	-	-	Section 4.10, 3.9.4
Bakery	-	-	-	-	-	-	-	-	C	C	C	-	-	-	-	-	
Nursery, retail	-	-	-	-	-	-	-	-	C	C	C	-	-	-	-	-	
Preschool/Day Care Center	-	-	-	C	C	C	C	C	C	C	C	-	-	-	-	-	Section 4.20
Donation Center	-	-	-	-	C	C	C	C	C	-	-	-	-	P	-	-	Section 4.9
Pawn Shop	-	-	-	-	C	C	C	C	C	-	-	-	-	-	-	-	
Self-storage Facilities	-	-	-	-	C	-	-	C	C	-	-	-	-	-	-	-	Section 4.25, 3.9.4
Call Center	-	-	-	P	P	-	-	P	P	P	-	-	-	-	-	-	
Caretakers Quarters	-	-	-	A	A	A	A	A	A	A	-	-	-	-	-	-	
Adult Uses	-	-	-	-	C	-	-	C	C	-	-	-	-	-	-	-	Section 4.2
Wholesale Sales	-	-	-	-	-	-	-	-	-	-	-	-	-	P	-	-	
Accessory Uses and structures, commercial	-	-	-	A	A	A	A	A	A	A	-	-	-	-	-	-	
Outdoor Display	-	-	-	-	A	A	A	A	A	A	A	-	-	-	-	-	Section 4.19
FOOD AND BEVERAGE																	
Restaurant	-	-	-	P	P	P	P	P	P	P	P	-	-		-	-	Section 4.23
Drive-through services	-	-	-	-	C	C	-	C	C	C	C	-	-		-	-	Section 4.10, 3.9.4
Bar	-	-	-	P	P	P	P	P	P	P	P	-	-		-	-	Section 4.5
Entertainment at Bars, Restaurants or Private Clubs	-	-	-	C	P	C	C	C	P	P	P	-	-		-	-	Section 4.11
Microbrewery	-	-	-	P	P	P	P	P	P	P	P	-	-		-	-	Section 4.16
Catering Establishment	-	-	-	P	P	P	P	P	P	P	P	-	-		-	-	
Food and Beverage Vendor Cart/Food Trucks	-	-	-	T	T	T	T	T	T	T	T	-	-		-	-	Section 4.17
MEDICAL																	
Health Care Facility	-	-	-	-	C	C	-	C	C	C	C	-	-		-	-	
Community Care Facility	-	-	P	-	-	-	-	-	-	-	-	-	-		-	-	
Urgent Care Facility	-	-	-	P	P	P	P	P	P	P	P	-	-		-	-	
Medical Services	-	-	-	P	P	P	P	P	P	P	P	-	-		-	-	
Outpatient care facilities	-	-	-	P	P	P	P	P	P	P	P	-	-		-	-	

Uses	Rural		Residential		Commercial / Mixed Use					Other							Supplemental Reg's
	Rural	PK/OS	LDR	HDR	GC	MX-R	MX-S	MX-CC	CBD	CCO	RWO	P/Inst	GovC	IND	MAR	CEM	
VEHICLE RELATED																	
Gas station	-	-	-	C	C	C	-	C	C	-	C	-	-	-	-	-	Section 4.12, 3.9.4
Retail sales, vehicles	-	-	-	-	C	-	-	C	C	-	C	-	-	-	-	-	Section 3.9.4
Auto parts and accessories shops	-	-	-	P	P	P	P	P	P	-	P	-	-	-	-	-	
Automobile repairs, major	-	-	-	-	-	-	-	-	-	-	-	-	-	C	-	-	Section 4.29
Auto repairs, minor	-	-	-	-	C	C	-	C	C	-	C	-	-	-	-	-	Section 4.29, 3.9.4
Boat and Recreational Vehicle Repair	-	-	-	-	C	-	-	-	C	-	C	-	-	C	-	-	
Dispatching Service	-	-	-	-	C	-	-	-	C	-	C	-	-	-	-	-	
Car Wash	-	-	-	C	C	-	-	C	C	-	C	-	-	-	-	-	Section 4.7, 3.9.4
Commercial Parking Lot	-	-	-	P	P	P	P	P	P	-	P	-	-	-	-	-	
Truck Repair	-	-	-	C	C	-	-	-	C	-	C	-	-	-	-	-	Section 4.29
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Boat and watercraft rentals	-	-	-	-	-	-	C	-	-	-	-	-	-	-	C	-	
Automobile Towing and Impound Facilities	-	-	-	-	-	-	-	-	-	-	-	-	-	C	-	-	
Automobile, RV, and boat storage	-	-	-	-	-	-	-	-	-	-	-	-	-	C	-	-	
INDUSTRIAL AND MANUFACTURING																	
Manufacturing	-	-	-	-	-	-	-	-	-	-	-	-	-	P	-	-	
Research Laboratories	-	-	-	-	-	-	-	-	-	-	-	-	-	P	-	-	
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Food Processing Plant	-	-	-	-	-	-	-	-	-	-	-	-	-	C	-	-	
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TRANSPORTATION AND INFRASTRUCTURE																	
Airports, Airstrips and Heliports	-	-	-	-	-	-	-	-	-	-		P	-	-	-	-	
Marinas	-	-	-	-	-	-	P	-	-	-		-	-	-	P	-	
Boat Docks	-	-	-	-	-	-	P	-	-	-		-	-	-	P	-	
Transit Facilities	-	-	-	P	P	P	P	P	P	P	P	P	-	-	-	-	
Wireless Communication Facility	P/C	P/C	P/C	P/C	P/C	P/C	P/C	P/C	P/C	P/C	P/C	P/C	P/C	-	P/C	-	Section 4.31
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Chapter 4 Supplemental Use Regulations

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4.1 Accessory Buildings and Uses

A. **All Districts**

1. Accessory buildings shall not be constructed on a lot until construction of the principal building has been substantially commenced. Accessory buildings shall not be used for dwelling purposes, except as provided in subsection B of this Section.
2. Accessory buildings shall not exceed the height regulations of the zoning district within any part of the buildable lot area, and shall not exceed fifteen feet (15') in height in any required yard.
3. Detached accessory buildings shall not be located in the required front yard setback. Detached accessory buildings may be built in the required rear yard but such accessory buildings shall not occupy more than thirty percent (30%) of the required rear yard setback and shall not be closer than five feet (5') of rear lot line.
4. Detached accessory buildings shall meet the side yard setback of the corresponding zoning district.
5. Detached Accessory Structures Design. Accessory Dwelling Units and Buildings shall be of the same architectural design, including building materials, roof type, and color as the primary residence.
6. Accessory buildings on through lots shall not be closer to either street than a distance equal to the required front yard of such lot.
7. Accessory buildings that are not a guesthouse as defined by the Hagåtña Zoning Code shall be allowed to install an electrical meter. Any accessory building that is later converted to a guest house shall be required to remove the meter and connect to the electrical service of the main residence and meet all of the terms and conditions stated in Section 4.1.B., Accessory Dwelling Units.
8. Accessory buildings used in conjunction with a home occupation shall be subject to the requirements of Section 4.13 Home-Based Occupations.

B. **Detached Accessory Dwelling Units.** Detached accessory dwelling units, where permitted

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pursuant to this Code, shall not be established except in accordance with the following criteria:

1. The detached accessory dwelling unit shall comply with the minimum yard and intensity of use regulations as set forth in this Code;
2. The detached accessory dwelling unit shall not exceed fifty percent (50%) of the square footage of the livable area of the primary;
3. The detached accessory dwelling unit shall be connected to the primary structure's utilities and meter, subject to the exceptions set forth in subsection 4 hereto;
4. The detached accessory dwelling unit shall be connected to the primary structure's central sewer connection; however, a separate septic system may be allowed;
5. Only one (1) accessory dwelling unit shall be permitted per lot; and,
6. Required parking for the detached accessory dwelling unit shall be located on the property of the primary residence in accordance with the standards established in Chapter 5 of this Code.

C. If there is a conflict between the accessory dwelling unit standards of this Section and any other requirement of this Code, the standards of this Section shall control. Otherwise, accessory dwelling units are subject to all other applicable requirements of this Code.

D. **Accessory Suites**

1. No more than one accessory suite shall be provided on one lot.
2. Attachment with internal access to the dwelling unit by a conditioned space must be provided.
3. Architectural integration with the dwelling unit must be achieved to be indiscernible as a separate portion of the dwelling unit.
4. Exterior entrances shall not be located on the façade facing the street and shall be recessed or use other methods to diminish visibility from the street.
5. No more than 40% of the area of the conditioned space in the dwelling unit shall be devoted to an accessory suite.
6. An accessory suite shall not be rented or offered for rent.
7. A separate mail service, utility service or address shall not be provided.

E. **Swimming Pools.** The following standards shall apply where swimming pools are permitted as an accessory use.

1. A swimming pool shall not be located in the required front yard or closer than three feet (3') from the water's edge to any lot line.
2. All fish ponds and other contained bodies of water, either above or below ground level, with the container being eighteen inches (18") or more in depth and / or wider than eight feet (8') at any point measured in the long axis shall conform to the location and enclosure requirements for swimming pools.
3. Swimming pool shall be secured from unauthorized access by an enclosure in accordance with the International Building Code.

F. **Sports Courts**. All sports courts, including but not limited to the following, tennis courts, pickle ball, tetherball, volleyball, basketball and other similar active recreational facilities, including the enclosure and lighting, may be built on a single-family lot as follows:

1. Sports Courts shall not be permitted in a required front yard.
2. Sports courts without lighting shall be setback five (5) feet from all side and rear lot lines, measured from the edge of the playing surface.
3. Sports courts with lighting shall be setback ten (10) feet from all side and rear lot lines, measured from the edge of the

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playing surface and the base of the lighting standard.

4. Outdoor light standards shall not exceed twelve feet (12') in height and shall not be operated between 10:00 p.m. and sunrise and shall conform to the lighting provisions of this Code.

5. Sports courts shall be fenced with vinyl netting or coated/painted chain link fence, with a maximum height of twelve (12) feet, to prevent balls from landing on adjacent properties.

4.2 Adult Uses

A. **Purpose and Findings.** The City Council finds that this Code in order to protect the City from the potential secondary effects of adult use businesses including crime, the protection of the City's retail trade, the prevention of the blighting of neighborhoods and the maintenance of property values, protecting and preserving the quality of the City's quality of life, the increased threat of the spread of sexually transmitted diseases, and the protections of the peace, welfare and privacy of persons who patronize adult businesses. Experience in this City, as well as in cities within and outside of Guam including the County of Los Angeles, the City of Garden Grove and the cities of Renton, Washington; Seattle, Washington; Detroit, Michigan; Austin, Texas; Indianapolis, Indiana; and Phoenix, have demonstrated that such uses have objectionable secondary effects upon immediately adjacent residential and commercial areas. The City recognizes and relies upon the experience of these other cities and counties in adopting adult businesses regulations including the County of Los Angeles (as discussed in Smith v. County of Los Angeles 211 Cal.App.3d 188 (1989)); City of Renton, Washington (as discussed in City of Renton v. Playtime Theaters, Inc.475 U.S. 41 (1976)); The City of Seattle, Washington (as discussed in Northern Cinema v. City of Seattle 90 Wash 90.2d 709, 585 P.2d 1153 (1978)); and the County of Palm Beach, Florida (as discussed in Movie & Video World v. Board of County Commissioners 723 F.Supp. 695 (S.D. Fla.1989)) in support of this Code. The City also recognizes and relies upon the studies done by: (1) the 1979 Adult Use Study by the Phoenix Planning Department; (2) Tucson, Arizona (1990); (3) the 1991 report to the City of Garden Groves by Drs. McCleary and Meeker on the relationship between crime and adult business operations; (4) the City of Los Angeles in 1977; (5) the 1984 "Analysis of Adult Entertainment Business in Indianapolis" by the Department of Metropolitan Development; (6) Minneapolis, Minnesota (1980); (7) Cleveland, Ohio (1977); (8) Oklahoma City, Oklahoma (1986); (9) Austin, Texas' study of effects of adult businesses; (10) Amarillo, Texas (1977); (11) Beaumont, Texas (1982); (12) Houston, Texas (1983); and (13) Seattle, Washington (1989).

B. Prior to the Adoption of this Code the City Council reviewed the detailed studies prepared by other jurisdictions regarding the social and economic effects on a persons and properties surrounding established adult use businesses. Copies of these studies are available for the public review upon request. The City Council believes the following statements are true, in part based upon its understanding of the experiences of various jurisdictions identified.

C. Crime rates tend to be higher in residential areas surrounding adult uses than in industrial areas surrounding adult use businesses.

D. Areas within one-thousand feet (1,000') of single and multiple family dwellings should be free of adult use businesses.

E. Adult use businesses should be restricted to specific areas of the City which are specified distance from sensitive uses such as residences, parks, religious institutions, and schools, irrespective of whether physical barriers are present. This is necessary to (1) insure that the impact on such sensitive uses by adverse secondary effects cause by adult use businesses are mitigated to the maximum extent possible; (2) to prevent ad hoc decisions with respect to potential adult use business site which does not meet the criteria set forth herein; and (3) to provide certainty to the

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residents of the City and adult use operators with respect to potential adult use sites.

F. The image of the City of Hagåtña as an attractive place to reside will be adversely affected by the presence of adult uses in close proximity to residential uses, schools, religious institutes and parks.

G. The existence of adult use businesses in close proximity to residential areas has been shown in some cities to reduce the property values in those residential areas.

H. A reasonable regulation of the location of adult use businesses protects the image of the community and its property values and protects its residents for the adverse secondary effects of adult use businesses, while providing those who desire to patronize adult use businesses an opportunity to do so in appropriate areas in the City.

I. There is substantial evidence that an increase in crime tends to accompany, concentrate around, and being aggravated by adult use businesses, including but not limited to an increase in the crimes of narcotics distribution and use, prostitution pandering, and violence against persons and property. The studies from other cities establish convincing evidence that adult use businesses which are not regulated as to permissible locations often have a deleterious effect on nearby businesses in residential areas, causing, among other adverse secondary effects, an increase in crime and a decrease in property values. Regulations for adult use business should be developed to prevent deterioration and / or degradation of the vitality of the community before the problem exists, rather than waiting for problems to be created.

J. The City Council recognizes and relies on the findings set forth in the 1986 Attorney General's Report on pornography in support of this Code including, but not limited to its recommendations that local governments band certain features of video booths that facilitate carnal sexual encounters. A copy of the Attorney General's Report on Pornography is available for public review upon request.

K. The City Council finds the following, in part based upon its understanding of the document and judicial decisions in the public record:

1. Evidence indicates that some dancers, models and other person who publicly perform specified sexual activities or publicly displayed specified anatomical areas in adult use businesses (collectively referred to as "performers") have been found to engage in sexual activities with patrons of adult use businesses on the site of the adult use business;
2. Evidence has demonstrated that performers employed by adult use businesses have been found to offer and provide private shows to patrons who, for a price, are permitted to observe and participate with the performers in live sex shows;
3. Evidence indicates that performers at adult use businesses have been found to engage in acts of prostitution with patrons of the establishment; and,
4. As a result of the above, and the increase of incidence of AIDS and Hepatitis B, which are both sexually transmitted diseases, the City has a substantial interest in adopting regulations which will reduce, to the greatest extent possible, the possibility for the occurrence of prostitution and sex acts at adult use businesses.

L. The City Council has determined that the establishment of adult use development standards is a legitimate and reasonable means of insuring that:

1. Operators of adult use businesses comply with the reasonable regulations of this Code;
2. The recognized secondary impacts of a proposed adult use business in a specific location are mitigated; and,
3. Adult use business operators have specific guidelines with respect to where they can establish or operate an adult use business.

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M. It is not the intent of the City Council in adopting this Code to suppress any activities protected by the First Amendment, but rather to enact content neutral Code, which addresses the secondary effects that adult uses have on the City.

N. The City Council desires to protect the rights conferred by the United States Constitution to adult use businesses in a manner that insures the continued and orderly development of property within the City and diminishes those undesirable negative secondary effects the previously mentioned studies have shown to be associated with the development and operation of adult uses.

O. The City Council has held duly noticed public hearings, to receive input and testimony from the public concerning the subject of regulation of adult uses and this proposed Code.

P. **Location Standards**

1. No adult use shall be located within one-thousand feet (1,000') of any other adult use.
2. No adult use shall be located within the Capital and Cultural and Riverwalk Overlay Districts. No adult use shall be located within 500 feet of the Capital and Cultural and Riverwalk Overlay District(s) boundaries.
3. No adult use shall be located within one-thousand feet (1,000') of a public or private school, playground, public or private daycare center, public or private recreation center, or religious institution or public or private park used by the public for recreational purposes.
4. No person shall, on the premise of an adult use, perform acts of or acts which constitute or simulate: sexual intercourse, masturbation, sodomy, bestiality, oral copulation, flagellation or any sexual acts which are prohibited by law.

4.3 Animal Regulations

A. **Household Pets.** All dogs shall be licensed with the City. Properties less than one-half (1/2) acre shall have no more than four (4) dogs or cats over the age of four (4) months.

B. **Kennels.** Facilities for the boarding of all dogs and other household pets shall conform to the following:

1. No shelter or building used for boarding of said animals or the storage of feed and supplies shall be located closer than thirty feet (30') from any property line.
2. A conditional use permit is required for commercial boarding and kennel facilities.
3. Animal wastes shall not be stored any closer than fifty feet (50') from any property line, open space, drainage channel, or surface waters.
4. The area used for grazing, exercising or training of said animals shall be securely fenced to prevent the animals from straying.

4.4 Animal Services

A. All ancillary short-term pet boarding shall be within entirely enclosed, soundproof buildings.

4.5 Bars

A. All outdoor patios shall be located a minimum of one hundred (100) feet from any property used or intended for residential purposes.

B. The above distance shall be measured from the abutting edge of the residential district to the closest portion of the outdoor patio area.

4.6 Bed and Breakfast

A. A Bed and Breakfast shall be permitted in no more than one (1) single-family dwelling unit per lot.

B. The Bed and Breakfast shall meet all other requirements of Guam Law 21 GCA REAL PROPERTY CH. 61 ZONING LAW § 61115 through § 61121.total number of guests at a

C. A Bed and Breakfast home shall make breakfast available to onsite guests, but shall not operate as a food service establishment unless a food service establishment is permitted.

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D. Quiet hours shall be maintained from 9:00 p.m. to 5:00 a.m., during which any noise in the Bed and Breakfast home shall not disturb anyone on neighboring properties.

E. Vehicles shall be parked in the designated onsite parking area.

F. Maximum Building Height shall be thirty (30) feet or two (2) stories, whichever greater.

G. Paved areas shall be reduced to the smallest area commensurate with efficient operation and function of the site. All unpaved areas shall be maintained in lawns or landscaping.

H. Short-term lodging for the purposes of a Bed and Breakfast Inn shall be for a period not exceeding fourteen (14) consecutive days.

I. Meals shall be restricted to registered guests.

4.7 Car Wash

A. All vehicle washes/detailing uses must meet the requirements for Drive-through Services in Section 4.10. Car wash uses shall comply with Section 3.9.4. with regard to increased separation requirements in the Capital and Cultural District and Riverwalk Mixed Use District.

B. All washing activities must take place within a partially enclosed structure designed in a manner to minimize visibility from any adjacent roadway or any property used or intended for residential purposes.

C. Drying and vacuum areas shall be screened with a masonry wall to minimize visibility from any adjacent roadway and minimize visual and noise impacts to any property used or intended for residential purposes.

D. Hours of operation are limited to 8:00 a.m. to 7:00 p.m.

4.8 Community Care Homes

A. **Purpose.** The purpose of these regulations is to permit handicapped and disabled persons to reside in single family residential neighborhoods in compliance with the Fair Housing Act, while preserving the residential character of the neighborhood.

B. Community Care Homes are defined as set forth in Chapter 7 of this Code and include the following uses: Adult Development Home, Child Development Home, Foster Home, Adult Foster Care, Group Home, Assisted Living Home, and Adult Day Health Care Facility. Community Care Home shall not include any facility, residence or place providing behavioral health services. Community Care Homes shall be subject to the following requirements:

1. No Community Care Home shall be located closer than one thousand (1,000) feet to another Community Care Home.

2. The community care home shall maintain compliance with applicable building codes, fire codes, and health codes based upon the occupancy classification and number of residents and necessary persons for care of the residents.

3. The community care home shall comply with the parking standards of this Code. All commercial components, such as parking lots and playgrounds, shall be screened and buffered from neighboring residences and uses.

4. **Compliance with Federal Requirements.** A community care home for handicapped or disabled persons shall, upon request by the Planning Administrator, provide evidence and/or demonstrate that the residents in the community care home are handicapped or disabled individuals and entitled to protection under the FHAA, Americans with Disabilities act (ADA), or the federal Rehabilitation Act.

5. **Meetings and Gatherings.** Meetings or gatherings on-site at a community care home for handicapped or disabled persons that are consistent with a normal residential family setting are allowed and shall only be for residents, family of residents, and necessary persons required for the support, care and supervision of the handicapped or disabled persons. This does not permit conducting ministerial activities of any private or public organization or agency or permit types of

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treatment activities or the rendering of services in a manner substantially inconsistent with the activities otherwise permitted in the particular zoning district.

6. Copies of any applicable current territory or local certifications, licenses or permits for the community care home shall be maintained on the premises.

4.9 Donation Center

A. All items for sale shall be contained within a completely enclosed building.

B. Drop-off areas for donated items shall be screened from public view and from adjoining properties by a minimum six (6) foot high masonry screen wall or landscaped screen as approved by the Zoning Administrator.

4.10 Drive-through Services

A. **Locational Requirements**

1. Drive-through Services shall be a minimum of two hundred and fifty (250) feet from any property used or intended for residential purposes.
2. Drive-through Services shall be a minimum of five hundred (500) feet from any public park or school.
3. Drive-through Services shall not be located closer than five hundred (500) feet to another Drive-through Service or gas station.
4. Drive-through Services shall comply with Section 3.9.4 with regard to increased separation requirements in the Capital and Cultural District and Riverwalk Mixed Use District.
5. The above distances shall be measured from the abutting edge of the residential district to the closest property line or lease line of the drive-through service. The limit of the property line or lease line shall include all required parking, landscaping, and setbacks of the specific drive-through service.
6. No Drive-through Service shall have direct vehicular access onto any street which provides a lower level of service than a collector street.

B. **Drive-through Lanes**

1. All drive-through lanes must be fully screened from any public roadway or any property used or intended for residential purposes. Screening shall consist of a dense vegetative screen or masonry wall which creates an effective screen at a minimum height of 5 feet.
2. Any associated vehicle queuing is prohibited in roadways, drive aisles or other parking area access lanes.
3. Drive-through lanes shall be a minimum of eleven (11) feet in width on straight sections and a minimum of twelve (12) feet in width on curved sections.

4.11 Entertainment at a Bar, Restaurant or Private Club

A. Any entertainment at bars, restaurants or private clubs is subject to the noise requirements of the Hagatña City Code.

B. The facility must be located a minimum of two hundred fifty (250) feet from any property used or intended for residential purposes.

C. The above distance shall be measured from the abutting edge of the residential district to the closest portion of the building where entertainment is conducted.

4.12 Gas Stations

A. **Locational Requirements**

1. Gas Stations shall be a minimum of two hundred and fifty (250) feet from any property used or intended for residential purposes.
2. Gas Stations shall be a minimum of five hundred (500) feet from any public park or school.
3. Gas Stations shall not be located closer than five hundred (500) feet to another gas station or Drive-through Service.

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4. Gas Stations shall comply with Section 3.9.4 with regard to increased separation requirements in the Capital and Cultural District and Riverwalk Mixed Use District.
5. The above distances shall be measured from the abutting edge of the residential district to the closest property line or lease line of the gas station. The limit of the property line or lease line shall include all required parking, landscaping, and setbacks of the specific gas station.
6. No Gas Station shall have direct vehicular access onto any street which provides a lower level of service than a collector street.

B. **Site and Operational Standards**

1. A minimum lot area of thirty-six thousand (36,000) square feet is required and lot frontage is to be not less than two hundred (200) feet. Any associated vehicle queuing is prohibited in the required setbacks.
2. All on-site activities, except those to be performed at the fuel pumps, are to be performed at a kiosk window or within a completely enclosed building.
3. All restroom entrances shall be screened from view of adjacent properties or street rights-of-way by a decorative wall.
4. No outside storage of and no sale, lease or rental of trailers, trucks or similar equipment shall be permitted, except as may be specifically allowed in that zone.
5. All entrances to service bays shall be screened or face away from street frontage.
6. Vehicle repair shall only be performed from within completed enclosed buildings.
7. All vehicles awaiting repair shall be screened from public view and from adjoining properties with a wall or landscaping as approved by the planning Administrator. The maximum amount of parking spaces devoted to vehicles awaiting repair shall not exceed two (2) times the number of enclosed repair bays.
8. Canopies shall not be located closer than ten (10) feet from property line of the project. Design of the canopy shall architecturally match the design of the main building. The maximum height of the canopy shall not exceed eighteen (18) feet or the height of the nearest structure, whichever is more restrictive.

4.13 Home Occupations

A. A family home occupation shall be an accessory use to a residential dwelling or unit within any zone, provided that:

1. The activity does not create a consternation with the residential use of the property and surrounding residential uses.
2. The activity employs no employees other than family members residing in the dwelling or unit.
3. There is no outside appearance of a family home occupation including, but not limited to, parking, signs or lights.
4. The volume of deliveries and other vehicular traffic is not in excess of what is normally associated with residential use in the neighborhood.
5. The activity uses no equipment or process that creates noise, vibration, glare, fumes, odors or electrical or electronic interference, including interference with radio or television reception that would create a consternation to adjacent neighbors.
6. The activity does not generate solid waste or sewage discharge, in volume or type, which is not normally associated with a residential use in the neighborhood.
7. The activity does not generate solid waste or sewage discharge, in volume or type, which is not normally associated with a residential use in the neighborhood.

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8. The activity does not involve any illegal activity.

9. The home occupation shall comply with Guam Law § 61515 through § 61518.

4.14 Junk Yard

A. The minimum enclosed area for a junk yard shall be forty thousand (40,000) square feet.

B. The junk yard shall be enclosed by a masonry wall not less than eight (8) feet in height.

C. The junk yard enclosure shall be set back forty (40) feet from any public road, and twenty (20) feet from all abutting property lines.

D. The exterior yards established by subparagraph (3) above shall be maintained in a sanitary and not unsightly manner.

4.15 Massage Establishments

A. **Purpose.** The City Council hereby finds and determines that massage parlors can, if not regulated properly, serve as covers for lewd or illegal conduct which can produce secondary impacts on surrounding neighborhoods, crimes such as prostitution and money laundering, and a reduction in property values. The City Council further finds that massage establishments which are properly regulated can operate in a manner compatible with surrounding issues. The standards established herein are designed to ensure that:

1. The massage establishment is operated for the legitimate purpose of massage therapy and not as a front for prostitution, money laundering, or other crimes;

2. The massage establishment does not become a de facto adult use business without the proper licensing;

3. The massage establishment is clean and sanitary, and accordingly, does not become a blighting influence on the neighborhood; and,

4. The areas in which massage activities occur are adequately lighted and open so as to permit inspection for compliance with the provisions of this Code.

B. **Location.** A massage establishment may be located in any zoning district where permitted as a primary use, and as an accessory use to any medical or chiropractic office, athlete club, health club, gymnasium, reducing salon, spa, or hotel, subject to the following reasons:

1. Where permitted as a primary use, no massage establishment shall be located within:

   a. Five-hundred feet (500') of a public or private school, park, playground, civic center, cultural, site, or church site; or,

   b. Within five-hundred feet (500') of another massage establishment.

   c. The above distances shall be measured from the abutting edge of the residential district to the closest property line or lease line of the massage establishment. The limit of the property line or lease line shall include all required parking, landscaping, and setbacks of the specific massage establishment.

2. Where permitted as an accessory use, the area if the massage establishment shall not exceed the lesser of:

   a. Twenty-five percent (25%) of the floor area of the primary use; or,

   b. Four-hundred (400) square feet.

C. **Owner/Operator and Minimum Training.** No application for development approval shall be accepted to establish a massage establishment unless evidence is provided that the owner, operator, responsible managing employee, manager, or licensee in charge of or in control of any massage establishment, and any masseuse or masseur employed therein, has passed the National Certification Exam and has completed not less than five-hundred (500) hours of training by a school approved by the American Massage Therapy Association

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("AMTA") Commission on Accreditation and Training. No massage shall be administered by any person who is not certified as a full member, in good standing, of AMTA. Proof of such membership shall be provided to the Planning Administrator and the City Clerk.

D. **Nude Massaging Prohibited**

1. No massage establishment shall be established or conducted as part of an adult use business.

2. No owner, operator, responsible managing employee, manager, or licensee in charge of or in control of any massage establishment shall permit any person in any area within the massage establishment which is used in common by the patrons or which can be viewed by from such an area (excluding bathrooms, dressing rooms, or any room utilized for dressing purposes), unless the person's specified anatomical areas are fully covered. In addition, no owner, operator, responsible managing employee, manager, or licensee in charge of or in control of a massage establishment shall permit any person to be in any room with another person unless all persons' specified anatomical areas are fully covered. For purpose of this subsection, "fully covered" means the state of dress in which the covering shall be of an opaque material and shall be maintained in clean and sanitary condition, and which extends from a point not to exceed four inches (4") above the center of the knee cap to the base of the neck.

E. **Massage Rooms**

1. Rooms in which massage is to be administered shall have at least fifty (50) square feet of clear floor area and shall maintain a light level of not less than forty (40) foot-candles as measured three feet (3') above the floor. Such rooms shall be equipped with cabinets for the storage of clean linen and chemicals and approved receptacles for the storage of soiled linen. Such rooms shall contain a door incapable of being locked from the exterior or interior. Such door shall contain a transparent window pane no less then twelve inches (12") wide and twelve inches (12") long, such that an obstructed view of the room is provided from a hallway or other less common access area, which is immediately adjacent to the room.

2. Separate bathing, dressing, locker, toilet, and massage room facilities shall be provided for female and male patrons, so that female and male patrons can be served simultaneously without viewing one another while bathing, dressing, washing, or receiving a massage, if both sexes are permitted by the establishment.

3. All walls, ceilings, floors, pools, showers, bathtubs, steam room, hand basins, and all other physical facilities for the massage establishment must be in good repair and maintained in a sanitary condition. Wet and dry heat rooms, steam or vapor rooms, or steam or vapor cabinets, shower compartments, bathtubs, hand basins, and toilet rooms shall be thoroughly cleaned and disinfected at least once each day the business is in operation. For purpose of this subsection, "sanitary" means free from vegetative cells of pathogenic microorganisms.

4. **Hours of Operation.** No massage establishment shall open earlier than 8:00 a.m. or remain open later than 10:00 p.m.

5. No massage establishment shall be located within the Capital and Cultural or Riverwalk Overlay Districts. No massage establishment shall be located within 500 feet of the Capital and Cultural and Riverwalk Overlay District(s) boundaries.

4.16 Microbrewery

A. No microbrewery may produce more than three hundred thousand (300,000) gallons annually.

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B. A microbrewery may be permitted as an ancillary use to a restaurant not to exceed forty percent (40%) of the gross floor area.

4.17 Mobile Food Vendors and Food Trucks

A. Mobile food vendors may be permitted as a temporary food service on private property as follows:

B. As an invited service to employees or guests of a temporary private function, not to exceed four (4) hours.

C. As an invited service to employees or customers of a single commercial establishment, for a period not to exceed four (4) hours.

D. Mobile food vendors may be permitted as a service to the general public as a vendor participating in an organized event through a temporary use permit.

E. Mobile food vendors must be located outside of any required setbacks.

F. Mobile food vendors must not present a traffic safety hazard as determined by the City Engineer.

4.18 Non-Chartered Financial Institution

A. Non-Chartered Financial Institutions shall not be permitted within the Capital and Cultural or Riverwalk Overlay Districts. Non-Chartered Financial institutions shall not be permitted within 200 feet of the Capital and Cultural and Riverwalk Overlay District(s) boundaries.

4.19 Outdoor Display

A. The display area shall be located directly adjacent to the primary building where the merchandise is sold.

B. The display area shall not be placed in a manner that will constitute a public hazard to pedestrian or vehicular traffic or interfere with bicycle parking areas and other access. People standing in driveways or blocking doorways while viewing outdoor display are considered a hazard.

1. A minimum of four (4) feet shall be maintained from all doors.
2. A minimum of four (4) feet shall be maintained from any adjacent road or drive aisle curb.
3. The display area shall not interfere with sidewalk function and must maintain a four (4) foot clear path around the display at all times.
4. Access to all doors shall be kept clear at all times.
5. The display area shall not be located in parking areas, drive aisles or landscape areas.
6. The display area for store fronts less than fifty (50) liner feet of business frontage shall not exceed twenty-five (25) square feet.
7. The display area for store fronts more than fifty (50) feet of business frontage shall not exceed one hundred fifty (150) square feet,
8. Outdoor display areas are limited to one (1) façade of the building.

4.20 Preschool / Day Care Center

A. All daycare uses shall provide child drop-off areas with direct pedestrian access to the building entrance.

B. Drop-off areas shall be located a minimum of one hundred (100) feet away from any property used or intended for residential purposes.

C. Outdoor play areas shall be located a minimum of fifty (50) feet away from any property used or intended for residential purposes.

D. The above distances shall be measured from the abutting edge of the residential district to the closest portion of the drop-off or playground areas.

E. The height of playground structures shall not exceed fifteen (15) feet in height.

F. Hours of operation are limited to 6:00 a.m. to 9:00 p.m., weekdays only.

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4.21 Private Clubs

A. Outdoor patios shall be located a minimum of one hundred (100) feet from any property used or intended for residential purposes.

B. The above distance shall be measured from the abutting edge of the residential district to the closest portion of the outdoor patio area.

4.22 Religious Institutions

A. One (1) single-family residence shall be permitted for each religious institution facility for the purpose of providing housing for a minister, pastor, priest, rabbi or caretaker and his/her family.

4.23 Restaurant

A. All outdoor patios or similar facilities shall be located a minimum of one hundred (100) feet from any property used or intended for residential purposes.

B. The above distance shall be measured from the abutting edge of the residential district to the closest portion of the outdoor patio area.

C. Outdoor dining areas shall not exceed twenty-five percent (25%) of the restaurant gross floor area.

4.24 Retail Sales – Community Scale

A. **Purpose.** The following standards and guidelines are applicable to any single-user retail structure or shopping center in excess of one hundred thousand (100,000) square feet.

B. **Standards**

1. **Pedestrian Circulation.** Pedestrian accessibility opens auto-oriented developments to the neighborhood, thereby reducing traffic impacts and enabling the development to project a friendlier, more inviting image. This section sets forth standards for public sidewalks and internal pedestrian circulation systems that can provide user-friendly pedestrian access as well as pedestrian safety, shelter, and convenience within the center grounds. All internal pedestrian walkways shall be distinguished from driving surfaces through the use of durable, low maintenance surface materials such as pavers, bricks, or scored concrete to enhance pedestrian safety and comfort, as well as the attractiveness of the walkways.

2. Sidewalks at least eight feet (8') in width shall be provided along all sides of the lot that abut a public street.

3. Continuous internal pedestrian walkways, not less than eight feet (8') in width, shall be provided from the public sidewalk or right-of-way to the principal customer entrance of all principal buildings on the site. At a minimum, walkways shall connect focal points of pedestrian activity including, but not limited to, transit stops, street crossings, building and store entry points, and shall feature adjoining landscaped areas that include trees, shrubs, benches, flower beds, ground covers, or other such materials for no less than fifty percent (50%) of its length. Four foot (4') wide pedestrian walkways shall be provided in the parking aisle medians.

4. Sidewalks, not less than ten feet (10') in width, measured from the face of the building to the face of the columns, raised permanent planters or other permanent amenities that define the outer edge of the sidewalk, shall be provided along the full length of the building along any façade featuring a customer entrance, and along any façade abutting public parking areas. Such sidewalks shall be located at least six feet (6') from the façade of the building to provide planting beds for foundation landscaping, except where features such as arcades or entryways are part of the façade. Should such sidewalks be utilized for outdoor display of retail goods, a minimum of six feet (6') clear walking area shall be maintained at all times.

5. Internal pedestrian walkways provided in conformance with part (b) above shall provide weather protection features such

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as awnings or arcades within thirty feet (30') of all customer entrances.

6. **Parking Lot.** Parking areas shall provide safe, convenient, and efficient access. No parking is permitted within the required buffer area or landscape areas. Parking areas shall be distributed around large buildings in order to shorten the distance to other buildings and public sidewalks and to reduce the overall scale of the paved surface. No more than twenty-five percent (25%) of the off-street parking area for the entire property shall be located between the front façade of the principal building(s) and the primary abutting street.

7. **Outdoor Storage, Trash Collection, and Loading Areas.** The following standards are intended to reduce the impacts of outdoor storage, display of retail goods, loading and operations areas on adjacent land uses, on-site visitors and improve general public street curb appeal of the use.

   a. Areas for truck parking and loading shall be screened by a combination of structures and landscaping to minimize visibility from adjacent streets and property lines.

   b. Areas for outdoor storage, trash collection or compaction, loading, or other such uses shall be located in the rear of the lot. If that is not feasible, then the side yard can be used, but in no case shall such areas be located within twenty feet (20') of, and shall not be visible from, any public street, public sidewalk, or internal pedestrian way.

   c. Outdoor storage, HVAC equipment, trash collection, trash compaction, and other service functions shall be incorporated into the overall design of the building and the landscaping plan. Views of these areas shall be screened from visibility from all property lines and separated from pedestrian areas.

   d. Screening structures shall be made of the same materials as the principal structure.

   e. Non-enclosed areas for the storage and sale of seasonal inventory shall be permanently defined and screened with walls and / or fences. Materials, colors, and design of screening walls and / or fences shall conform to those used as in the principal structure. If such areas are to be covered, then the covering shall conform to the exposed roofing colors on the building.

   f. No delivery, loading, trash removal or compaction, or other such operations shall be permitted between the hours of 10:00 P.M. and 7:00 A.M. unless the applicant submits evidence that sound barriers between all areas for such operations effectively reduce noise emissions to a level of 45 dB, as measured at the lot line of any adjoining property.

   g. Outdoor display of retail goods is permitted pursuant to Section 4.19.

8. **Screening.** To the greatest extent possible, mechanical appurtenances shall be located within the structure. External mechanical appurtenances such as heating and air conditioning equipment shall be screened and finished to match the colors of adjacent building materials.

9. **Entryways.** Community-scale retail uses shall feature multiple entrances to reduce walking distances from cars, facilitate pedestrian and bicycle access from public sidewalks, and provide convenience where certain entrances offer access to individual stores, or identified departments of a store. Multiple entrances also mitigate the effect of the unbroken walls and neglected areas that

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often characterize building façades that face bordering land uses.

a. All sides of a principal building that directly face an abutting public street shall feature at least one (1) customer entrance. Where a principal building directly faces more than two (2) abutting public streets, this requirement shall apply only to two (2) sides of the building, including the side of the building facing the primary street, and another side of the building facing a second street.

b. Entryway design elements and variations shall provide orientation and aesthetically pleasing character to the building. The following standards identify desirable entryway design features. Each principal building on a site shall have clearly defined, highly visible customer entrances featuring no less than three (3) of the following:

(1) Canopies or porticos;

(2) Overhangs or arcades;

(3) Recesses/projections;

(4) Raised cornice parapets over the door;

(5) Peaked roof forms or arches;

(6) Outdoor patios;

(7) Display windows;

(8) Architectural details such as tile work and moldings which are integrated into the building structure and design;

(9) Integral planters or wing walls that incorporate landscaped areas and / or places for sitting; or,

(10) *Building Height.* Building height shall not exceed thirty-five feet (35') measured from the average natural grade. Average grade is the average elevation of the highest point of the building perimeter and the lowest point measured at prior to site fill or excavation.

10. **Design Criteria**

a. **Community Spaces.** Community-scale retail uses shall provide outdoor spaces and amenities to link structures with the remainder of the community. Bus stops, drop-off and pick-up points shall be integrated with traffic patterns on the site. Special design features shall enhance the building's function as a center of community activity.

b. **Features.** Each development shall provide a roofed arcade extending along at least sixty percent (60%) of the length of the building front. Arcades shall be at least ten feet (10') in width as measured from the building face to the columns supporting the arcade. In addition, at least one (1) of the following design features shall be provided: patio/seating area, pedestrian plaza with benches, window shopping walkway, outdoor playground area, kiosk area, a fountain or water feature, or a clock tower.

c. **Plaza.** A plaza area shall be provided along at least sixty percent (60%) of the length of the front of the building. The plaza shall start at the outside face of any columns, planters or other amenities provided as part of the arcade or walkways, and extend a maximum of twenty feet (20') measured perpendicular to the building face. The plaza shall be equal in grade (flush) with the adjacent sidewalk and drive aisles. It shall also provide decorative materials to define the perimeter

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of the plaza and enhance the plaza itself. The plaza shall further incorporate bollards or other decorative elements and signage to prevent parking, loading, and / or unloading at the main entry.

d. **Façades.** The following standards shall apply to all building façades and exterior walls that are visible from adjoining public streets or properties. Façades greater than one-hundred feet (100') in length, measured horizontally, shall incorporate wall plane projections or recesses having a depth of at least three percent (3%) of the length of the façade and extending at least twenty percent (20%) of the length of the façade. No uninterrupted length of any façade shall exceed one-hundred fifty (150) horizontal feet. These façades shall utilize raised permanent planters, seating areas, screen walls or other amenities between the columns of the arcade to provide visual interest, and provide a background for outdoor display but not to obscure display windows. Ground floor façades that face public streets shall have arcades, display windows, entry areas, awnings, or other such features along no less than sixty percent (60%) of their horizontal length.

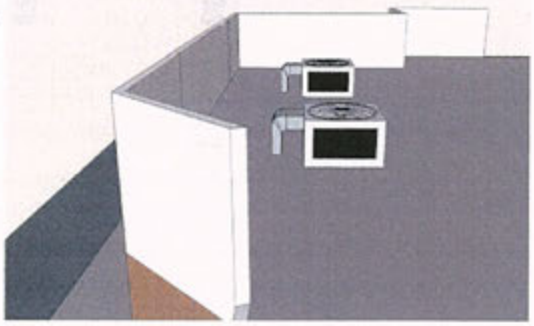


Ground floor facades that face public streets shall have design features along no less than 60% of their horizontal length

e. **Off-Street Bus Stop.** Each development shall provide an off-street bus stop.

f. **Roofing.** The following standards are intended to foster variations in roof lines to add interest to, and reduce the massive scale of large buildings. Roof features shall complement the character of adjoining development. Roofs shall have no less than two (2) of the following features:

(1) Parapets concealing flat roofs and rooftop equipment, such as HVAC units from public view. The average height of such parapets shall not exceed fifteen percent (15%) of the height of the supporting wall and such parapets shall not exceed, at any point, one-third of the height of the supporting wall. Such parapets shall feature three dimensional cornice treatments and shall not be of a constant height for a distance of greater than one-hundred fifty feet (150');



(2) Overhanging eaves, extending no less than three feet (3') past the supporting walls, for no less than thirty percent (30%) of the building perimeter;

(3) Sloping roofs that do not exceed the average height of the supporting walls, with an average slope greater than or equal to one foot (1') of vertical rise for every three

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feet (3') of horizontal run and less than or equal to one foot (1') of vertical rise for every one foot (1') of horizontal run; or,

(4) Three or more roof slope planes.

g. **Materials and Colors.** The following standards are intended to ensure that large structures are compatible with neighboring development.

(1) Predominant exterior buildings materials shall be high quality materials such as brick, wood, stucco, sandstone, native stone, and tinted/textured/concrete masonry units.

(2) Façade colors shall be low reflectance, subtle, neutral, or earth tone colors. The use of high intensity colors, metallic colors, black, fluorescent or iridescent colors is prohibited.

(3) Building trim and accent areas may feature brighter colors, including primary colors.

(4) Predominant exterior building materials shall not include smooth-faced concrete block or tilt-up concrete panels, or pre-fabricated steel panels.

11. Landscaping

a. **Peripheral.** A thirty foot (30') wide landscaped setback shall be provided along the front property line and along all abutting arterial roadways with breaks for approved access points. A minimum fifteen foot (15') wide landscape setback shall be planted along all other property lines and along all internal roadways.

b. Where the façade faces adjacent residential uses, an earthen berm and / or opaque fence, no less than six feet (6') in height, containing at a minimum trees planted at intervals of twenty feet (20') on center.

c. A minimum of twenty percent (20%) of the parking area shall be landscaped. Landscaped areas shall be protected by raised curbs and shall be a minimum of one-hundred fifty (150) square feet in size except that parking lot islands shall be a minimum of twelve feet (12') in width between parallel parking rows and shall run the length of the parking aisle capped at each end by the termination of the island. No parking space shall be located more than one-hundred feet (100') from a landscaped area. Landscaped planters shall be provided a minimum of one (1) every twelve (12) parking spaces. For other types of parking configurations, Landscaping Standards shall prevail.

d. Required Plantings

(1) **Street Tree Spacing.** Trees shall be planted on thirty-foot (30') centers, except as otherwise provided i9n this Section. For variety, trees may be occasionally grouped to accent an area.

(2) **Number of Trees and Shrubs per One-Hundred (100) Square Feet.** Trees and shrubs shall be provided consistent with Chapter 5 of this Code.

(3) **Ground Cover Areas.** All areas shall be planted at a minimum with turf or grass. Ground covering such as ivy or similar material shall be used to accent planting areas.

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12. **Public Art.** Community-scale Retail shall be required to install public art as part of the development pursuant to the following:

    a. Public art should celebrate any distinct characteristics found in the surrounding area around the site;

    b. Pieces shall be placed in public view and should be made accessible to the public; and,

C. Art should not impede or block pedestrian travel within the site.

4.25 Self-Storage Facilities

A. Commercial rental of vehicles and equipment is subject to the Vehicle Rental requirements in Section 4.28. A separate Conditional Use Permit is required for any vehicle rental uses.

B. No business activity shall be conducted from any storage unit. Storage units are restricted to storage use only.

4.26 Short-term Vacation Rental Unit

A. Purpose and Intent: It is the purpose of this section to protect the public health, safety and general welfare of individuals and the community at large; to monitor and provide reasonable means for citizens to mitigate impacts created by the occupancy of short-term vacation rental units; and to implement rationally based, reasonably tailored regulations to protect the integrity of Guam's neighborhoods.

B. A Zoning Verification application must be filed and approved by the Zoning Administrator prior to utilizing a dwelling unit as a Short-term Vacation Rental Unit.

C. The owner of a Short-term Vacant Rental Unit shall designate an emergency contact and meet all other requirements of Guam Law 21 GCA REAL PROPERTY CH. 61 ZONING LAW 15 § 61135.

4.27 Tattoo Parlor and Body Piercing Studios

A. Tattoo Parlors and Body Piercing Studios shall not be permitted within the Capital and Cultural or Riverwalk Overlay Districts. Tattoo Parlors and Body Piercing Studios shall not be permitted within 200 feet of the Capital and Cultural or Riverwalk Overlay District(s) boundaries.

4.28 Vehicle Rental

A. The following standards apply to all vehicle rental facilities including car rental facilities, moving truck rental facilities, trailer and equipment rental facilities, and boat and watercraft rental facilities.

B. Parking lots used for the storage of rental vehicles, including moving services vehicles, shall meet the screening requirements of Chapter ___.

C. In multi-tenant developments, vehicles shall not occupy parking spaces required for other uses.

D. There shall be no car washing, cleaning or repair activities of rental vehicles permitted on site.

4.29 Vehicle Repair

A. The following standards apply to all vehicle repair facilities including Major Auto Repair, Minor Auto Repair, Boat and Recreational Vehicle Repair and Truck Repair.

B. Vehicle repair establishments shall be located a minimum of two-hundred fifty (250) feet from any property used or intended for residential purposes, measured from the abutting edge of the residential district or property to the nearest property or lease line of the vehicle repair use.

C. All repair activities must take place within an entirely enclosed structure and must not be visible from any adjacent roadway or any property used or intended for residential purposes.

D. Parking areas for customers and vehicles awaiting repair shall be fully improved as required by Section X of this Code.

E. No customer parking or vehicles awaiting repair shall be permitted on an unimproved surface, or within the adjacent rights-of-way.

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F. All vehicles awaiting repair shall be screened from public view and adjoining properties with a wall or landscaping as approved by the Planning Administrator.

G. The maximum amount of parking spaces devoted to vehicles awaiting repair shall not exceed two (2) times the number of enclosed repair bays.

H. No outside storage, sale, lease or rental of trailers, trucks or similar equipment shall be permitted.

I. Vehicles awaiting service shall not be parked or stored in any vehicle access aisle or parking spaces required to meet off-street parking requirements of this Code.

4.30 Wedding and Reception Center

A. Maximum Building height shall be thirty (30) feet or two (2) stories, whichever greater.

B. Outdoor events shall be limited to the hours between 8:00 a.m. and 9:00 p.m. Outdoor events after 9:00 p.m. shall require a Temporary Use Permit.

4.31 Wireless Communications

A. **Purpose.** The purpose of this Code is to establish requirements for the siting of wireless communications towers and antennas. The goals of this Code are to:

1. Protect residential areas and land uses from potential adverse impacts of towers and antennas;
2. Encourage the location of towers in non-residential areas;
3. Minimize the total number of towers throughout the community;
4. Strongly encourage the colocation of new antenna on existing towers;
5. Require the use of camouflaging techniques to minimize the adverse visual impact of the towers and antennas;
6. Enhance the provision of telecommunications services to the community;
7. Avoid potential damage to adjacent properties from tower failure through engineering and careful siting of tower structures.

B. **Applicability**

1. **New Towers and Antennas.** All new towers or antennas in the City of Hagåtña shall be subject to these regulations.
2. **Exceptions.** The provisions of this section shall not apply to the following:
   a. Federally Licensed Amateur Radio Station Operators/Receive Only Operations meeting the building height limits of the underlying zoning district.
   b. Legal Non-conforming Pre-existing Towers or Antennas, subject to Chapter 1 of this Code and subsections 6 and 7 of this Chapter.
   c. AM Broadcasting Array.

C. General **Requirements**

1. **Lot Size.** The entire lot shall control for the purposes of setbacks and other zoning district standards, even though the antennas or towers may be located on leased parcels within such lot.
2. **Aesthetics.** Towers and antennas shall incorporate design elements to camouflage and reduce the visual impact of the proposed tower. The design of the tower, buildings and other related structures shall incorporate design elements, colors, and materials from adjacent development. Towers shall be painted a neutral color compliant with applicable FAA requirements. Building mounted antennae shall include screens and integrated building elements to visually screen the facility.
3. **Lighting.** Towers shall not be artificially lighted, unless required by the FAA or other applicable authority.
4. **Territory or Federal Requirements.** All towers must meet or exceed current

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standards and regulations of the FAA, the FCC and any other agency of the state or federal government with the authority to regulate towers and antennas.

5. **Building Codes; Safety Standards.** To ensure the structural integrity of towers, the owner of a tower shall ensure that it is maintained in compliance with standards contained in applicable territory or local building codes.

6. **Measurement.** For purposes of measurement, tower setbacks and separation distances shall be calculated and applied to facilities located in the City of Hagåtña irrespective of municipal jurisdictional boundaries.

7. **Not Essential Services.** Towers and antennas shall be regulated and permitted pursuant to this chapter and shall not be regulated or permitted as essential services, public utilities, or private utilities.

8. **Franchises.** Owners and / or operators of towers or antennas shall certify that all franchises required by law for the construction and / or operation of a wireless communication system in the City of Hagåtña have been obtained and shall file a copy of all required franchises with the Planning Administrator.

9. **Signs.** No signs shall be allowed on an antenna, on a tower or on any portion of the premises leased for wireless telecommunication use.

10. **Security Fencing.** Towers shall be enclosed by security fencing not less than six feet (6') in height and no more than eight feet (8') in height, shall be constructed of a block or masonry and shall be equipped with an appropriate anti-climbing device; provided, however, that the City Council may waive such requirements as it deems appropriate.

11. **Landscaping.** All wireless communication facilities, with the exception of roof-mounted facilities, shall meet the landscaping requirements of this subsection, unless otherwise provided herein:

    a. Tower facilities shall provide a ten (10) foot wide landscaped area outside the facility perimeter. The landscape area shall include one (1) tree and five (5) shrubs for each twenty (20) feet of the facility perimeter;

    b. In locations where the visual impact of the tower would be minimal, the landscaping requirement may be reduced or waived by the City Council; and,

    c. Existing mature plant growth and natural land forms on the site shall be preserved to the maximum extent possible.

12. **Noise.** No facility shall generate a noise level greater than fifty decibels (50 dB) as measured at the property line.

D. **Permitted Uses**

1. **Permitted Uses:** The following uses are deemed to be permitted uses and shall only require administrative approval of a site plan application, subject to the provisions below:

    a. Antennas or towers located on property owned, leased or otherwise controlled by the City of Hagåtña, provided a license or lease authorizing such antenna or tower has been approved by the City of Hagåtña City Council. No such license or lease shall be issued for a Proposed towers located within three-hundred feet (300') of any property zoned Low Density Residential (LDR) shall require a Conditional Use Permit. .

    b. Antennas or towers located in the C1 General Commercial Zoning District; provided, however, that freestanding towers or antennas exceeding sixty-five feet (65') in

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height require a Conditional Use Permit

c. Roof mounted antennas integrated architecturally into the building making the antenna indiscernible as a wireless facility. Roof mounted facilities not architecturally integrated into the building design shall require a Conditional Use Permit. Roof mounted antennas shall not extend more than ten feet (10') above the tallest point on such roof and in no case shall the total combined height of the building and the roof-mounted antenna exceed the building height in the zoning district.

d. Amateur Radio Towers

(1) Non-commercial, private residential use allowed but subject to an administrative over-the-counter permit; non-residential uses require a conditional use permit.

2. **Development Standards:** Towers and antennas permitted under this section shall comply with the following standards:

a. **Setback Requirements:** The minimum setbacks for towers permitted under this section shall be as follows:

(1) For towers fifteen (15) feet or less in height: A minimum setback of three (3) feet from all property lines is required.

(2) For towers greater than fifteen feet (15') in height: A minimum setback of three (3) feet from all property lines is required, with an additional one foot (1') of setback for each one foot (1') of additional tower height over fifteen (15) feet.

b. **Tower Height**. All wireless communication facilities permitted under this section shall not exceed eighty (80) feet in height.

c. Towers shall not be placed in front of the front face plane of the principal building.

d. A maximum of one tower is permitted on a lot of record, unless additional towers are approved by City Council as part of a Conditional Use Permit.

e. Wireless communication facilities permitted under this section shall be exempt from the tower setback and separation requirements of Section 4.G.

f. Towers are prohibited in any airport clear zone or landing zone designated by FAA.

E. **Conditional Uses:** The following provisions shall govern the issuance of conditional use permits for towers or antennas by the City Council:

1. If the tower or antenna is not a permitted use under this subsection D of this Section, then a Conditional Use Permit shall be required for the construction of a tower or the placement of an antenna in all zoning districts. The maximum height of any such tower shall be eighty feet (80');

2. Applications for Conditional Use Permits under this Section shall be subject to the procedures and requirements of Chapter 2 of this Code. The Planning Administrator may establish additional Conditional Use Permit submittal requirements for wireless communication facilities.

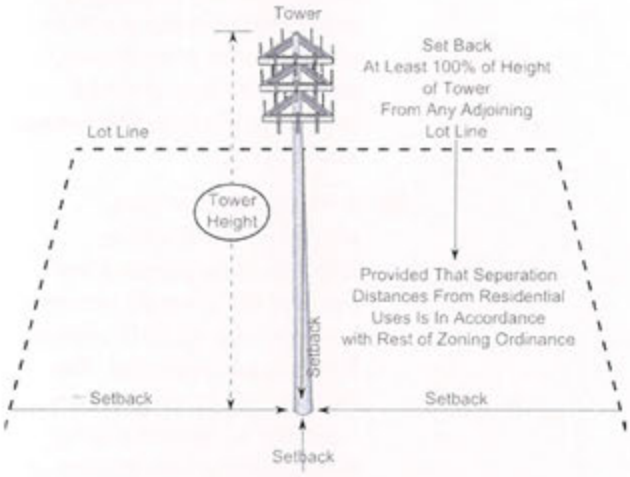
3. **Setbacks.** The following setback requirements shall apply to all towers for which a Conditional Use Permit is required. The City Council may reduce the setback requirements if the goals of this subsection would be better served.

a. Towers shall be set back a distance equal to at least one-hundred

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percent (100%) of the height of the tower from any adjoining lot line;

Figure 4.31-1 Tower Setback



b. Accessory buildings must satisfy the minimum zoning district setback requirements.

F. **Co-Location**

1. **Good Faith.** Applicants and permittees shall cooperate and exercise good faith in co-locating wireless telecommunications facilities on the same support structures if the City so requests. The Planning Administrator may establish guidelines requiring documentation of good faith co-location efforts.

2. **Exceptions.** No co-location may be required where the shared use would or does result in significant interference in the broadcast or reception capabilities of the existing wireless telecommunications facilities or failure of the existing wireless telecommunications facilities to meet federal standards for emissions.

3. **Violation; Penalty.** Failure to comply with co-location requirements when feasible may result in denial of a permit request.

G. **Minimum Separations.**

1. **Separations.** The following separation requirements in Table 4.31-1 and Table 4.31.2 shall apply to all towers and antennas; provided, however, that the City Council may reduce the standard separation requirements if the goals of this chapter would be better served thereby:

Table 4.31-1 Separation Requirements

Off-site Use/Designated Area	Separation Distance
Single-family or duplex residential units	200' or 300% of tower height, whichever is greater
Vacant single-family or duplex residentially zoned land which is either platted or has preliminary plat approval which is not expired	200' or 300% of tower height, whichever is greater measured from base of tower to closest building setback line
Vacant unplatted residentially-zoned land	100' or 100% of tower height, whichever is greater
Existing multi-family residential units greater than duplex units	100' or 100% of tower height, whichever is greater
Non-residential zoned lands or uses	Only setbacks apply

2. **Exception.** The minimum separation requirements of this section shall not apply to antennas which are co-located on a single tower.

3. **Measurement.** The separation distances shall be measured on a straight line between the base of the existing tower and the proposed base, of the proposed tower. The separation distances (listed in linear feet) shall be as shown in Table 4.31-2.

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Table 4.31-2 Minimum Separation Distances

	More than 65' in Height	40' in Height to 65' in Height	Less than 40' in Height
More than 65' in height	2,000'	1,500'	1,000'
40' in height to 65' in height	1,500'	1,500'	1,000'
Less than 40' in height	1,000'	1,000'	750'

H. **Buildings or Other Equipment Storage**

1. **Antennas Mounted on Structures or Rooftops.** The equipment cabinet or structure used in association with antennas shall comply with the following:

   a. The cabinet or structure shall not contain more than one-hundred-twenty (120) square feet of gross floor area or be more than eight feet (8') in height and shall be located on the ground; and,

   b. Equipment storage buildings or cabinets shall comply with all applicable building codes.

2. **Antennas Mounted on Utility Poles, Light Poles, or Towers.** The equipment cabinet or structure used in association with antennas shall be located in accordance with the following:

   a. In the LDR zoning district, the equipment cabinet or structure may be located:

      (1) In a required front yard or required street side yard provided the cabinet structure is no greater than three and one-half feet (3 1/2') in height or twenty (20) square feet of gross floor area and the cabinet/structure is located a minimum of three feet (3') from all lot lines. The cabinet/structure shall be screened by sight-obscuring landscaping which obscures at least ninety-five percent (95%) of the structure at planting and throughout the duration of the cabinet or structures existence with an ultimate height not to exceed forty-two inches (42");

      (2) In a required rear yard, provided the cabinet or structure is no greater than five feet (5') in height or one-hundred-twenty (120) square feet in gross floor area. The cabinet/ structure shall be screened by sight-obscuring landscaping which obscures at least ninety-five percent (95%) of the structure at planting and throughout the duration of the cabinet or structures existence with an ultimate height of six feet (6'); and,

      (3) The entry or access side of a cabinet or structure shall be gated by a solid, sight-obscuring gate that is separate from the cabinet or structure.

   b. In commercial or mixed-use districts, the equipment cabinet or structure shall be no greater than fourteen feet (14') in height or three-hundred (300) square feet in gross floor area. The structure or cabinet shall be screened by sight-obscuring landscaping with an ultimate height of sixteen feet (16') and a planted height of at least six feet (6'). The entry or access side of a cabinet or structure shall be gated by a solid, sight-obscuring gate that is separate from the cabinet or structure. Such access way shall not face residentially zoned property.

3. **Modification of Building Size Requirements.** The requirements of

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Section 6.9.F.1 to 6.9.F.3 may be modified by the City Council in the case of uses permitted by conditional use to encourage co-location.

I. **Removal of Abandoned Antennas and Towers.** Any antenna or tower that is not operated for a continuous period of ninety (90) days shall be considered abandoned, and the owner of such antenna or tower shall remove the same within ninety (90) days of receipt of notice from the City of Hagåtña notifying the owner of such abandonment. Failure to remove an abandoned antenna or tower within said ninety (90) day period shall be grounds to remove the tower or antenna at the owner's expense. If there are two (2) or more users of a single tower, then this provision shall not become effective until all users cease using the tower for the prescribed period.

J. **Non-Conforming Uses**

1. **Not Expansion of Non-Conforming Use.** Towers that are constructed and antennas that are installed in accordance with the provisions of this chapter shall not be deemed to constitute the expansion of a non-conforming use or structure.

2. **Pre-Existing Towers.** Pre-existing towers shall be allowed to continue their usage as they presently exist. Routine maintenance (including replacement with a new tower of like construction and height) shall be permitted on such pre-existing towers. New construction other than routine maintenance on a pre-existing tower shall comply with the requirements of this chapter.

3. **Rebuilding Damaged or Destroyed Non-Conforming Towers or Antennas.** Notwithstanding other provisions of this Code, bona fide non-conforming towers or antennas that are damaged or destroyed may be rebuilt without having to first obtain a conditional use permit and without having to meet the separation requirements specified in, bona fide non-conforming towers or antennas that are damaged or destroyed may be rebuilt without having to first obtain a conditional use permit and without having to meet the separation requirements specified in Section 6.9.G (1) and (2). The type, height, and location of the tower onsite shall be of the same type and intensity as the original facility approval; provided, however, that any destroyed lattice or guyed tower shall be replaced with a monopole structure only. Building permits to rebuild the facility shall comply with the then applicable building codes and shall be obtained within ninety (90) days from the date the facility is damaged or destroyed. If no permit is obtained or if said permit expires, the tower or antenna shall be deemed abandoned as specified in Section H.

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1 Administration
2 Development Review Procedures
3 Zoning Districts
4 Supplemental Use Regulations
5 Site Improvement Standards
6 Signs
7 Definitions

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Chapter 5 Site Improvement Standards

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5.1 Intent.

The purpose of the Site Improvement Standards Chapter is to establish general development standards applicable to all development.

5.2 Coastal Access and Development

A. **Purpose.** To achieve the goal of maximizing public access to the shoreline. This section regulates development projects within the coastal zone and the means by which to provide public access to the shoreline.

B. **Types of Public Access and Recreation.**

Lateral access along the shoreline to provide for recreation opportunities on the beaches, including trail connections.

Connections between the public roads and trails with the publicly owned shoreline.

C. **Exceptions.** Projects that are exempt from providing public access include those wherein public access would be inconsistent with the health, safety, and welfare of the public or natural resources of the shoreline, or if adequate access exists within 500 feet of the project.

D. In addition to the requirements herein, all development shall comply with Chapter 65 of Title 21 of Guam Law.

E. **Minimum Access Standards**

Width. Shoreline accessways shall be provided by an easement of a minimum of fifteen (15) feet with the following exceptions:

a. Areas within twenty (20) feet of an existing residence;

b. Areas where the terrain of the shoreline may be hazardous; and,

c. Areas containing sensitive habitat.

Privacy. Accessways shall be designed so as to not significantly hinder the privacy of adjacent residential properties.

Posting. Designated accessways shall be posted by the agency responsible for maintenance and liability and shall include signage for parking areas, use restrictions, and identify protected marine life or habitat, as well as handicapped accessibility. All signs shall conform to the standards set forth in Chapter 7 of this Code.

Safety. All accessways shall be designed to promote safe access and viewing for all members of the public. Slope and possible erosion shall be considered, and barriers shall be constructed where necessary.

Location and Access. Accessways shall be provided in locations as required by the Planning Administrator pursuant to this section. Accessways may not occupy any drive aisle, parking space, loading area or area for refuse collection. Accessways shall be maintained free of obstructions for public access and safety.

Handicapped Access shall be provided to the shoreline and viewpoints. Signage for parking and wheelchair ramps shall be provide pursuant to Chapter 7 of this Code.

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F. **Temporary Closure.** The City may close a public accessway for no more than twelve (12) months for the following reasons:

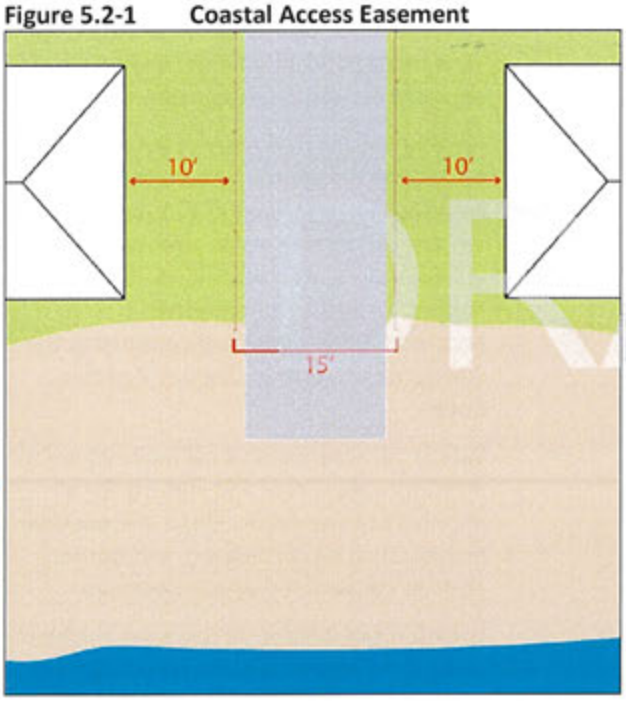
To protect natural habit; and,

To protect the health, safety, and welfare of the public from hazardous conditions.

G. **Methods for Securing Access**

1. An access easement must be dedicated or
2. granted by the applicant as a condition of approval and issuance of a permit for any new development along the designated
1. shoreline to provide public access and/or viewpoints.

Figure 5.2-1 Coastal Access Easement



H. **Protection of Historic Public Use**

Public access shall not be prohibited when substantial evidence of historic public use has been found. The existence of this evidence represents public prescriptive rights. Historic public use shall be determined based on the following evidence:

a. The public have utilized the accessway in a substantial manner for a period of five (5) or more years.

b. Permission from the owner was assumed and not requested by the public; and

c. The owner did not present significant objection to the public use.

Development on such properties containing historic prescriptive rights shall not alter or extinguish the public accessway unless so doing would present a substantial hardship.

I. Accessway Management Plan shall be prepared prior to the opening of an accessway for public use. The Accessway Management Plan shall address the following:

Mitigation of any public safety hazards and adverse impacts on coastal resources;

Identify the responsible parties for operating, maintaining, and assuming liability for the accessway;

Provide details of facilities to be provided, including signage.

J. **Coastal Development.** Development in the designated coastal areas is permitted pursuant to the underlying zoning district's regulations and upon the following conditional requirements:

A report of findings shall be provided prior to approval of the permit and shall include the following:

a. A site plan of the project and surrounding properties, including the nearest public access;

b. An analysis of the environmentally sensitive habitat and terrain; and,

c. Location of the proposed accessway easement, or reason for variance.

5.3 Fencing and Walls

A. **General Standards**

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Fencing and screening shall be permitted as provided in this Section. No persons, firm or corporation, shall hereafter construct, or cause to be constructed or erected within the City of Hagåtña any fence or wall exceeding six (6) feet in height without first making an application for and securing a permit from the City. The height and location requirements of this section may be modified as part of a rezoning, site plan or conditional use approval. For fences on retaining walls, see definition of a retaining wall.

Fences in the required front yard setback shall not exceed thirty-six inches (36") in height. Such fences may be increased to forty-eight inches (48") maximum height if the fencing material extending above the thirty-six-inch (36") height is an open material such as wrought iron or vinyl rail.

A fence constructed on a side or rear property line shall not exceed a height of six feet (6') from highest finished grade adjacent to the fence, nor more than eight feet (8') from the lowest grade adjacent to the fence. Any fence of more than six feet (6') height on the low side shall use berming, landscaping, fence offset(s) or similar enhancements to mask height differences, and in no case shall the fence height exceed eight feet (8'). Where the fence height exceeds six feet (6') on the lower side, a view fence shall be required for the portion above six feet (6') six feet solid, two feet view (6' solid – 2' view).

Any fence above six feet (6') in height shall be designed by a Guam registered structural engineer and approved by the City.

The fencing details shall show the proposed method of construction and anchoring of the fence, posts, and gate.

The fencing details shall clearly show the proposed distance between the fence and the abutting property lines and the distance to the sight line of a street right-of-way intersection. Adequate sight distance shall be maintained.

The height of fences shall be determined by measurement from the ground level at all points upon which the fence is located. An increase in height shall be allowed when spacing for drainage under the fence is needed.

Maintenance. Every fence or wall shall be maintained in a condition of reasonable repair and shall not be allowed to become and remain in a condition of disrepair, damage, or unsightliness, or constitute a nuisance, public or private. Any such fence or wall which is, or has become, dangerous to the public safety, health or welfare, or has become unsightly through improper maintenance or neglect is a public nuisance and the Enforcement Officer shall commence proper proceedings for the abatement thereof. Any wall, or a portion of any wall, which is removed for any purpose or by any means whatsoever, shall be restored to its original or upgraded condition relative to construction, material and finish whenever exposed to any street or any adjoining property.

Exemptions. The following uses are exempt from the fence height restriction of thirty-six inches (36") within or bounding the front yard, as set forth in Section 5.3:

a. An agriculture activity.

b. Residential uses in lot one (1) acre or greater in size.

c. Schools and other public or quasi-public institutions when necessary for the safety or restraint of the occupants.

d. Temporary construction sites which are enclosed for security purposes.

Barbed Wire Fences. Barbed wire fences shall be prohibited in the City of Hagåtña except for the following:

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a. Barbed wire may be permitted by the Planning Administrator in the Commercial Business District and Light Industrial zoning districts upon demonstration that the barbed wire is necessary for security purposes. Barbed wire is not permitted on any property boundary with a single-family use.

b. Barbed wire shall be permitted for temporary construction sites or yards in all zoning districts provided that the barbed wire is located six (6) feet or more above grade.

c. Barbed wire shall be permitted for security purposes for commercial and industrial uses provided that the barbed wire is located six (6) feet or more above grade.

5.4 Screening

A. **Intent.** The intent of this Section is to establish general development standards for screening between uses of differing character, density, or intensity and for screening certain uses and activities on a site from public view. The screening standards are intended to assure compatibility of uses, minimize deterioration of properties and property values, and to enhance the health and safety of the residents of Hagåtña.

B. **Use of Screening**

Masonry Walls. A masonry wall a minimum six (6) feet in height above grade, or as otherwise approved, shall be constructed and maintained between the following uses of differing intensity or character:

a. Single-family and multi-family developments.

b. Residential and Non-residential uses.

c. Different non-residential uses (determined during development review).

d. Rear and/or side lot areas adjacent to public rights-of-way.

Schools. Public and private schools and similar uses as determined by the Planning Administrator are exempt from the screening requirements of this Section.

Outdoor Storage. All outdoor storage for non-residential uses, and for materials, racking, equipment, vehicles, or other similar items, shall be screened from public view, public uses, and areas such as rivers, washes, equestrian and bike paths, parks, golf courses, and other public open spaces. Such screening shall consist of a wall or fence with a minimum height of six (6) feet, or a height that will adequately screen the stored items as determined by the Planning Administrator during the Site Plan review process. Agriculturally related activities are exempt from this provision.

Except for single-family residential uses, all roof and ground mounted mechanical equipment shall be fully screened from public view as determined by the Planning Administrator during the Site Plan review process.

C. **Residential and Rural Districts**

Construction of solid fences shall be limited to the buildable area of the lot within the building envelope.

D. **Essential Public Services.** All essential public service facilities shall be screened with a minimum eight (8) foot masonry screen wall or landscape screen approved by the Planning Administrator.

E. **Non-Residential Zoning Districts**

All perimeter fences adjacent to an arterial or major collector shall be decorative and undulating. A decorative variation shall be provided every fifty feet (50').

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5.5 Lighting

A. **Purpose.** These provisions are intended to control the use of outdoor artificial illuminating devices emitting rays into the night sky which have a detrimental effect on the rural atmosphere, astronomical observations, and which create glare. It is the intention of this Code to encourage good lighting practices such that lighting systems are designed to conserve energy and money, to minimize glare, to protect the use and enjoyment of surrounding property, and to increasing nighttime safety, utility, security, and productivity.

B. **Conformance with Applicable Codes.** All outdoor artificial illuminating devices shall be installed in conformance with the provisions of this section and the building code of the City of Hagåtña.

C. **Illumination.** In order to minimize glare and hazardous conditions, illumination levels shall not exceed the levels set forth in Table 5.5-1 for any use permitted by this Code. The maximum illumination shall be measured at grade at the property line of the site in accordance with subsection K of this Section.

Table 5.5-1 Illumination Levels

Fixture Lamp Type	Shielded	Filtered
Low Pressure Sodium	Partially	None
High Pressure Sodium	Fully	None
Metal Halide	Fully	Yes
Fluorescent	Partially	Yes
Quartz	Partially	None
Incandescent, Greater than 150W	Partially	None
Incandescent, 150W or Less	No	None
Fossil Fuel	No	None
Glass Tubes filled with Neon, Argon, Krypton	No	None

D. **Shielding and Filtration**

All non-exempt outdoor lighting fixtures shall be limited to the types of fixtures specified in Table 5.5-2 of this Code and shall have shielding and filtration as required by Table 5.5-2 of this Code.

Light source locations shall be chosen to minimize the hazards of glare. The ratio of spacing to mounting height shall not exceed a four to one (4:1) ratio.

Poles and standards. All poles or standards used to support outdoor lighting fixtures shall be anodized or otherwise coated to minimize glare from the light source.

Table 5.5-2 Types of Fixtures

Area / Activity	Lux (lx)	Footcandles (fc)
Residential Zoning Districts		
Building Exterior	50	5.0
Front, side, or rear yard (at property line)	10	1.0
Non-residential zoning districts		
Adjoining another non-residential zoning district along major arterial	20	2.0
Adjoining residential zoning district along major arterial	10	1.0
Adjoining another non-residential zoning district along minor arterial or collector street	6	0.6
Adjoining another non-residential zoning district along local street	4	0.4
Adjoining another non-residential zoning district along property line	10	0.9
Adjoining residential zoning district along property line	2	0.2
Outdoor Events		
Adjoining non-residential zoning district	1,000	100
Adjoining or within one-thousand feet (1,000') of residential zoning district	100	10

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E. **Control of Glare**

1. Any luminaire with a lamp or lamps rated at a total of more than 1,800 lumens and all flood or spot luminaires with a lamp or lamps rated at a total of more than 900 lumens shall not emit any direct light above a horizontal plane through the lowest direct light emitting part of the luminaire.

2. Any luminaire with a lamp or lamps rated at a total of more than 1,800 lumens and all flood or spot luminaires with a lamp or lamps rated at a total of more than 900 lumens shall be mounted at a height not exceeding the value 3 + (D3), where D is the distance in feet to the nearest property boundary. The maximum height of the luminaire shall not exceed twenty-five feet (25').



3. Exceptions.

a. Any luminaire with a lamp or lamps rated at a total of 1,800 lumens or less and all flood or spot luminaires with a lamp or lamps rated at 900 lumens or less may be used without restriction to light distribution or mounting height except that if any spot or flood luminaire rated 900 lumens or less is aimed, directed or focused such as to cause direct light from the luminaire to be directed toward residential buildings on adjacent or nearby land or to create glare perceptible to persons operating motor vehicles on public ways, the luminaire shall be re-directed or its light output controlled as necessary to eliminate such conditions.

b. Luminaires used for public roadway illumination may be installed at a maximum height of twenty-five feet (25') and may be positioned at that height up to the edge of any bordering property.

c. All temporary emergency lighting needed by the Police, the Fire Departments or other emergency services as well as all vehicular luminaires shall be exempt from the requirements of this Code.

F. **Prohibitions**

1. **Mercury Vapor Fixtures and Lamps.** The installation of any mercury vapor fixture or lamp for use as outdoor lighting is prohibited.

2. **Certain Other Fixtures and Lamps.** The installation of any low-pressure sodium, high pressure sodium, metal halide, fluorescent, quartz or incandescent outdoor lighting fixture is prohibited.

3. **Laser Source Light.** The use of laser source light or any similar high-intensity light for outdoor advertising, when projected above the horizontal, is prohibited.

4. **Searchlights.** The operation of searchlights for advertising purposes is prohibited between the hours of 11:00 p.m. and sunrise.

5. **Recreational Facilities.** No outdoor recreational facility, public or private, shall be illuminated by non-conforming means after 11:00 p.m., unless otherwise permitted by the City Council pursuant to

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a conditional use permit, except to conclude specific recreational or sporting event or any other activity conducted at a ball park, outdoor amphitheater, arena, or similar facility in progress prior to 11:00 p.m. All recreational outdoor lighting shall comply with height restrictions as specified in the building codes. Outdoor lighting for open-air arenas primarily used for rodeo and roping activities, shall be permitted to a maximum height of thirty feet (30'), provided shielding and filtration requirements are met.

6. **Outdoor Building or Landscaping Illumination.** The unshielded outdoor illumination of any building, landscaping, signing or other purpose is prohibited, except with incandescent fixtures of 150 Watts or less, or low-pressure sodium fixtures.

G. **Exceptions.** The following types of light fixtures shall be exempt from the provisions of this Section:

1. **Non-Conforming Fixtures.** All outdoor light fixtures installed prior to January 1, 1985, those equipped with a permanent automatic shut-off device may remain unchanged, except that the subject light

2. fixtures shall not be operated between the hours of 11:00 p.m. and sunrise.

3. **Fossil Fuel Light.** Light this is produced directly or indirectly by the combustion of natural gas or other utility-type fossil fuels.

Low Intensity Fixtures. Any outdoor lighting fixture which has a maximum candle power or less than one-thousand (1,000) candelas is exempt from these provisions, if equipped with an automatic device which shuts off the fixture between the hours of 11:00 p.m. and sunrise.

H. **Recreational Facilities.** Any light source permitted by this Code may be used for lighting of outdoor recreational facilities (public or private), such as, but not limited to football fields, soccer fields, baseball fields, softball fields, or tennis courts, consistent with the illumination standards specified in Table 5.4-1 herein, provided all of the following conditions are met:

All fixtures used for event lighting shall be fully shielded, or shall be designed or provided with sharp cut-off capability, so as to minimize up-light, spill-light and glare.

All events shall be scheduled so as to complete all activity before or as near to 10:30 p.m. as practical, but under no circumstances shall any illumination of the playing field, court, or track be permitted after 11:00 p.m.; except to conclude a scheduled event that was in progress before 11:00 p.m. and circumstances prevented concluding before 11:00 p.m.

The height of such lighting shall be a maximum of eighty feet (80').

I. **Outdoor Display Lots.** Any light source permitted by this Code may be used for lighting of outdoor display lots such as, but not limited to, automobile sales or rental, recreational vehicle sales or building material sales, provided all of the following conditions are met:

All fixtures used for display lighting shall be fully shielded, or be designed or provided with sharp cut-off capability, so as to minimize up-light, spill-light and glare.

Display lot lighting shall be turned off within thirty (30) minutes after the closing of the business. The full illumination of the lot may be permitted after 11:00 p.m., pursuant to a Temporary Use Permit (see Chapter 2). Any lighting used after shall be used as security lighting.

J. **Measurement**

Metering Equipment. Lighting levels are to be measured in foot-candles with a direct-reading, portable light meter. The meter typically has a color and cosine-corrected sensor with multiple scales and shall read within an accuracy of plus or

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minus five percent (5%). It shall have been tested, calibrated, and certified by an independent commercial photometric laboratory or the manufacturer within one (1) year of its use.

Method of Measurement. The meter sensor shall be mounted not more than six inches (6") above ground level in a horizontal position. Readings are taken by qualified personnel only after the cell has been exposed long enough to provide a constant reading. Measurements are made after dark with the light sources in question on, then with the same sources off. The difference between the two (2) readings shall be compared to the maximum permitted illumination and property line at ground level. This procedure eliminates the effects of moonlight and other ambient light sources. Where light patterns overlap, their total intensity shall be the sum of their individual intensities.

5.6 Satellite Dish Antennae

A. **Intent.** This Section is intended to protect and promote the health, safety, and welfare of the residents of the City of Hagåtña.

B. **Definition.** For purposes of this Section, a Satellite Dish Antenna shall mean a dish antenna that is usually a parabolic, spherical, conical, bowl, disc, or saucer –shaped accessory structure, which includes the main dish and covering, feedhorn, low noise amplifier, structural supports, and all other components thereof, for the purpose of transmitting and/or receiving communications via electromagnetic waves by line of sight with a geosynchronous orbiting satellite.

C. **Applicability.** These regulations shall apply to all satellite dish equipment except as may be otherwise provided in the Telecommunications Act of the Federal Communications Commission.

D. **All Residential Zoning Districts**

General

a. The satellite dish shall only be utilized for the personal enjoyment of the occupants of the dwelling unit.

b. The satellite dish shall not be utilized for any commercial purpose.

Satellite dishes measuring four (4) feet or less in diameter may be mounted on the roof or side of the residence or accessory building, or on the ground, and shall be exempt from screening requirements.

Satellite equipment measuring more than four (4) feet shall be subject to the following:

a. Shall not be placed in front yards or corner side yards.

b. Shall be placed in rear or side yards only and shall be set back from the lot line by a distance equal to or greater than the diameter of the dish.

c. Shall be screened so as to not be visible from any public street or right-of- way, or from adjacent property.

E. **Non-Residential Districts.** Satellite dish equipment in non-residential zoning districts shall comply with the following requirements:

Satellite dish equipment in Non-Residential Districts shall be considered a permitted accessory use and subject to all provisions thereof, in accordance with Chapter 4.

Satellite dishes measuring four (4) feet or less in diameter may be mounted on the roof or side of a principal or accessory building or on the ground and shall be exempt from screening requirements.

F. Satellite dishes measuring four (4) feet or more shall be screened in a manner so as not to be visible from a public street, public right-of-way, or any adjacent property. All screening shall be consistent with provisions set forth in the City's Design Guidelines.

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5.7 Subdivision and Horizontal Property Regime Improvement Standards

1. **Conformance with Guam Law.** All subdivisions and Horizontal Property Regimes shall conform with all requirements of Chapter 62, Division 2, Title 21, Guam Law applicable to subdivision or horizontal property regimes.

5.8 Trash Enclosures

1. Permanent concealing enclosure for temporary storage of garbage, refuse, and other waste materials shall be provided for every use, other than single-family dwellings, in every zoning district. Trash enclosures shall be located outside of any access aisle, loading area or approved parking stall. Such enclosures shall adhere to location and screening requirements administratively established by the Planning Administrator.

2. In all residential and non-residential zoning district, all rubbish and garbage shall be contained within a refuse container for pick-up or within a walled area not visible from any property line or rights-of-way.

5.9 General Nuisance Standards

A. **Noise.** No use shall create sound which produces sound greater than 50 Db as measured from any property line.

B. **Vibrations.** No use shall create inherently and recurrently generated ground vibrations that are perceptible without instruments at any point at or beyond the property lines of the property on which the use is located.

C. **Smoke, Dust, Dirt, or Other Particulate Matter.** No use shall allow the emission of smoke, dust, dirt, or other particulate matter which may cause damage to property or vegetation, discomfort or harm to persons or animals, or prevent the reasonable use and enjoyment of property and rights-of-way, at or beyond the property lines of the property on which the use is located. Furthermore, no use shall be carried out so as to allow the emission of any substances in violation of any Federal, State, or City laws or permits governing the emission of such substances.

D. **Odors and Fumes.** No use shall be carried out so as to allow the emission of objectionable or offensive odors or fumes in such concentration as to be readily perceptible at any point at or beyond the boundary of the property.

E. **Toxic or Noxious Matter.** No use shall be carried out so as to allow the discharge of any toxic or noxious matter in such concentration as to cause damage to property or vegetation, discomfort or harm to persons or animals, or prevent the reasonable use and enjoyment of property or rights-of-way, at or beyond the property line of the property on which the use is located; or to contaminate any public waters or any groundwater.

F. **Fire and Explosion Hazards.** No use shall be carried out so as to create a fire or explosion hazard to adjacent or nearby property or rights-of-way, or any persons or property thereon. Furthermore, the storage, use, or production of flammable or explosive materials shall be in conformance with the provisions of the City Code, and with all other applicable regulations.

G. **Liquid Waste.** No use shall be carried out so as to dispose of liquid waste of any type, quantity, or manner which is not in conformance with the provisions of the City Code, and all other applicable regulations.

H. **Solid Waste.** No use shall be carried out so as to allow the accumulation or disposal of solid waste which is not in conformance with the City Code, or which would cause solid waste to be transferred in any manner to adjacent or nearby property or rights-of-way.

I. **Electromagnetic Interference.** No use shall be carried out so as to create electromagnetic radiation which causes abnormal degradation of performance of any electromagnetic receptor of quality and proper design as defined by the principles and standards adopted by the Institute of Electrical and Electronics Engineers, or the Electronic

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Industries Association. Furthermore, no use shall be carried out so as to cause electromagnetic radiation which does not comply with the Federal Communications Commission regulations, or which causes objectionable electromagnetic interference with normal radio or television reception.

5.10 Public Art

A. Purpose: The purpose of the public art requirements is to support the cultural and educational enrichment of the citizens and visitors to the City of Hagåtña through the creation of artwork that is accessible to all members of the community. The City seeks enhancements to community beauty, artistic entertainment and education in and through the arts.

B. Applicability

1. Public artwork is a required element of all new private and public construction projects in the City of Hagåtña, except for attached and detached single-family residential development.

2. Artwork projects created for private development as a result of the requirements of this section shall be privately owned and included in all mixed use and nonresidential development projects, including religious institutions and nonprofit organizations, with the exception of communication facilities, utility installations and similar projects as determined by the Planning Administrator.

3. Existing projects where public artwork has not been provided in accordance with this section and legal nonconforming uses that propose twenty-five percent (25%) or more cumulative addition or structural modifications shall meet the requirements of this section.

4. Public artwork is required for all new public construction projects involving construction costs over fifty thousand dollars ($50,000), with the following exceptions:

   a. Public art expenditure is not legally permissible due to the constraints imposed by the funding mechanism;

   b. Maintenance projects such as pavement resurfacing;

   c. Safety improvements such as sidewalks and bike lanes;

   d. Significant budgetary constraints necessitate cost reduction as determined by the City Council.

C. Artwork Budget

A budget for public artwork shall be established based on one percent (1%) of the building permit valuation for the project, including all phases of a multi-phase project. The building permit valuation shall be confirmed by the Planning Manager. The itemized budget and a copy of the contract or agreement with the artist shall be submitted for City review. The budget shall be spent on the design, fabrication, installation, and the Town review process of public artwork for the project.

For applicable public construction projects, one percent (1%) of the project construction cost shall be used for public artwork.

If specifically approved by the Planning Administrator, artwork budgets may include integrated pedestals, bases, walls, utility extensions and architect's fees exclusively required for the artwork.

Artwork budgets shall not be used for normally required improvements and development costs, including but not limited to land acquisition, grading, paving, sidewalks and landscaping.

For multi-phase projects or where building permit valuation has changed, an updated public artwork budget, based on the most current building valuation tables, will be submitted for each phase at the

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time of application for public artwork approval.

D. Fee in Lieu of Public Art

If the building permit valuation is less than two million dollars ($2,000,000), the owner/developer may elect to contribute the one percent (1%) to the City of Hagåtña as an in-lieu fee.

If the building permit valuation is ten million dollars ($10,000,000) or more, the owner may elect to contribute that portion of the one percent (1%) over one hundred thousand dollars ($100,000) to the City of Hagåtña.

In-lieu fees shall be used by the City solely to maintain publicly owned artworks or monuments.

E. Qualified Agents

A Qualified Agent shall be used to perform a call for artists process.

The Planning Administrator shall maintain a list of approved qualified agents.

Agents shall be qualified by the Planning Administrator based on the following criteria:

a. Not-for-profit status;

b. Dedicated staff;

c. Past experience in developing and conducting Call for Artists processes;

d. Access to regional and national art related list-serves, clearing houses and publications;

e. Fee policies;

f. Timeframes to complete a call for artist process.

F. Call for Artists Process Requirements. All new development must conduct a Call for Artist process in the selection of artworks. The developer and Qualified Agent conduct the Call for Artist process independent of the City, prior to submittal of the selected artwork to the City for review. All call for artists processes shall meet the following requirements:

A Qualified Agent shall be approved by the Planning Administrator and used to perform a call for artist process, prior to submitting a public art proposal to the City.

All Call for Artist processes shall include advertisement for a Request for Qualifications (RFQ). At the discretion of the applicant, the Call for Artist process may utilize a Request for Proposals (RFP) based process,

The RFQ or RFP shall be advertised for at least thirty (30) days on at least two (2) art related list-serves, data bases, publications or clearing houses, that are openly accessible to practicing artists.

In addition to the above requirements, the RFQ or RFP may be sent to individual artists as an invitation to participate.

A Selection Panel, chosen by the Qualified Agent shall review and select the artwork to be submitted to the City for review. The panel shall include at least two (2) art professionals.

The applicant shall provide a summary of the Call for Artists process including advertisement locations and dates, number of applicants and the selection panel composition.

G. Public Art Design Principles. The review and approval of public art applications shall be based on the following design principles:

Quality: Artwork demonstrates originality, artistic quality, and excellence in design and craftsmanship; to be demonstrated through renderings, explanation of construction, materials, and artist resume.

Response to Context: Artworks should be appropriate in scale, material, form and content for the immediate and general social and physical environments with which they are to relate.

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Durability: Consideration should be given to structural and surface integrity, permanence, and protection against theft, vandalism, weathering, and excessive maintenance and repair costs.

3. *Integration:* Where possible, in addition to meeting aesthetic requirements, artworks should also serve to establish focal points, modify, enhance or define specific spaces or establish identity.

4. *Safety:* Artworks shall not present a hazard or create unsafe conditions.

5. *Diversity:* Artworks should contribute to a diversity of style, scale, media, artists, community values and forms of expression within the City.

6. *Visibility:* Artworks should be visible and accessible for the purposes of public enjoyment and security, considering pedestrian and vehicular traffic, lighting, active hours on site and future development and vegetation growth.

7. *Advertising Elements:* Public art shall not reflect or include advertising elements of a business or corporation including colors, graphics, logos or other representations of corporate identity.

8. H. General Public Art Requirements: All public artwork proposals shall meet the following general requirements:

9. 1. Public artwork shall be designed by an artist, as defined in Chapter 7 of this Zoning Code.

10. 2. Public artwork shall not include any of the following unless specifically allowed by the authorized approval body and the item is designed by an artist: architectural elements or structural parts of a building or other structure; fixtures or features such as grates, shade screens, streetlights, benches, signs, and bike racks. Designs of such items shall clearly result in artistic expression beyond the normally anticipated functional appearance.

Public artwork shall be in an area easily accessible and clearly visible to the general public. The location shall allow for unrestricted viewing from a variety of vantage points.

Public artwork may be located on a publicly viewable building facade, provided such location improves overall public accessibility to the artwork.

Artwork may be located within a building subject to approval by the authorized approval body. The applicant shall demonstrate that the interior location for artwork provides equal or superior public access relative to outdoor locations. Indoor locations shall be readily accessible to the public such as lobbies and entryways and shall be accessible to the public for a minimum of forty (40) hours each week.

Public artwork shall be permanent, and may be integrated with the work of other design professionals.

Public artwork shall not be located in sight visibility triangles. The location of art in a proposed or existing right-of-way shall be approved by the Planning Administrator.

Off-site locations within the City for public artwork may be approved by the City Council.

Public artwork shall be installed, inspected and certified complete prior to the issuance of a final certificate of occupancy. The City may withhold approval of the final certificate of occupancy until public artwork installation is complete.

An artwork installation schedule, addressing timing, budget allocation, artwork location(s), and specific details for each phase of a phased development project, shall be submitted for review by the Planning Administrator. Each development phase shall include public artwork allocated proportionally to

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building valuation as determined by the Planning Administrator.

Public artworks must remain on public display and shall be maintained in the condition in which they were originally installed.

11. Artwork projects shall have a small plaque not to exceed eighty (80) square inches in size identifying the title, date and artist. The plaque shall contain the words "City

12. of Hagåtña 1% for Public Art Program."

Continued maintenance of the artwork shall be the responsibility of the property owner. The artwork shall be maintained to

13. preserve its intended appearance as specified in the approved application. Faded paint, missing or damaged parts, or deteriorated finishes represent unacceptable maintenance conditions.

14. A maintenance plan specifying the party(ies) intended to complete repairs, required maintenance steps, and frequency of maintenance shall be submitted with the application for public artwork approval. If the party identified to perform maintenance and repairs is not the original artist, a statement of the individual's qualifications to repair and maintain public artwork shall be submitted with the maintenance plan.

15. Qualified individuals shall have experience working with the media and materials used in the artwork.

16. Public artwork maintenance responsibilities shall transfer from property owner to property owner.

17. The property owner shall provide evidence of insurance in a minimum amount equal to the purchase and installation costs of the public artwork.

Replacement of missing or damaged public artworks is required, unless the property owner provides documentation that shows that the artwork was properly maintained in accordance with the approved maintenance plan. Property owners are required to respond to inquiries from the Town regarding damaged or missing public artwork within fifteen (15) days of written notice.

Failure to maintain the artwork, as determined by the Planning Administrator, shall constitute a violation of this code, and/or cause liens against the real property for the cost or restoring or maintaining the artwork.

Public artwork cannot be permanently removed, relocated or altered in any way without review and approval of an amended public art application.

5.11 Cultural Resources

A. Purpose: This section is intended to reflect the City of Hagåtña's commitment to protect and preservation of the unique character of the area where existing sites, objects, archaeological remains, architecture, or other tangible records of past eras can be of enduring value in advancing education, general welfare, civic pride, and appreciation of local cultural heritage.

B. **Applicability:** This section shall apply to all development requiring rezoning, site plan or subdivision plat approval.

C. **General.** The cultural resource process involves the three following steps:

Records Review

Cultural Mitigation Plan (if necessary)

Site Development

D. **Records Review:** The records of the GovGuam Department of Parks and Recreation shall be reviewed to determine known cultural resources on the property. The applicant shall provide the City documentation of the results of the review.

E. **Cultural Mitigation Plan and Treatment** (if necessary). Based on the results of the records review, the applicant shall take the following actions:

If the records review results in no evidence of cultural resources being

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present on the property, no further action, except as provided in this section.

2. If the records review identifies a record of cultural resources being present on the property, a cultural resource professional shall conduct a field survey and provide a cultural resource mitigation plan for any identified cultural resources on the subject property. The City may request a technical review from the GovGuam Department of Parks and Recreation. The Planning Administrator shall establish submittal requirements for the cultural resource mitigation plan.

3. Upon approval by the City and the GovGuam Department of Parks and Recreation, treatment of cultural resources and development of the property shall be in strict conformance with the approved Cultural Resource Mitigation Plan.

F. **Site Development.**

1. Disturbance. No physical disturbance (including artifact collection or excavation) of archaeological or historic sites shall be permitted unless specifically indicated in the mitigation plan. Cultural resources identified for in-place preservation will be protected during development activities.

2. Discoveries. Unrecorded archaeological sites unearthed during construction will be recorded and documented by a cultural resource professional. If any cultural resources are encountered during the grading/excavating process, all works shall cease in the vicinity of the resources and a qualified cultural resource professional shall be consulted to assess the significance of the resources and recommend and undertake appropriate mitigation measures.

3. Off-site Development and Ancillary Construction. Utility trenches, water and sewage treatment facilities, roads, etc., will also be investigated, evaluated, and treated by the same criteria as within the proposed development site.

4. Treatment of Human Remains. An agreement for the treatment of human remains shall be developed with the GovGuam Department of Parks and Recreation and appropriate cultural groups. This agreement shall be established prior to any development activities being commenced.

G. **Excavations on Public Property.** No individual shall be allowed to use a probe, metal detector, or any other device to search or excavate for artifacts on public property, nor can any individual remove artifacts from public property.

H. **Conformance with Guam Law.** In addition to the requirements herein, all development shall comply with applicable provision of Guam Law 21 GCA Chapter 76 Historical Objects and Sites.

5.12 Parking and Loading Standards

A. **Off-Street Parking**

Purpose. This section sets minimum standards for off-street requirements for new construction and expansion of or changes to existing uses.

a. Off-street parking shall be provided and maintained for all new construction on properties with uses identified in this Code.

b. Off-street parking requirements identified in this section shall be provided by the completion of construction on a property.

c. Surface parking lots are not permitted as a primary use in the Hagåtña City Center District, Hagåtña Riverwalk District, or Waterfront District.

d. Parking locations shall only be used for their designated purpose. Outdoor storage, display, or other work occurring on parking lots is not permitted.

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Uses Not Identified. The Planning Administrator shall determine the parking requirement for uses which do not correspond to the categories listed in Table 5.14-2. In such instances, the applicant shall provide adequate information by which the proposal can be reviewed, which includes but may not necessarily be limited to the following:

a. Type of uses;

b. Number of employees;

c. Building design capacity;

d. Square feet of sales area and service area;

e. Parking spaces proposed on-site;

f. Parking spaces provided elsewhere; and,

g. Hours of operation.

Multiple Uses. In those instances, where there is clearly identified accessory or multiple uses within a structure or multiple structures, the minimum standards shall apply to each use or structure, resulting in a total parking requirement when summed, except as provided in paragraph 4, Shared Parking Facilities.

Shared Parking Facilities. Off-street parking requirements of a given use may be met with off-site, off-street parking facilities of another use when the following conditions are met:

a. The off-site, off-street parking facilities are within five-hundred feet (500') of the property.

b. The parking demands of the individual uses, as determined by the Planning Administrator based upon minimum off-street parking requirements, are such that the total parking demand of all the uses at any one time is less than the total parking stalls required.

c. A written agreement between the owners and lessees is executed for a minimum of twenty years, approved by the Planning Administrator, recorded with title to the land, and a copy maintained in the project file. Should the lease expire or otherwise terminate, the use for which the off-site parking was provided shall be considered nonconforming and any and all approvals, including Conditional Use Permits, shall be subject to revocation. Continuation or expansion of the use shall be prohibited unless the use is brought into compliance with the parking regulations of this Code.

d. Developments which contain a mix of uses on the same parcel requesting to reduce the amount of required parking shall submit a shared parking analysis to the City that clearly demonstrates the feasibility of shared parking.

e. In the Capital and Cultural District and Riverwalk District, the parking design guidelines shall govern development in order to encourage and protect pedestrian activity.

Location. The parking area shall be provided on the same parcel as the principal structure wherever practicable. In non-residential zoning districts, the parking may be up to five-hundred feet (500') from the property, but shall be located within a zoning district which allows business or commercial parking. Parking spaces shall not be located in the front yard setback, or a side yard setback when adjacent to a residential zoning district.

Vehicle Traffic Areas. All parking and vehicular traffic surfaces are subject to the following:

a. All required parking and vehicular traffic surfaces shall be graded for

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drainage and surfaced with concrete or bituminous pavement in accordance with City standards. The City Engineer may permit a gravel or similar surface to be used in overflow parking areas, low-traffic storage yards, or as provided in (2) below, if the applicant establishes that dust in excess of the amount which would be generated by a paved surface area will not be generated. Dust control applications may be required as determined necessary by the City. Overflow parking means parking in addition to the minimum required by this Code, which is designed not to be used more than ten (10) times per year. A low-traffic storage yard means a storage area generating less than 30 ADT (average daily trips).

b. All surfaces shall be maintained in sound condition and free of weeds, dust, trash, and debris. All vehicular traffic areas shall meet or exceed construction standards established by the City Engineer.

c. A temporary parking lot shall be used only with an approved site plan. Temporary surface parking lots are parking areas which serve as a transitional use of a property during development and shall not be used for more than twenty-four (24) months from issuance of a City permit. Temporary parking lots shall be a permitted use in the non-residential zoning districts and shall be subject to site plan review as required in Chapter 2 of this Code. Temporary parking lots shall be hard surfaced or gravel be applied with a City approved dust control agent and shall be graded for drainage and maintained in sound condition and free of weeds, dust trash and debris. Temporary parking lots shall be subject to all landscaping and screening requirements.

d. Vehicular traffic areas shall be screened in order to minimize disturbance to occupants of adjacent residential buildings. For each boundary line directly abutting a residential zone or use, a decorative solid wall or fence at least four feet (4') in height shall be erected, in accordance with Section 5.2 of this Code.

e. All entrances and exits to vehicular traffic areas shall be located and constructed to minimize traffic congestion on the public street system. Wheel or bumper guards shall be provided, located, and arranged so that no part of any parked vehicle will extend beyond the boundaries of the parking area.

f. All above grade equipment at gasoline service stations or public garages for the service of gasoline, oil, air, or water shall be completely screened from public view and no closer than ten feet (10') to any public right-of-way.

Measurement. Parking Stall and Aisle Dimensions shall comply with the following standards:

a. Off-street parking areas shall be surfaced with permanent pavement and striped as required herein;

b. Except where a wall is required, a minimum six inch (6") high vertical concrete curb shall be constructed so that no part of a vehicle extends beyond the property line;

c. Parking spaces and driveways shall be arranged to require ingress and egress from the lot to a street by forward motion of the vehicle; and,

d. Minimum dimensions of parking spaces (other than compact car

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parking spaces) and maneuvering area shall be as set forth in Table 5.12-1.

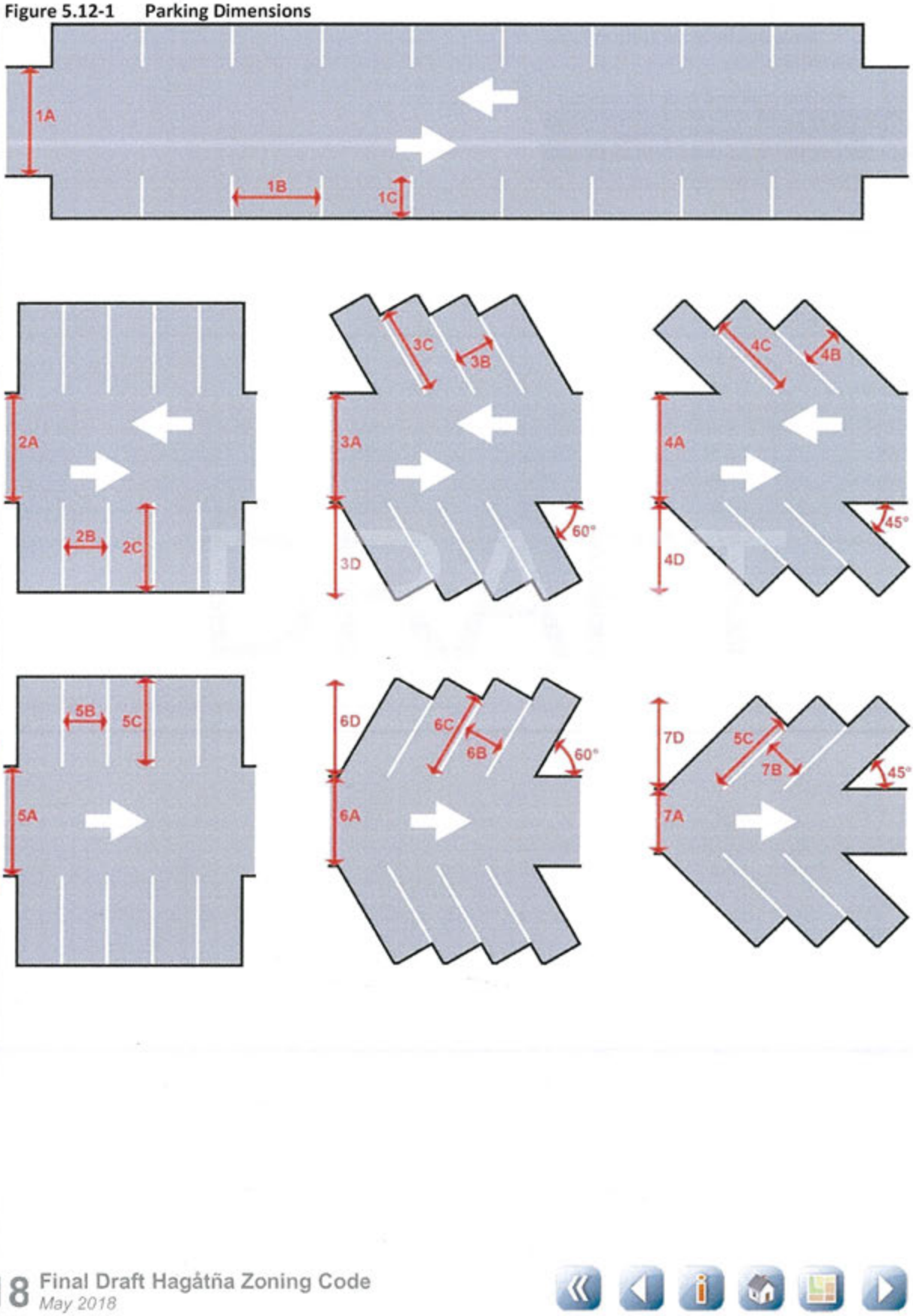
Table 5.12-1 Parking Stall and Aisle Dimensions

Parking Type	Minimum Dimension	Maximum Dimension
1: Parallel Parking		
A: Drive Aisle	22′	24′
B: Parking Width	18′	20′
C: Parking Depth	8′	10′
2: Two-Way 90° Parking		
A: Drive Aisle	22′	24′
B: Parking Width	8′	10′
C: Parking Depth	18′	20′
3: Two-Way 60° Parking		
A: Drive Aisle	22′	24′
B: Parking Width	8′	10′
C: Parking Depth	18′	20′
D: Parking Bay Depth	19.5′	21′
4: Two-Way 45° Parking		
A: Drive Aisle	22′	24′
B: Parking Width	8′	10′
C: Parking Depth	18′	20′
D: Parking Bay Depth	18.5′	20′
5: One-Way 90° Parking		
A: Drive Aisle	22′	24′
B: Parking Width	8′	10′
C: Parking Depth	18′	20′
6: One-Way 60° Parking		
A: Drive Aisle	18′	20′
B: Parking Width	8′	10′
C: Parking Depth	18′	20′
D: Parking Bay Depth	19.5′	21′
7: One-Way 60° Parking		
A: Drive Aisle	13′	15′
B: Parking Width	8′	10′
C: Parking Depth	18′	20′
D: Parking Bay Depth	18′	20′

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Figure 5.12-1 Parking Dimensions



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Table 5.12-2 Parking Requirements by Land Use

Use	Minimum Requirement	Maximum Requirement
Residential Uses		
Single-Family Detached Home	1 space per dwelling unit	2 spaces per dwelling unit
Duplex	1 space per dwelling unit	2 spaces per dwelling unit
Multi-Family	1 space per dwelling unit	1.25 spaces per dwelling unit
Nursing Home or Assisted Living	1 space per 2 beds and 3 paces for every 4 employees	1 space per 1 beds
Bed and Breakfast	1 space per guest room	1 space per guest room
Accessory Dwelling Units	1 space per unit	1 space per unit
Commercial Uses		
Retail Store	1 space per 800 sq. ft. of gross building area	1 space per 400 sq. ft. of gross building area
Wholesale and warehousing uses		
Grocery Store / Food Sales	1 space per 300 sq. ft. of gross building area	1 space per 200 sq. ft. of gross building area
Restaurant / Food & Beverage Services	1 space per 400 sq. ft. of gross building area	1 space per 200 sq. ft. of gross building area
Live Entertainment in conjunction with Bar or Restaurant	1 space for each 100 sq. ft. of area of building devoted to entertainment uses	1 space for each 50 sq. ft. of area of building devoted to entertainment uses
Auto Repair	1 space per 500 sq. ft. of gross building area	1 space per 250 sq. ft. of gross building area
Services	1 space per 700 sq. ft. of gross building area	1 space per 500 sq. ft. of gross building area
Professional Office	1 space per 500 sq. ft. of gross building area	1 space per 300 sq. ft. of gross building area
Hotel / Lodging	1 space per 4 guest rooms	1 space per 2 guest rooms
Medical or Dental Office	1 space per 400 sq. ft. of gross building area	1 space per 300 sq. ft. of gross building area
Entertainment Venues	1 space per 7 seats, or 1 space per 300 sq. ft. of gross building area	1 space per 4 seats, or 1 space per 200 sq. ft. of gross building area
Assembly Uses, Religious Institutions	I space per 4 seats	1 space per 4 seats
Institutional Uses		
Schools K-8	1.25 spaces per classroom	1.25 spaces per classroom
High Schools (Grades 9 – 12)	5 spaces per classroom	8 spaces per classroom
Colleges & Universities	3 spaces per classroom, plus 1 space per 5 dorm rooms	5 spaces per classroom, plus 1 space per 3.5 dorm rooms

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Daycare	1 space per 600 sq. ft. of gross building area	1 space per 400 sq. ft. of gross building area
Community Center	1 space per 1,000 sq. ft. of gross building area	1 space per 750 sq. ft. of gross building area
Religious Center	1 space per 5 seats	1 space per 2.5 seats

Conditional Reductions from Standards. Developments may reduce their off-street parking requirement by:

a. 50 percent if the property is located within the Hagåtña City Center District.

b. 15 percent if the property is located within 1000 feet of a transit station.

c. 10 percent if the property is located within 1000 feet of a trolley stop.

9. **Minimum Amounts.** Table 5.12-3 establishes the minimum numbers of parking spaces required and the maximum number of parking spaces permitted for the uses indicated. For the purposes of parking calculations, the gross area of any parking garage within a building shall not be included within the Gross Floor Area of the building.

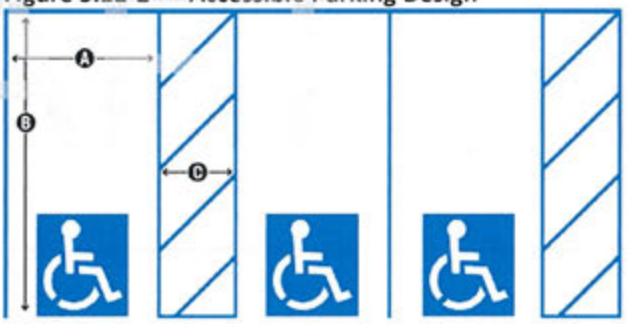
10. **Exceptions.** In unusual circumstances, the standard parking requirement may not be appropriate. The Planning Administrator shall have the authority to vary the parking requirement, either upward or downward by up to ten percent (10%) of the required number of vehicle parking or bicycle parking.

11. **Accessible (Handicapped) Parking**

a. Accessible parking spaces shall be a minimum of sixteen feet by twenty feet (16' x 20') for a single space [eleven feet (11') in width in addition to a five-foot (5') access aisle]; or twenty-seven feet by twenty feet (27' x 20') for a double space [eleven feet in width for each space with a five-foot (5') access aisle between the spaces].

b. All off-street parking areas other than for single family dwellings shall include reserved spaces for use by disabled persons. The City of Hagåtña requires accessible parking spaces in accord with the ADA (American with Disabilities Act) "Universal Parking Space" design, as may be amended. The number of spaces provided shall be in accordance with Table 5.12-4.

Figure 5.12-2 Accessible Parking Design



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Table 5.12-3 Accessible Parking Garage

Total Number of Spaces	Number of Accessible Spaces Required
1-25	1
26-50	2
51-75	3
76-100	4
101-150	5
151-200	6
201-300	7
301-400	8
401-500	9
501-1,000	2% of total

12. **Existing Parking Lots.** Parking areas provided before the effective date of this Section may combine and convert existing parking spaces to accessible parking spaces and associated access aisles, provided that the overall reduction in total parking spaces availability shall not exceed five percent (5%) below the quantity of off-street parking spaces otherwise required by this Code.

13. **Large Vehicle Parking.** Certain uses may be required to install larger customer parking spaces for trucks and trucks hauling equipment. A maximum of twenty percent (20%) of the total required parking may be used to meet large vehicle parking requirements. Minimum dimension standards for large vehicles shall be thirty-five feet by twelve feet (35' x 12'). Said spaces shall be clearly marked for customer use. Applicants shall be required to differentiate on applications the type of customer parking provided.

14. **Off-Street Parking.** Off-street parking space shall be connected with a public street by a paved driveway which affords safe and convenient ingress and egress. The minimum width of driveways shall be twenty feet (20') if ingress and egress are the same. If ingress and egress are separate drives, then the maximum width shall be twelve feet (12').

15. **Compact Parking Allowance.** Where there is less than one-hundred (100) parking spaces, a compact parking allowance may be permitted where, up to ten percent (10%) of the required total number of parking spaces may be designated as compact parking where there is more than one-hundred (100) parking spaces, up to twenty percent (20%) may be designated as compact parking.

a. The minimum size for a compact parking space shall be eight one-half feet by sixteen feet (8 1/2' x 16').

b. All compact parking spaces are to include a sign or pavement marking.

c. No more than eight (8) compact spaces shall be located within a single cluster. A minimum radius of sixty feet (60') shall separate multiple clusters.

16. **Continuation of Use.** The area reserved for off-street parking or loading in accordance with the requirements of this Code shall not be reduced in area or changed to any other use unless the permitted use which it serves is discontinued or modified, except where equivalent parking or loading space is provided. Street parking allowed adjacent to any land use shall not reduce the off-street parking requirements.

17. **Parking or Storage of Boats, Buses, or Trailers.**

a. Temporary parking may be permitted in any single-family residential zoning district while actively loading or unloading for a time period not to exceed forty-eight (48) hours;

b. Long-term parking or storage is permitted in residential districts as follows:

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(1) Shall be parked behind the front yard setback and where possible, screened through the use of masonry fence walls, solid gates, and landscaping.

(2) Shall be parked on a driveway surface and not on the lawn surface.

Inoperable and unregistered vehicles, including boats, buses, and trailers, shall not be stored on any property, except as approved through a Conditional Use Permit for a junk yard in the Light Industrial (IND) zoning district.

B. Abandoned / Inoperable Vehicles.

1. No person shall abandon a vehicle in a public right-of-way, or upon public property or upon private property without the expressed or implied consent of the owner or person in lawful possession or control of such private property.

2. No inoperable vehicle shall be permitted to remain on private property or within the public rights-of-way, except as expressly allowed by the Code. Vehicles awaiting repair must be within a screened, improved parking lot which meets the requirements of this Code.

3. The Planning Administrator, who finds that a vehicle has been parked for more than twenty-four (24) hours during the period beginning at 12 o'clock midnight Sunday through 12 o'clock midnight Friday, or for more than forty-eight (48) hours from 12 o'clock midnight Friday through 12 o'clock midnight Sunday, shall remove or order a licensed garage man to remove the vehicle from the public or private property. Such vehicle shall be stored in either a police parking area, a garage, or a licensed public garage.

Within five (5) days after an abandoned vehicle has been removed and stored, the Planning Administrator shall send a notice by certified mail of the removal and storage to the owner or legal owner, if any, as shown in the records of the Department of Revenue and Taxation.

The owner or legal owner shall have ten (10) days after the mailing of the notice to reclaim such vehicle upon payment of all accrued towing and storage charges.

If such vehicle is not reclaimed within the ten (10) day period provided in Subsection (4) of this Section, the Planning Administrator shall appraise the vehicle.

If the vehicle is appraised at a value of One Hundred Dollars ($100) or less, the Planning Administrator may sell such vehicle to any licensed junk dealer without the necessity of public sale.

Any such sale shall be for junk or salvage purposes only, and not for further registration and operation as a vehicle.

If the vehicle is appraised at a value exceeding One Hundred Dollars ($100), the Planning Administrator may sell such vehicle at public sale after giving ten (10) days' notice of the sale in a newspaper of general circulation in Guam.

Any balance, after deduction for the cost of sale, towing and storage charges, shall be paid to the owner or legal owner of such vehicle, provided a claim is made therefor within six (6) months after the sale.

C. Loading

There shall be provided on the same lot with each commercial building or structure adequate space for off-street loading, unloading and the maneuvering of commercial vehicles. There shall be no loading or unloading of commercial vehicles on the public street. Off-street maneuvering space shall be provided so that no backing onto or from a public street is required. All loading and maneuvering areas shall:

a. Be surfaced with hard, impervious surface dustless material;

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b. Be properly drained;

c. Be designed with regard to pedestrian safety;

d. Have direct access to public streets;

e. Shall be screened from adjacent residentially zoned property as provided in Section 5.3 of this Code; and,

f. No loading docks, service bays, or service windows shall be visible from an arterial or collector right-of-way.

2. Off-street loading spaces shall be not less than twelve feet (12') in width and thirty-five feet (35') in length, exclusive of access aisles and maneuvering space.

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1 Administration
2 Development Review Procedures
3 Zoning Districts
4 Supplemental Use Regulations
5 Site Improvement Standards
6 Signs
7 Definitions

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Chapter 6 Signs

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6.2 Administration and Procedures 6-2
6.3 Sign Standards 6-5
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6.1 Purpose and Applicability

A. **Purpose and intent**

1. **Purpose.** These sign regulations are established to safeguard the health, safety, convenience, order and welfare of all residents of the City of Hagåtña. The purpose of this Chapter is to provide a balanced and fair legal framework for the design, construction, and placement of signs that:

   a. Promote the safety of persons and property by ensuring that signs do not create a hazard by:

      (1) Confusing or distracting motorists; or

      (2) Impairing drivers' ability to see pedestrians, obstacles or other vehicles, or to read traffic signs.

   b. Promote the efficient communication of messages, and ensures that persons exposed to signs are not overwhelmed by the number of messages presented;

   c. Protect the public welfare and enhances the appearance and economic value of the landscape by reducing and preventing sign clutter;

   d. Ensure that signs are compatible with their surroundings, and prevent the construction of signs that are a nuisance to occupants of adjacent and contiguous property due to brightness, reflectivity, bulk, or height;

   e. Enhance property values and business opportunities;

   f. Assist in wayfinding; and

   g. Provide fair and consistent permitting and enforcement.

2. **Intent.** It is the intent of these regulations to provide for the proper control of signs in a manner consistent with the First Amendment guarantee of free speech. It is not the intent of these regulations to regulate signs based on the content of their messages. Rather, this Article advances important, substantial, and compelling governmental interests.

   a. The incidental restriction on the freedom of speech that may result from the regulation of signs hereunder is no greater than is essential to the furtherance of the important, substantial, and compelling interests that are advanced by this Chapter.

   b. The City has an important and substantial interest in preventing sign clutter (which is the proliferation of signs of increasing size and dimensions as a result of competition among property owners for the attention of passing motorists and pedestrians), because sign clutter:

      (1) Creates visual distraction and obstructs views, potentially creating a public safety hazard for motorists, bicyclists, and pedestrians;

      (2) May involve physical obstructions of streets or sidewalks, creating public safety hazards;

      (3) Degrades the aesthetic and essential historic character of the City, making the Town a

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less attractive place for tourism, commerce, and private investment; and

(4) Dilutes or obscures messages displayed along the City's streets through the proliferation of distracting structures and competing messages.

c. The City has a substantial and/or compelling interest in preventing traffic accidents.

d. The City has a substantial and/or compelling interest in preventing negative impacts associated with temporary signs. Temporary signs may be degraded, damaged, moved, or destroyed by wind, rain, snow, ice, and sun, and after such degradation, damage, movement, or destruction, such signs harm the safety and aesthetics of the City's streets if they are not removed.

e. Certain types of speech are not constitutionally protected due to the harm that they cause to individuals or the community.

B. **Application.** The provisions of these regulations shall apply to the display, construction, erection, alteration, use, maintenance, and location of all signs within the City of Hagåtña.

1. If any provision of this Chapter conflicts with any other adopted City code that regulates signs, the more restrictive standards shall apply.

2. Where any provision of this Chapter cover the same subject matter as other Territorial regulations, the more restrictive regulation shall apply.

3. Nothing in this Chapter shall be construed as a defense to a violation of applicable Territory or federal law.

4. Signs shall be permitted in the various zoning districts as accessory structures in accordance with these regulations.

5. All signs displayed, constructed, erected or altered after the date of the adoption of these regulations shall be in conformance with the provisions of these regulations. All signs that are existing at the time of the adoption of these regulations shall not be altered or enlarged without being brought into conformance with these regulations.

6. Existing signs which do not conform to the specific provisions of these regulations are designated as nonconforming signs. All nonconforming signs shall be removed or brought in conformance with these regulations on or before the earlier to occur of the following events:

a. The sign is relocated or replaced.

b. The structure or size of the sign is altered in any way except towards compliance with these regulations. This does not refer to change of copy or normal maintenance.

c. The sign suffers more than fifty percent (50%) appraised damage or deterioration.

6.2 Administration and Procedures

A. **Permit Required.** Unless otherwise provided by these regulations, all signs shall require sign permits and payment of fees as described in these regulations.

1. In addition to the required sign permit, a building permit may be required by the Planning Administrator for signs incorporating structural elements or attached to buildings. Electrical permits will be required for illuminated signs or other signs with electrical components.

2. Changing or replacing the copy on an existing sign shall not require a permit.

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B. **Permit Procedure**

1. An application for a sign permit shall be submitted on a form proscribed by the Planning Administrator.
2. The applicant may choose to apply for a single permit for multiple signs in a unified or coordinated development by filing a master sign plan in accordance with Section 6.2.D
3. Upon receipt of a complete application the Planning Administrator shall review the same for compliance with this Chapter and all applicable building code requirements, and approve, approve with conditions, or deny the application.
4. The Planning Administrator shall have the right to inspect the proposed sign location prior to acting on the application, and shall also have the right to inspect the sign after construction to insure compliance with this Chapter and any conditions of approval.
5. A sign permit shall lapse and have no further effect unless a sign has been erected in compliance with the terms and conditions of the permit within one (1) year after the date of the sign permit approval.
6. A denial of a sign permit by the Planning Administrator may be appealed to the Board of Adjustment as an Appeal of an Administrative Decision pursuant to Chapter 2 of this Code.

C. **Minor Modifications to Sign Standards**

1. The Planning Administrator shall be authorized to grant minor modifications of any sign standard, including but not limited to sign area modifications of ten percent (10%) or less, subject to the approval criteria noted in subsection (c) below. Such actions may be taken in order to encourage the implementation of alternative or innovative practices that provide equivalent benefits to the public.
2. An applicant requesting a modification to the sign standards that does not qualify as a minor modification must obtain a variance per Chapter 2 of this Code.
3. **Approval Criteria.** Minor modifications may be approved by the Planning Administrator only upon a finding that all of the following criteria have been met:
   a. The requested modification eliminates an unnecessary inconvenience to the applicant and will have no significant adverse impact on the health, safety or general welfare of surrounding property owners or the general public;
   b. Any adverse impacts resulting from the minor modification will be mitigated to the maximum extent practical; and
   c. The requested minor modification is either:
      (1) Of a technical nature and is required to compensate for some practical difficulty or unusual aspect of the site or the proposed sign; or
      (2) An alternative or innovative design practice that achieves to the same or better degree the objective of the existing design standard sought to be modified.

D. **Master Sign Plan.** For any multi-tenant retail center, industrial park or other unified form of commercial site development or redevelopment, the applicant shall submit a master sign plan that consists of coordinated and/or shared signage for the entire development.

1. In general, signs shall have mutually unifying elements which may include uniformity in materials, color, size, height, letter style, sign type, shape, lighting, location on buildings, and design motif.

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2. Materials and textures of signs shall be compatible with the architectural character of the site and building. Supporting sign structures of freestanding signs shall match the primary finish and colors of the associated building(s).
3. Where possible, freestanding signs shall integrate tenant signs into a single sign structure.
4. Directional signage systems shall be of a unified graphical system. Such signage shall be placed in consistent locations near site entries, key points on the internal automobile and pedestrian circulation system, building entries, seating areas, and sidewalk intersections.
5. In reviewing an applicant's submittal of a master sign plan conforming to the provisions of this Section, the Planning Administrator may vary standards for area, height and number of individual signs.
6. The Planning Administrator may approve up to a twenty (20) percent change in one or more dimensional standards (area and/or height) based on the applicant demonstrating that the change is warranted by a master sign plan that represents exceptional design.

E. **Exempt Signs.** Generally, the following types of signs are exempt from the sign permit requirements of Section 6.2 above, subject to the provisions of this Section. Exempt signs shall otherwise be in conformance with all applicable requirements of this Chapter, and the construction and safety standards of the City. All signs not listed in this Section (and that are not prohibited under Section 6.2.F.) require a sign permit pursuant to Section 6.2 above.

1. Signs erected by the City or by any federal or territorial government agency.
2. Signs required by law or regulation.
3. Flags that are affixed to permanent flagpoles or flagpoles that are mounted to buildings (either temporary or permanent).
4. Signs being carried by a person provided that such signs are not set down or propped on objects.
5. Window signs, as defined in Chapter 7. In addition, any sign displayed on a window of or inside a residential building, and any sign inside a non-residential building that is not visible through a window.
6. Temporary decorations or displays, if they are clearly incidental to, customarily, or commonly associated with any national, State, or local holiday or religious celebration; such decorations or displays may be of any type, number, area, height, location, illumination or animation.
7. Wave banners subject to the standards in Section 6.3.
8. One (1) banner limited to a maximum sign area of eight (8) square feet located on a residential structure. All other banners as defined in Section 6.3 shall be subject to a sign permit.
9. Sidewalk signs, as defined in Chapter 7 and subject to the standards in Section 6.3.
10. Site signs, as defined in Chapter 7 and subject to the standards in Section 6.3.
11. Swing signs, as defined in Chapter 7 and subject to the standards in Section 6.3.
12. Yard signs, as defined in Chapter 7 and subject to the standards in Section 6.3.
13. Directional signs as defined in Chapter 7 which do not exceed four (4) square feet in sign area and four (4) feet in height (except when used on a vehicular clearance structure), limited to six (6) such signs per property.
14. Incidental signs as defined in Chapter 7 which do not exceed two (2) square feet in sign area.

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15. Murals and works of art, as defined in Chapter 7.

F. **Prohibited Signs.** The following types of signs are prohibited except as noted:

1. All signs not expressly permitted under this Article or exempt from a sign permit in accordance with Section 6.2.E.
2. Signs contributing to confusion of traffic control devices or emergency service vehicles, or which hide or interfere with the effectiveness of such devices or vehicles.
3. Any sign that obstructs access to or impedes operation of any window, door, fire escape, stairway, ladder or opening intended to provide light, air, ingress or egress for any building or structure as may be required by law.
4. Any sign located on or attached to a building roof.
5. Inflatable signs.
6. Any sign attached to any utility pole or structure within any public right-of-way. Any sign that projects, overhangs or otherwise is located in the public right-of-way, except as specifically provided for in this Article.
7. Any sign that obstructs the view of a person operating a motor vehicle in any direction at the intersection of a street or with an alley or driveway.
8. Any sign that impedes safe pedestrian or vehicular movement.
9. Signs attached to trees or other plant materials.
10. Any temporary sign within a public right-of-way, except sidewalk signs in conformance with Section 6.3.
11. Any rotating or flashing signs, except as otherwise provided as an electronic message center in Section 6.3.
12. Portable signs, except as otherwise provided for sidewalk signs in Section 6.3.
13. Signs that advertise unlawful activity.

6.3 Sign Standards

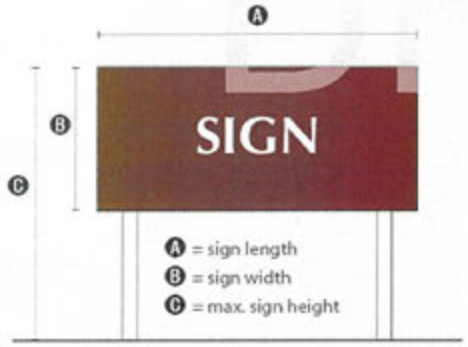
A. **Sign Standards by Zoning District.** Signs in all zoning districts shall be subject to the standards set forth in this section. The number, types and sizes of signs set forth in Tables 6.4.1 and 6.4.2 shall also comply with the standards by sign type listed in Section 6.3

1. **Standards for residential zoning districts.** Signs in the LDR and HDR zoning districts, shall be subject to the limitations and standards in Table 6.4-1.
2. **Standards for nonresidential zoning districts and uses.** Signs in all other zoning districts, shall be subject to the limitations and standards in Table 6.4-2.
3. **Sign allowance.** The total aggregate sign area for all sign types permitted for any use in a residential or non-residential zoning district shall not exceed three hundred (300) square feet.

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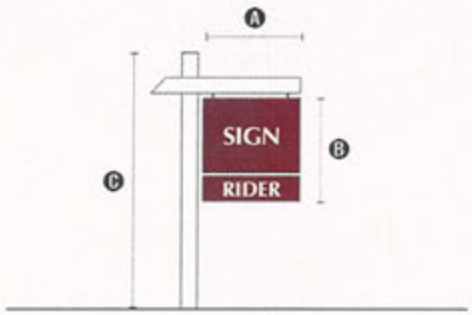
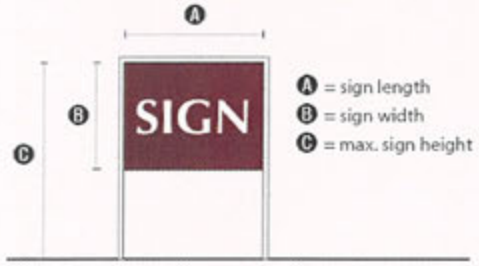
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Table 6.4-1
Standards for Residential Zoning Districts

Sign Type	Maximum Number	Maximum Area	Maximum Height
Monument Sign  A = sign width B = sign height C = maximum monument height	1 per non-residential use; 1 per entrance to a subdivision, multi-family housing complex or mobile home park	36 square feet (A x B)	No higher than 8 feet (X)
Site Sign  A = sign length B = sign width C = max. sign height	1 per lot	32 square feet (A x B)	No higher than 8 feet (X)

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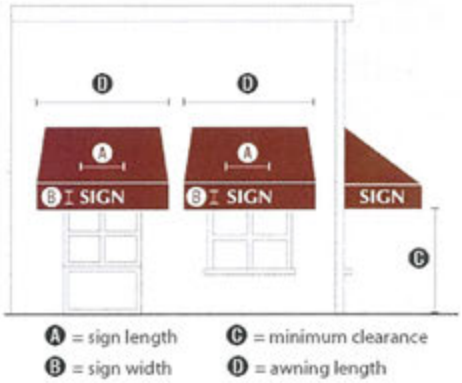
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Sign Type	Maximum Number	Maximum Area	Maximum Height
Swing Sign  A = sign length B = sign width C = max. sign height	1 per lot	8 square feet, inclusive of riders (A x B)	No higher than 6 feet (X)
Wall Sign  A = sign length B = sign height C = wall frontage	1 per single-family or two-family dwelling with a home occupation or home business	2 square feet (A x B)	No higher than eave or parapet line
	1 per principal multifamily building	16 square feet (A x B)	No higher than eave or parapet line
	1 per non-residential use	32 square feet (A x B)	No higher than eave or parapet line
Yard Sign  	1 per lot	6 square feet per sign (A x B)	No higher than 4 feet (X)

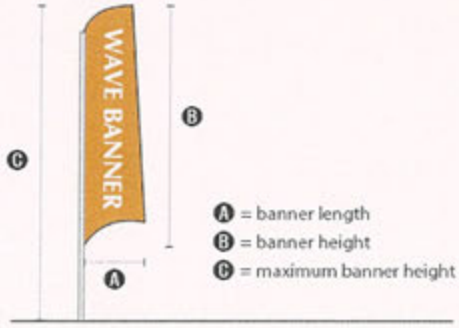
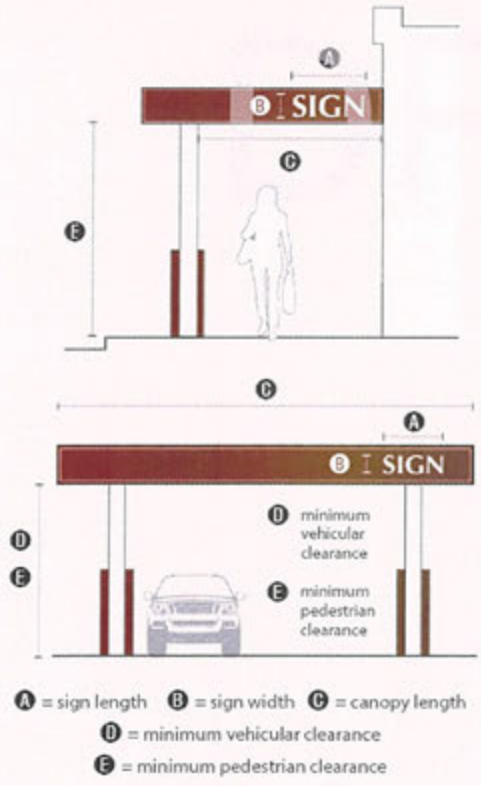
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Table 6.4-2
Standards for Nonresidential Zoning Districts

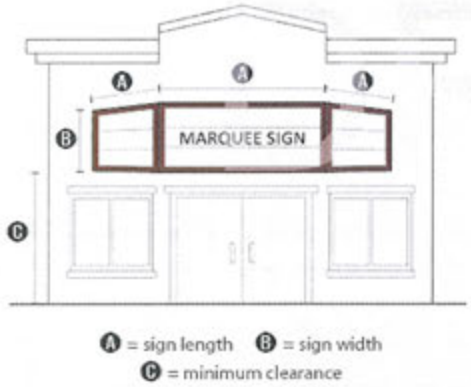
Sign Type	Maximum Number	Maximum Area	Maximum/ Minimum Height
Awning Sign 	Unlimited, within maximum area requirements	0.5 square feet of signage for each linear foot of awning, up to a maximum of 32 square feet (A x B)	No higher than roof or parapet line; 9-foot minimum height pedestrian clearance (X)
Banner 	1 banner per legal lot of record, displayed on a building wall.	0.50 square feet for each linear foot of exterior wall up to a maximum area of 100 square feet (A x B)	No higher than roof or parapet line for wall banner.

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Sign Type	Maximum Number	Maximum Area	Maximum/ Minimum Height
Wave Banners 	1 freestanding wave banner per legal lot of record	50 square feet (A x B)	No higher than 12 feet for wave banner (X)
Canopy Sign 	Unlimited, within maximum area requirements	0.5 square feet of signage for each linear foot of canopy, up to a maximum of 32 square feet (A x B)	No higher than roof or parapet line; 14-foot minimum height vehicular clearance (Δ); 9-foot minimum height pedestrian clearance (E).

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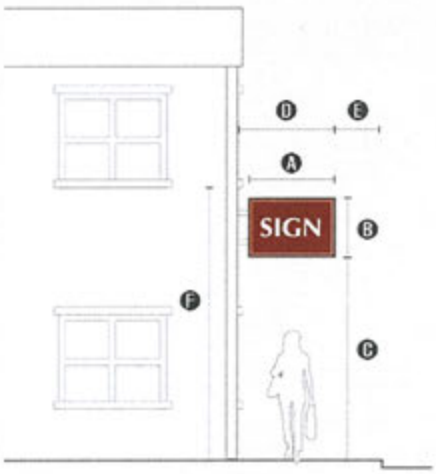
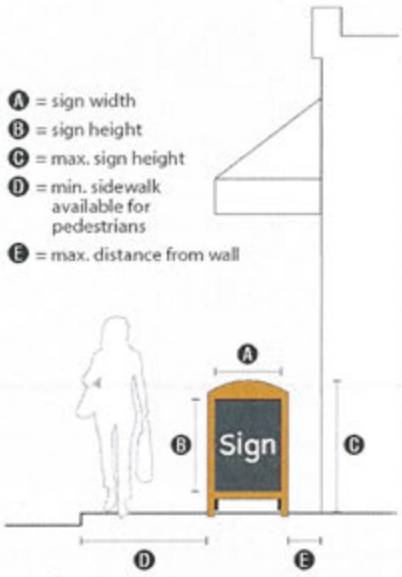
Sign Type	Maximum Number	Maximum Area	Maximum/ Minimum Height
Freestanding Pole Sign 	1 per street frontage of principal building	200 square feet (A x B). An electronic message center may be integrated up to 50% of allowed sign area.	No higher than 50 feet (X)
Marquee Sign 	1 per principal building	120 square feet per sign face (A x B), up to a maximum of 3 faces	No higher than roof or parapet line; 9-foot minimum clearance height (X)

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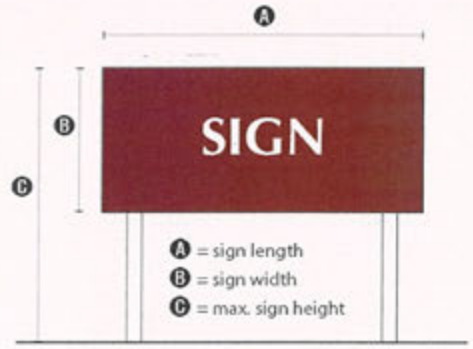
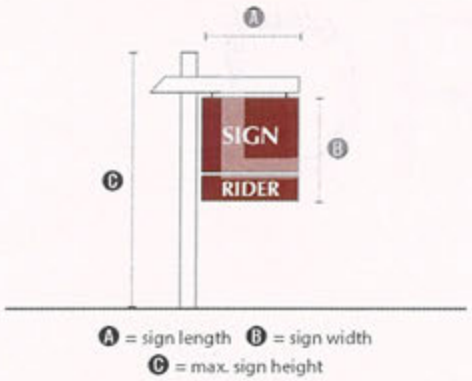
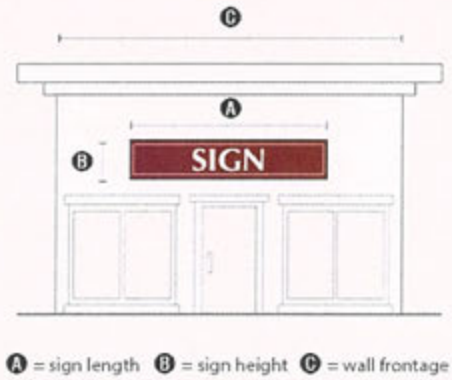
Sign Type	Maximum Number	Maximum Area	Maximum/ Minimum Height
Monument Sign  A = sign width B = sign height C = maximum monument height	1 per street frontage	75 square feet (A x B). An electronic message center may be integrated up to 50% of allowed sign area.	No higher than 8 feet (X)
Projecting Sign - Single Story  A = sign length B = sign width C = minimum clearance D = distance from face of structure E = distance from curb line F = height of wall	1 per use	15 square feet (A x B)	No higher than wall (single story building Φ) / bottom of second story window (multi-story building Φ); 9 feet minimum clearance (X)

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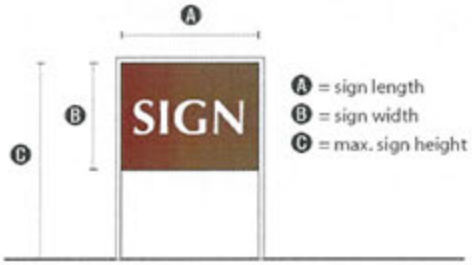
Sign Type	Maximum Number	Maximum Area	Maximum/ Minimum Height
Projecting Sign - Multi-Story  A = sign length B = sign width C = minimum clearance D = distance from face of structure E = distance from curb line F = bottom of second story window			
Sidewalk Sign 	1 per use	8 square feet (A x B)	No higher than 4 feet (X)

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Sign Type	Maximum Number	Maximum Area	Maximum/ Minimum Height
Site Sign 	1 per street frontage	64 square feet (A x B)	No higher than 9 feet (X)
Swing Sign 	1 per street frontage	8 square feet, inclusive of riders (A x B)	No higher than 6 feet (X)
Wall Sign 	Unlimited, within maximum area requirements	1 square foot of area per lineal foot of exterior wall frontage, up to a maximum of 150 square feet (A x B)	No higher than the eave line

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Sign Type	Maximum Number	Maximum Area	Maximum/ Minimum Height
Yard Sign 	1 per street frontage	6 square feet (A x B)	No higher than 4 feet (X)

B. **Permanent Signs**

1. **General.** The following standards are applicable to all permanent signs:

   a. *Owner consent*. No sign permit shall be issued for any permanent sign on private property without written consent of the property owner or the owner's authorized agent.

   b. *Lighting*. No illuminated signs are allowed in the residential zone districts. Unless otherwise specified by these regulations, all permanent signs in the nonresidential zone districts may be illuminated. The light from any light source intended to illuminate a permanent sign shall be so shaded, shielded or directed so that the light intensity or brightness shall not cause glare to affect surrounding properties, or cause glare to affect safe vision of pedestrians or operators of vehicles moving on public or private streets, driveways or parking areas. In addition, no sign may utilize:

      (1) An exposed incandescent lamp with an external reflector and without a sunscreen or comparable diffusion; or

      (2) Any revolving beacon light.

2. **Awning signs.**

   a. *Location*. Signs may be placed only on awnings that are located on first and second-story building frontages, including those fronting a street, parking lot or pedestrian way. An awning may include a printed or mounted sign. No sign mounted to an awning shall project beyond, above or below the face of an awning.

   b. *Quantity, area and height*. Sign quantity and area shall comply with the requirements established in Section 6.3. No structural element of an awning shall be located less than nine (9) feet above finished

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grade. Awnings on which signs are printed or mounted shall not extend over a public right-of-way more than seven (7) feet from the face of a supporting building. No awning, with or without signage, shall extend above the roof line of any building.

c. *Lighting.* Awnings may be internally illuminated only.

3. **Canopy signs.**

a. *Location.* Signs may be placed on canopies that front a street, parking lot or pedestrian way. A canopy may include a printed or mounted sign. No sign mounted to a canopy shall project beyond, above or below the face of a canopy.

b. *Quantity, area and height.* Sign quantity and area shall comply with the requirements established in Section 6.3. No structural element of a canopy sign shall be located less than nine (9) feet above finished grade in a pedestrian way, or less than fourteen (14) feet above finished grade in a vehicular way. Canopies on which signs are printed or mounted shall not extend over a public right-of-way more than seven (7) feet from the face of a supporting building, and be no closer than two (2) feet to a curb line. No canopy, with or without signage, shall extend above the roof line of any building. No canopy sign shall project above the top of the canopy upon which it is mounted. However, a sign may project horizontally from the face of a canopy the distance necessary to accommodate the letter thickness and required electrical equipment, but not more than twelve (12) inches.

c. *Lighting.* Canopies may be internally illuminated only.

4. **Freestanding pole signs.**

a. **Location.** A freestanding pole sign shall be located on a site frontage adjoining a public or private street, easement or right-of-way the minimum setback from any property line for any freestanding pole sign shall be five (5) feet. No portion of any freestanding pole sign shall encroach or project into the public right-of-way.

b. **Quantity, area and height.** A freestanding pole sign shall comply with the quantity, area and height requirements established in Section 6.3.

c. **Lighting.** Freestanding pole signs may be internally illuminated only.

5. **Marquee signs.**

a. *Location.* A marquee sign shall be placed on a ground floor façade of a building.

b. *Quantity, area and height.* A marquee sign shall comply with the quantity, area and height requirements established in Section 6.3. No structural element of a marquee sign shall be located less than nine (9) feet above finished grade. Marquee signs shall not extend over a public right-of-way more than ten (10) feet from the face of a supporting building, and be no closer than two (2) feet to a curb line. No marquee sign shall extend above the roof or parapet line of any building.

c. *Lighting.* Marquee signs may be internally or externally illuminated.

6. **Monument signs.**

a. *Location.* A monument sign shall be located on a site frontage adjoining a public or private street, easement

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or right-of-way. The minimum setback from any property line shall be five (5) feet. Upon approval of the Town Administrator, a monument sign may be integrated into a fence or wall.

b. *Quantity, area and height*. A monument sign shall comply with the quantity, area and height requirements established in Section 6.3.

c. *Lighting*. Monument signs may be internally or externally illuminated.

7. **Projecting signs.**

a. *Location*. Projecting signs shall be placed on a ground floor facade, except for businesses located above the ground level with direct exterior pedestrian access.

b. *Quantity, area and height*. A projecting sign shall comply with the quantity, area and height requirements established in Section 6.3. No structural element of a projecting sign shall be located less than nine (9) feet above finished grade. Projecting signs shall not be higher than the wall from which the sign projects if attached to a single-story building, or the height of the bottom of any second story window if attached to a multi-story building. Projecting signs shall not extend more than four (4) feet from the face of a supporting building, and be no closer than two (2) feet to a curb line.

c. *Lighting*. Projecting signs shall not be illuminated.

8. **Wall signs.**

a. *Location*. A wall sign shall not obstruct any portion of a window, doorway or other architectural detail.

b. *Quantity, area and height*. A wall sign shall comply with the quantity, area and height requirements established in Section 6.3. No sign part, including cut-out letters, may project from the building wall more than required for construction purposes and in no case more than twelve (12) inches.

c. *Lighting*. Wall signs may be internally or externally illuminated.

9. **Electronic message centers.**

a. *Location*. Up to fifty percent (50%) of the allowed sign area of a freestanding pole or monument sign in a non-residential zoning district may be occupied by an electronic message center. Existing signage proposed for conversion to the use of an electronic message center shall conform to the sign standards in this Article prior to issuance of a sign permit. Non-conforming signs shall not be eligible for conversion to an electronic message center.

b. *Quantity, area and height*. An electronic message center shall comply with the quantity, area and height requirements established for freestanding pole or monument signs in Section 6.3.

c. *Lighting*. Lighting from the electronic message center shall not exceed 0.3 foot candles between dusk to dawn as measured from the sign's face. The electronic message center shall have automatic dimmer software or solar sensors to control brightness for nighttime viewing. The intensity of the light source shall not produce glare, the effect of which constitutes a traffic hazard. Documentation shall be provided from the sign manufacturer which

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verifies compliance with auto dimming and brightness requirements.

d. *Transition method*. The electronic message center shall be limited to static messages, changed only through either dissolve or fade transitions, which may otherwise not have movement, or the appearance or optical illusion of movement, of any part of the sign structure, design, or pictorial segment of the sign, including the movement of any illumination or the flashing, scintillating or varying of light intensity.

e. *Transition duration*. The transition duration between messages shall not exceed one (1) second.

f. *Message hold time*. The message hold time shall be a minimum of twenty (20) seconds.

C. **Temporary Signs**

1. **General.** The following standards are applicable to all temporary signs:

a. **Owner consent.** All temporary signs must be located on private property and only with the consent of the property owner.

b. **Lighting.** No temporary sign shall be illuminated.

c. **Duration.** The purpose of temporary signs is to display messages for a temporary duration. Temporary signs shall not be used as a subterfuge to circumvent the regulations that apply to permanent signs or to add permanent signage in addition to that which is permitted by Section 6.3. Temporary signs shall be removed on or before ninety (90) days after first being placed, unless otherwise specified herein.

2. **Banners.**

a. **Location.**

(1) Banners shall not be placed to obstruct any portion of a window, doorway or other architectural detail.

(2) Banners may be installed on a utility pole with the consent of the utility provider, provided that the banner is attached at the top and bottom by brackets that project no more than thirty (30) inches from the utility pole.

b. Wave banners shall not obstruct any vehicle or pedestrian movement.

c. *Quantity, area and height.* Banners and wave banners shall comply with the quantity, area and height requirements established in Section 6.3. In addition, banners installed on utility poles in accordance with subsection b. above shall not exceed 24 inches in width and 48 inches in height.

3. **Sidewalk Signs.**

a. *Location*. Placement of a sidewalk sign must be within one (1) foot of a building wall. A minimum of four (4) feet of sidewalk width clearance shall be available for pedestrian use. Sidewalk signs must be removed each day at close of business.

b. Quantity, area and height. A sidewalk sign shall comply with the quantity, area and height requirements established in Section 6.3.

4. **Site Signs.**

a. *Location*. Site signs shall be setback a minimum of five (5) feet from any property line. Site signs are intended for vacant land parcels or lots under construction, and are

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not permitted on parcels with existing residential or non-residential uses.

b. Quantity, area and height. A site sign shall comply with the quantity, area and height requirements established in Section 6.3.

5. **Swing Signs.**

a. Quantity, area and height. A swing sign shall comply with the quantity, area and height requirements established in Section 6.3.

6. **Yard Signs.**

a. Quantity, area and height. A yard sign shall comply with the quantity, area and height requirements established in Section 6.3.

D. **Sign Measurement**

1. **Computation of Sign Area.**

a. The area of a sign face shall be computed by means of the smallest square, circle, rectangle, triangle, or combination thereof that will encompass the extreme limits of the message, logo, symbol, name, photograph, writing, representation, emblem, artwork, figure or other display used to differentiate the sign from the backdrop or structure against which it is placed.

b. Any supporting framework, bracing, poles, fence or wall, or architectural feature or landscape element that is clearly incidental to the sign display shall not be computed as sign area.

c. Architectural treatments that aid in integrating the signage with the building design are encouraged, but any such treatment shall not be created for the purpose of visually enlarging the size of the sign. If more than ten percent (10%) of any wall or roof surface of any nonresidential building or any accessory structure to a nonresidential use is painted, finished or surfaced in a distinctive color scheme that includes some or all of the same colors, shapes, symbols, images, patterns or textures used on any sign identifying an owner, tenant or user of the building, and the Town Administrator determines that such wall or roof surfaces serve as a sign for an owner, tenant or user of the building, such wall or roof area shall be counted as signage and shall be subject to the limitations on signage area in Table 6-2.

d. All sign faces visible from one point shall be counted and considered part of the maximum total sign area allowance for a sign.

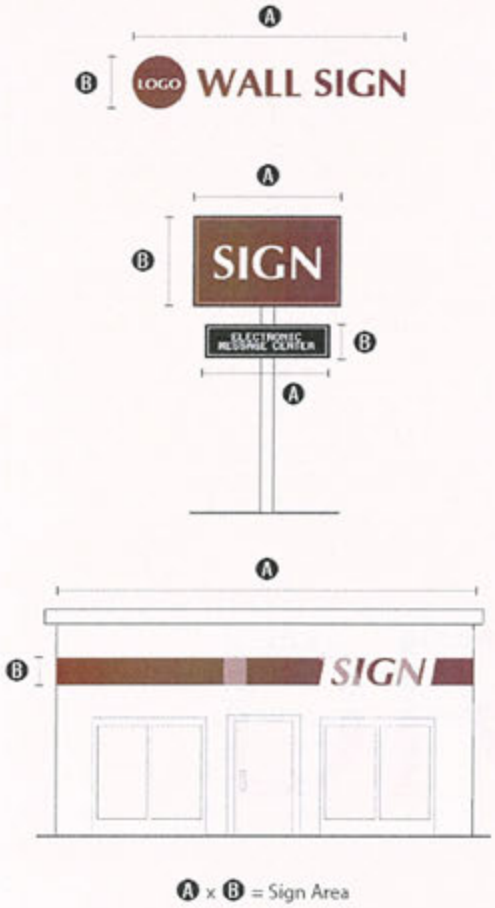
(1) When two identical sign faces are placed back to back so that both faces cannot be viewed from any point at the same time, and are part of the same sign structure, the sign area shall be computed by the measurement of one of the two sign faces.

(2) When the sign has more than two display surfaces, the area of the sign shall be the area of largest display surfaces that are visible from any single direction.

e. The area of the sign shall be measured as follows if the sign is composed of more than one (1) individual cabinets or modules:

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Computation of Sign Area



A x B = Sign Area

(1) The area around and enclosing the perimeter of each cabinet or module shall be summed and then totaled to determine total area.

(2) If the sign is composed of more than two (2) sign cabinets or modules, the area enclosing the entire perimeter of all cabinets and/or modules within a single, continuous geometric figure shall be the area of the sign.

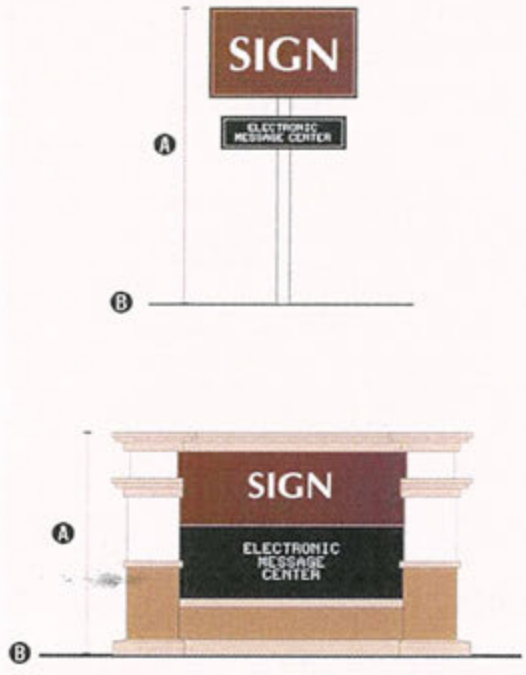
(3) Pole covers, framing, decorative roofing, and other such embellishments shall not be included in the area of measurement if they do not bear advertising copy.

f. For the purpose of determining sign area and the allowable number of wall signs, a wall shall be considered the entire building side or elevation, and not each articulated wall face per building side or elevation.

2. **Computation of Sign Height.**

a. The height of any freestanding pole or monument sign shall be determined by the distance between the topmost portion of the sign structure and the ground elevation at the base of the sign (A). The grade shall not be artificially changed solely to affect the sign height measurement.

Computation of Sign Height



A = sign height B = finished grade

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6.4 Design, Installation and Maintenance

A. Sign Design

1. In general, signs shall have mutually unifying elements which may include uniformity in materials, color, size, height, letter style, sign type, shape, lighting, location on buildings, and design motif.
2. Materials and textures of signs shall be compatible with the architectural character of the site and building. Supporting sign structures of freestanding signs shall match the primary finish and colors of the associated building(s).
3. Where possible, freestanding signs shall integrate tenant signs into a single sign structure.
4. Wayfinding signage systems shall be of a unified graphical system. Such signage shall be placed in consistent locations near site entries, key points on the internal automobile and pedestrian circulation system, building entries, seating areas, and sidewalk intersections.
5. In reviewing an applicant's submittal of a sign plan conforming to the provisions of this Section, the Planning Administrator may vary standards for area, height and number of individual signs. The Planning Administrator may approve up to a twenty (20) percent change in one or more dimensional standards (area and/or height) based on the applicant demonstrating that the change is warranted by a sign plan that represents exceptional design.

B. Sign Installation

1. All permanent signs and all components thereof, including sign structures and sign faces, shall be installed in compliance with adopted building and electrical codes.
2. Except for flags, window signs and temporary signs conforming to the requirements of this Article, all signs shall be constructed of high quality durable materials and shall be permanently attached to the ground, a building, or another structure by direct attachment to a rigid wall, frame, or structure. No plywood signs shall be permitted.
3. No signs shall be installed so as to obstruct any fire escape, required exit, window or door opening used as a means of egress.
4. No sign shall be installed in any form, shape, or manner which will interfere with any opening required for ventilation, except that signs may be erected in front of and may cover transom windows when not in violation of the provisions of the adopted building code.
5. Signs shall be located in such a way as to maintain horizontal and vertical clearance of all overhead electrical conductors in accordance with adopted electrical code specifications, depending on voltages concerned. However, in no case shall a sign be installed closer than forty-eight inches (48") horizontally or vertically from any conductor or public utility guy wire, or as recommended by the local public utility company.
    a. Every electric sign shall have affixed thereon an approved Underwriters' Laboratories label, or all wiring of such sign as approved by the State electrical inspector, and all wiring connected to such sign shall comply with all provisions of the applicable regulations of the Town relating to electrical installations.
6. Any person installing, altering, or relocating a sign for which a sign permit has been issued shall notify the Planning Administrator upon completion of the work.
    a. The Planning Administrator may require that he be notified prior to the installation of certain signs.

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b. The Planning Administrator may require a final inspection of any installed sign, including an electrical inspection and inspection of footings on freestanding signs.

C. **Sign Maintenance.** All signs, both currently existing and constructed in the future, and all parts and components thereof, shall be maintained in a safe condition in compliance with all building and electrical codes, and in conformance with this Article.

1. All signs, including sign structures and sign faces, shall be kept in good repair so as not to be distracting, unattractive, dangerous or a public nuisance and effectively serve the purpose for which they are intended. For the purposes of this Section, good repair shall mean that there are no loose, broken, torn or severely weathered portions of the sign structure or sign face.

2. All signs shall be properly maintained. Exposed surfaces shall be clean and painted if paint is required. Defective parts shall be replaced.

3. All electronic message centers shall be equipped with a malfunction display and the ability to automatically shut off if a malfunction occurs. An electronic message center under repair shall be shut off.

4. The Planning Administrator shall have the right under Chapter 6 to order the repair or removal of any sign which is defective, damaged or substantially deteriorated, as defined in the adopted building code.

D. **Sign Removal and Alteration**

1. Altering or moving existing signs.

a. Any alteration to an existing sign, other than for a change of copy or for maintenance, shall require a new sign permit pursuant to Section 6.2. Alterations shall include, without limitation:

(1) Changing the size of the sign;

(2) Changing the shape of the sign;

(3) Changing the material of which the sign is constructed;

(4) Changing or adding lighting to the sign;

(5) Changing the location of the sign; or

(6) Changing the height of the sign.

b. Existing nonconforming signs may be altered in any way that does not change the size, height, background, shape or location of the sign without bringing the entire sign into conformance, provided that the cost of the alteration is less than fifty percent (50%) of the sign's replacement cost.

2. **Sign removal or repair.** In addition to any other remedies available under this Article, the Planning Administrator may issue a written notice to sign owners of the need to remove or repair a sign, as follows:

a. Any sign that does not meet the requirements set forth in this Chapter and does not qualify as a legal nonconforming sign under Chapter 6.

b. Any sign that has not been used in a bona fide manner as a sign for a consecutive period of thirty (30) days and deemed abandoned by the Town Administrator.

c. Any sign that is in disrepair or unsafe and deemed hazardous by the Town Administrator.

d. Any sign identifying a business, professional or industrial establishment that has moved from the premises.

3. **Violations.**

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a. The Planning Administrator may inspect any sign and shall have authority to order the painting, repair, alteration or removal of a sign and/or sign structure that is prohibited or constitutes a hazard to safety, health or public welfare by reason of abandonment or inadequate maintenance, dilapidation or obsolescence.

b. When in the opinion of the Planning Administrator, a violation of these regulations exists, the Planning Administrator shall issue a written order to the alleged violator. The order shall specify those sections of these regulations of which the individual may be in violation and shall state that the individual has fifteen (15) days from the date of the order in which to correct the alleged violation or to appeal to the Board of Adjustment.

4. **Removal by City.** The Planning Administrator may cause the removal of an illegal sign in cases of emergency, or for failure to comply with the written orders of removal or repair. After removal or demolition of the sign, a notice shall be mailed to the sign owner stating the nature of the work and the date on which it was performed and demanding payment of the costs as certified by the Planning Administrator together with an additional ten percent (10%) for inspection and incidental costs.

a. If the amount specified in the notice is not paid within thirty (30) days of the notice, it shall become an assessment upon a lien against the property of the sign owner, and will be certified as an assessment against the property for collection in the same manner as the real estate taxes.

b. The owner of the property upon which the sign is located shall be presumed to be the owner of all signs thereon unless facts to the contrary are brought to the attention of the Planning Administrator, as in the case of a leased sign.

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Chapter 7 Definitions

7.1 General Terms 7-1

7.2 Definitions 7-1

Inside Chapter 7...

7.1 General Terms

A. "Uses permitted" means use permitted by right, without the requirement for a conditional use permit but subject to all other applicable permits or regulations.

B. "Department" means the Development Services Department.

C. "Council" or "City Council" shall mean the City Council of the City of Hagåtña.

D. "Federal" shall mean the Government of the United States of America.

E. "GovGuam" shall mean the Government of Guam.

F. "Used" includes "arranged for", "designed for", "occupied", or "intended to be occupied for".

G. "Master Plan" means the Hagåtña Master Plan.

H. "Director" means the Development Services Director of the City of Hagåtña.

I. "Section" means a Section of the Zoning Code unless otherwise indicated.

J. "Article" means an Article of the Zoning Code unless otherwise indicated.

K. "Code" or "this Code" means the Zoning Code of the City of Hagåtña, Guam.

7.2 Definitions

A. A. The meaning and construction of words and phrases as set forth shall apply throughout the Zoning Code, except where the context of such words and phrases clearly indicates a different meaning or construction. Definitions contained in the Uniform Building Code shall be applicable except when in conflict with definitions contained in the Zoning Code, in which case the Zoning Code definition shall prevail.

The following general rules of construction shall apply to the text of the Zoning Code:

B. Headings: Section and Subsection headings contained herein shall not be deemed to govern, limit, modify, or in any manner affect the scope, meaning, or intent of any provision of the Zoning Code.

C. Illustration: In case of any difference of meaning or implication between the text of any provision and any illustration, the text shall control.

D. Shall and May: "Shall" is mandatory. "May" is discretionary or permissive.

E. Tenses and Numbers: Words used in the present tense include the future, and words used in the singular include the plural, and the plural the singular, unless the context clearly indicates the contrary.

F. Conjunctions: Unless the context clearly indicates the contrary, the following conjunctions shall be interpreted as follows:

G. "And" indicates that all connected items or provisions apply.

H. "Or" indicates that the connected items or provisions may apply singly or in any combination.

I. "Either...or" indicates that the connected items or provisions shall apply singly but not in combination.

J. All public officials, bodies, and agencies to which reference is made are those of the City of Hagåtña unless otherwise indicated.

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Words and phrases used in this Zoning Code shall be defined as follows:

Abandonment
Abutting
Access
Accessory
Accessory building or structure
Accessory residence
Accessory use
Acre
Addition
Adequately shielded light
Adult entertainment establishment
Agricultural use
Airport
Airstrip
Alley
Alteration
Amplified voice or music
Amusement enterprise
Animal density
Animal husbandry
Animal keeping, household
Animal sales yard
Animal shelter
Antenna
Antenna, ground-mounted
Antenna, structure-mounted
Apartment
Apartment house
Apiary
Appurtenant
Aquaculture
Architectural services
Attached housing
Auto parts and accessories shops
Auto wrecking yards
Automotive repairs, major
Automotive repairs, minor
Average cross slope
Aviary
Banking, finance, and loan services
Bar
Barber shop
Barn
Beauty salon
Bed and breakfast
Bed and breakfast inn
Berm
Bicycle path
Blacksmith
Blue-line creek
Boat dock
Boat manufacturing and repair facility
Boat, houseboat, and jet-ski rentals
Boathouse
Bowling alley
Buildable area
Building
Building envelope
Building height
Building, accessory
Building, principal
Bus station
Business, retail
Business, wholesale
Café
Caliper
Campground/camping area
Camping party
Campsite
Cannery
Car wash
Card rooms
Caretaker's quarters
Carport
Cellular service
Cemetery
Christmas tree sales
Claiming
Cobble
Cocktail lounge
Coffee shop
Collector's permit
Co-located communication facility
Commercial parking lot
Commercial vehicle
Common area
Communication facility, collocated wireless
Communication facility, wireless
Community care facility
Community garden
Condominium
Construction Process
Contractor's equipment storage yard
Conversion
Corral
Cottage industry
Coverage
Covered space
Curb wall
Dairy
Dams, small, medium and large
Dance and art studio
De Novo
Delicatessen
Density
Density bonus

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Detached
Development
Development standards
Dispatching services
Dog grooming
Dorm
Drafting services
Drip line
Drive-thru services
Driveway
Driving range
Duplex
Dwelling unit
Dwelling, multi-family
Dwelling, single-family
Dwelling, two-family
Eave
Egress
Electroplating establishment
Emergency shelter
Employee housing
Enclosed building
Equestrian uses
Equipment repair, heavy
Equipment repair, light
Equipment storage yard
Equipment structure
Exercise trail
Exotic animal keeping
FAA
Factory-built housing
Family
Family day care home, large
Family day care home, small
Farm labor camp
Farm labor quarters
Farm Stays
Farmer's Market
FCC
Fish and wildlife habitat
Flood plain
Floodway
Floodway Fringe
Floor area, gross
Floor area, net
Floor Area Ration (FAR)
Foot candles
Forest management
Formula (big box) store
Foster family home
Fourplex
Front yard
Funeral home
Game preserves
Game rooms/amusement arcades
Garage
Gas station
General administrative services
Go-cart track
Golf course
Granny unit
Green waste
Green waste composting facility
Greenhouse
Gross floor area
Group care home
Guest house
Hazardous material
Hazardous waste disposal facility
Health care facility
Health club
Heavy equipment rental yard
Height
Height, average
Heritage Commission
Home occupation
Homeless shelter
Hospital
Hotel
Import/export of fill
Incidental
Indirect lighting
Indoor recreation facility
Industrial use
Inoperable vehicle
Interior lot
Internal lighting
Junk
Junkyard
Kennels
Landscape development
Landscaping
Laundromat and cleaners (Laundromat)
Light fixture
Light source
Light trespass
Livestock farming
Livestock grazing
Lot
Lot area, gross
Lot area, net
Lot coverage
Lot line
Lot line, front
Lot line, rear
Lot line, side
Lot of record
Lot width, minimum average
Lot, corner
Lot, flag or panhandle
Lot, interior
Lot, key
Lot, through
Lumberyard
Manufactured housing
Maximum height
Maximum lot coverage
Ministerial

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Mobilehome
Mobilehome park
Modular home
Mortuary
Motel
Motorhome
Mulch
Multi-family dwelling
Multi-family dwelling group
Non-conforming lot
Non-conforming structure
Non-conforming use
Nursery school
Nursery, retail
Nursery, wholesale
Nursing home
Occupancy frontage
Off-sale liquor
On-sale liquor
Open or outdoor storage
Open space
Open to the public
Outdoor dining area (restaurant, outdoor customer dining
Outdoor recreation, agricultural
Outdoor recreation facility
Packing plant
Parcel
Park and ride facility
Parking space
Parking, covered
Performance standards
Photography studio
Picnic area
Pier
Power generation facility
Principal use
Private fishing and hunting club
Private recreation facility
Private utility
Produce stand
Professional services
Prospecting
Public area
Public park
Public utility
Publicly maintained road
Rear yard
Recreation facility, outdoor
Recreational facility, indoor
Recreational vehicle
Recreational vehicle park
Recycling facility
Repair and replacement
Repair services
Replacement value
Required yard
Reservoir, small, medium, large
Residential second unit
Resort
Restaurant
Retail
Retail sales of new and used automobiles
Retreat
Review authority
Rifle range
Road
Road, Major Collector
Road building
Rummage sale, commercial
Rummage sale, non-profit
Sanitary landfill
Satellite dish antenna, commercial
School, private
School, public
Screening
Service station
Service station with convenience retail
Setback
Side yard
Sign
Sign, Bulletin board
Sign, Category
Sign, Community identification and directional sign
Sign, Directional on-site
Sign, Double-faced
Sign, Freestanding
Sign, Neon
Sign, Off-site
Sign, Off-site business district
Sign, On-site
Sign, Political
Sign, Portable
Sign, Projecting
Sign, Roof
Sign, Temporary
Sign, Wall
Sign area computation
Single-family dwelling
Small engine repair
Spa
Special event, commercial
Special event, community-based
Special event, large
Special event, noncommercial
Special event, small
outdoor public events
Special events, winery and wine-related non-promotional events
Special events, winery and wine-related promotional events
Staking
Street
Structural alteration
Structural wall
Structure
Supportive housing
Swale

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Tavern
Tax consultant
Taxicab company
Telecommunication facility
Telecommunication tower
Temporary construction storage container
Temporary dwelling
Temporary office
Temporary sales office
Tennis courts
Theater
Tower, wireless communication
Townhouse
Transitional housing
Use
Use area
Use, accessory
Vehicle, inoperable
Vehicle, motor
Vendor's permit
Vernal pool
Veterinary clinic
Viewshed
Wetland
Wholesale
Wholesale nursery
Wholesale sales
Wholesale storage and distribution centers
Wind turbine
Wind Turbine
Wireless communication facility
Wood yard, commercial
Yard
Zoning Administrator

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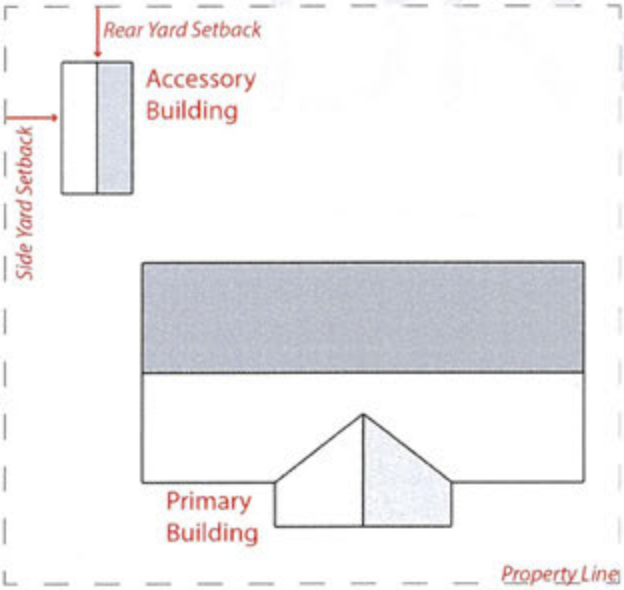
Abandonment: The relinquishment of property, or a cessation of the use of the property by the owner for a period of two (2) years or more, A use shall be deemed abandoned when such use is suspended as evidence by the cessation of activities or conditions that constitute the principal use of the property.

Abutting: Having a common boundary except that parcels having no common boundary other than a common corner shall not be considered abutting.

Access: A means of vehicular or non-vehicular approach or entry to or exit from a property, a street, or highway.

Accessory: Incidental, appurtenant or subordinate to the principal use or structure on the same lot or parcel.

Accessory building, structure, or use: Buildings, structures, or uses which are customary, incidental, appropriate and subordinate to the use of the principal building, or the principal use of the land.



Accessory Suites: An accessory use portion of a home attached to a single-family dwelling unit that provides separate living, sleeping and cooking facilities.

Acre: A measure of land area containing 43,560 square feet unencumbered by any public or private street right of way or roadway easement except as provided for herein.

Addition: Any construction which increases the size of a building such as a porch, attached garage or carport, or new room. An addition is a form of alteration.

Adequately shielded light: The shielding of a light fixture by opaque components or materials, such that light rays are limited to the parcel of origin and the light source is not visible from another property or public right-of-way.

Adult Developmental Home: A residential setting in a family home in which the care, physical custody and supervision of the adult clients are the responsibility, under a twenty-four-hour care model, of the licensee who provides the following services for up to three (3) adults with developmental disabilities:

1. Room and board
2. Habitation
3. Appropriate personal care.
4. Appropriate supervision.

Adult Health Care Facility: A facility that provides adult day health services during a portion of a continuous twenty-four-hour period for compensation on a regular basis for five (5) or more adults who are not related to the proprietor.

Adult Day Health Services: A program that provides planned care supervision and activities, personal care, personal living skills training, meals and health monitoring in a group setting during a portion of a continuous twenty-four-hour period. Adult day health services may also include preventive, therapeutic and restorative health-related services that do not include behavioral health services.

Adult Foster Care Home: A residential setting that provides room and board and adult foster care services for four (4) or fewer adults.

Adult Foster Care Services: Supervision and assistance with eating, bathing, toileting, dressing, self-medication and other routines of daily living or services.

Adult Arcade: A commercial establishment wherein coin-operated or slug-operated or electronically, electrically, or mechanically controlled still or motion picture machines, projectors, or other image producing devices are maintained to show images to five or fewer

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persons per device at any one time, and where the images so displayed are distinguished or characterized by the depicting or describing of "specified sexual activities" or "specified anatomical areas".

Adult Bookstore, Adult Retail Store or Adult Video Store: A commercial establishment, which meets both provisions, 1 and 2 below:

1. A commercial establishment having as a substantial or significant portion of its stock in trade offering for sale or rental, for any form of consideration, any one or more of the following:
   a. Books, magazines, periodicals or other printed matter, photographs, films, motion pictures, video cassettes or video reproductions, slides or other visual representations, video disks, computer animation or computer-generated imaging which are characterized by the depiction or description of "specified sexual activities" or "specified anatomical areas"; or
   b. Instruments, devices, or paraphernalia which are designed for use in connection with "specified sexual activities," excluding condoms, diaphragms, contraceptive inserts, contraceptive medications and other birth control or disease prevention devices prescribed by a licensed medical doctor or osteopathic doctor. A commercial establishment may have other business purposes that do not involve the offering for sale or rental of material depicting or describing "specified sexual activities" or "specified anatomical areas" and still be categorized as an adult bookstore, adult retail store or adult video store. Such other business purposes will not serve to exempt such commercial establishment from being categorized as an adult bookstore, adult retail store, or adult video store.
2. Regularly excludes all minors from the premises or a separate defined section thereof because of the sexually explicit nature of the items sold, rented or displayed therein. Adult Cabaret means a nightclub, bar, restaurant, or similar commercial establishment which during any part of any two or more days within a continuous thirty (30) day period features live performances or activities which are characterized by the exposure of "specified anatomical areas" or "specified sexual activities". Nothing in the definition of "adult cabaret" shall be construed to apply to the presentation, showing or performance of any play, drama or ballet in any theater, concert hall, fine arts academy, school, institution of higher learning or other similar establishment as a form of expression of opinion or communication of ideas or information, as differentiated from the promotion or exploitation of nudity for the purposes of advancing the economic welfare of a commercial or business enterprise.

Adult Motion Picture Theater: A commercial establishment having as a substantial or significant portion of its stock, where for any form of consideration, films, motion pictures, video cassettes, slides, video disks, or similar photographic or video graphic reproductions are regularly shown as one of its business purposes and that are characterized by the depiction or description of specified sexual activities or specified anatomical areas. Nothing in the definition of "adult motion picture theater" shall be construed to apply to the presentation, showing or performance of any play, drama or ballet in any theater, concert hall, fine arts academy, school, institution of higher learning or other similar establishment as a form of expression of opinion or communication of ideas or information, as differentiated from the promotion or exploitation of nudity for the purposes of advancing the economic welfare of a commercial or business enterprise

Adult Theater: A theater, concert hall, auditorium, or similar commercial establishment that regularly features person who appear in a state of nudity or live

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performances that are characterized by the exposure of specified anatomical areas or by specified sexual activities. Nothing in the definition of adult theater shall be construed to apply to the presentation, showing or performance of any play, drama or ballet in any theater, concert hall, fine arts academy, school, institution of higher learning or other similar establishment as a form of expression of opinion or communication of ideas or information, as differentiated from the promotion or exploitation of nudity for the purposes of advancing the economic welfare of a commercial or business enterprise.

Adult Use A commercial establishment whose business is distinguished or characterized by an emphasis on matter depicting or describing specified sexual activities or specified anatomical areas. The following uses as defined within this Section shall be designated as Adult Uses:

1. Adult Arcade
2. Adult Bookstore, Adult Retail Store or Adult Video Store
3. Adult Cabaret
4. Adult Motel
5. Adult motion picture theater
6. Adult theater
7. Nude Model Studio
8. Any combination of classifications set forth in Subsection 1 through 8 above.

Agricultural use: The tilling of soil, the raising of crops, horticulture, silviculture, viticulture, aviculture, aquaculture, apiculture, livestock grazing, the raising of small animals and poultry, domestic livestock farming, dairying, and animal husbandry and animal sales yards.

Airport: Any area of land or water which is used or intended for use for the landing and taking off of aircraft and any appurtenant areas which are used or intended for use for airport buildings or other airport facilities or rights-of-way, together with all airport buildings and facilities located thereon.

Alley: A public or private thoroughfare which affords a secondary means of access to abutting property and not intended for general traffic circulation.

Alteration: Any change or rearrangement in the supporting members of an existing building, such as bearing walls, columns, beams, girders, or interior partitions, as well as any change in doors or windows, or any enlargement to or diminution of a building or structure, whether horizontally or vertically, or the moving of a building or structure from one location to another.

Amplified voice or music: Voice or music which is augmented rebroadcast or amplified through the use of electrically powered microphones or speakers.

Amusement Use: A temporary use that is operated for outdoor amusement, or recreation including such uses as carnivals, circuses and outdoor music festivals and events. Amusement uses are characterized by the use of rides and temporary facilities for food and other sales related to the use.

Animal keeping, household: Small animals typically kept for the sole purpose as pets or for limited 4-H purposes. Excluded are livestock, farm animals, animals raised for food and exotic animals.

Animal shelter: A facility used to house or contain stray, homeless, abandoned, or unwanted animals and that is owned, operated, or maintained by a public body, an established humane society for the prevention of cruelty to animals, or other organization devoted to the welfare, protection, and humane treatment of animals.

Animal Services: A business providing for the care and well-being of animals or pets, which may include veterinary services (including ancillary short-term boarding and lodging), pet grooming, and the sale of pets and pet-related products.

Antenna: Any systems of wires, poles, rods, reflecting discs, or similar devices for the transmission or reception of electromagnetic waves. Such a system may transmit, receive, or repeat electromagnetic frequencies for purposes of communication uses such as radio, television, telephone, data, paging or other similar technologies.

Antenna, ground-mounted: Any antenna with its base placed directly on the ground or a mast less than ten (10) feet tall and six inches in diameter and not exceeding the height limit for the zoning district.

Antenna, structure-mounted: Any antenna, other than an antenna with its supports resting on the ground, directly attached or affixed to a building, tank, tower,

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building-mounted mast less than ten (10) feet tall and six inches in diameter and not exceeding the height limit for the zoning district.

Apartment: See Dwelling, Multi-family

Apiary: A place where bee colonies are kept.

Appurtenant: Accessory to a principal use or structure on the same site.

Aquaculture: The culture of plants or animals in water.

Artist: An individual generally recognized by critics and peers as a professional, full-time practitioner of the visual arts, as judged by the quality of that professional practitioner's body of work, education, experience, past commissions, exhibition record, publications, and production of artwork.

Arts and Culture Use A use providing display or collection of historical, artistic, literary, and/or scientific, or other similar objects for public appreciation, including museums or art galleries. Cultural uses may include an ancillary restaurant or gift shop.

Assisted Living Center: An Assisted Living Facility that provides resident rooms or residential units to eleven (11) or more residents.

Assisted Living Facility: A residential care institution that provides or contracts to provide supervisory care services, personal care services or directed care services on a continual basis to eleven (11) or more residents.

Assisted Living Home: An assisted living facility that provides residential rooms to ten (10) or fewer residents.

Auto parts and accessories shops (automobile parts / supply, retail): The use of any land area for the display and sale of new or used parts for automobiles, panel trucks or vans, trailers, or recreational vehicles

Automotive repairs, major: Repair or refurbishing of any motor vehicle including the dismantling of an engine by removal of the head or pistons; the removal of the transmission, rear-end or major assembly of any motor vehicle; includes collision repair, painting and body work.

Automotive repairs, minor: Limited repair of any motor vehicle including the sales and installation of tires or replacement of fluids or minor automotive parts including, but not limited to, spark plugs, belts, batteries, mufflers, tires and wheels, sound system installation, glass replacement. Major automotive repair, painting and body work are excluded.

Aviary: A place for keeping birds confined for the purpose of raising, exhibiting, or selling.

B

Bakery: A business that prepares baked goods for sales to retail outlets. Bakery shall not include confectionary shops, bagel shops, donut shops and similar uses.

Bar A business that sells beer or intoxicating liquor for consumption on the premises and having a Liquor License with any of the following classifications: Bar License (Series #06) or Beer and Wine Bar License (Series #07) or the equivalent of such license, and excluding restaurants and recreation and social clubs.

Behavioral Health Services: services that pertain to mental health and substance use disorders that are either:

1. Performed by or under the supervision of a professional who is licensed and whose scope of practice allows for the provision of these services.
2. Performed on behalf of patients by behavioral health staff.

Brewpub means an establishment that makes its own beer and sells at least fifty percent (50%) of the beer on the premises.

Barber shop: Any establishment or place of business within which the practice of barbering is engaged in or carried on by one or more barbers.

Barn: A building used for the shelter of livestock, the storage of agricultural products, the storage and maintenance of farm equipment or the storage of agricultural supplies.

Beauty salon: Any commercial establishment, vehicle, or other establishment, place, or event wherein cosmetology is offered or practiced on a regular basis for compensation; may include the training of apprentices under regulations of GovGuam

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Bed and Breakfast: A private residence or building appurtenant or accessory to a private residence containing five (5) or fewer rooms intended or designed to be used, or which are used, rented, or hired out to be occupied, or which are occupied for sleeping purposes; provided, that the owner-proprietor occupies at least one (1) such room. No home may be licensed as a Bed and Breakfast whose physical address if the physical address of a registered sex offender.

Berm: An earthen landform used to deflect noise, direct views or add visual interest.

Bicycle path: A pathway, often paved and separated from streets and sidewalks, designed to be used by bicyclists.

Boarding or Lodging House: A structure(s) used for multiple human occupancy where individuals do not have common access to all living, eating, kitchen, and storage areas within said structure(s).

Boat dock (boat launch / ramp): A facility to launch and retrieve recreational boats from a trailer. Some are limited to hand launching of canoes. Most ramps have breakwater protection from large waves, parking lots, a courtesy dock to assist in launching, toilets, refuse containers, lighting, and telephones.

Boat and watercraft rentals: A facility that deals in the rental of watercraft.

Boat repair facility: A facility where boats are repaired and stored until repairs are completed.

Body Piercing Studio: A business that as one of its principal uses implants, perforates, or pierces the skin or other body part to make a hole, mark, or scar for a non-medical purpose. A Body Piercing Studio may or may not be operated in conjunction with a Tattoo Studio. A Body Piercing Studio shall not include a Jewelry Store, Boutique, Beauty Parlor or similar establishment that uses a mechanized, pre-sterilized ear-piercing system that penetrates the outer perimeter or lobe of the ear or both as an accessory use to a principal use.

Bonding Company A financial entity, typically an insurance company, which assumes the risk of a surety bond obligee by guaranteeing payment on the bond in the event of a default or a failure of the obligee to perform its contracted services.

Bowling alley: An establishment that devotes more than 50 percent of its gross floor area to bowling lanes, equipment, and playing area.

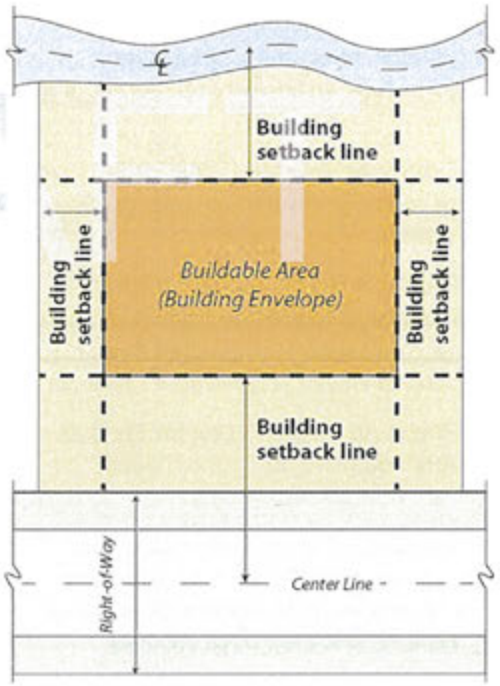
Buildable area: The net lot area minus any required minimum yard provided the maximum lot coverage is not exceeded.

Building: Any structure having a roof supported by columns or walls and intended for the shelter, housing or enclosure of any individual, animal, process, equipment, goods or material of any kind or nature. "Building" shall include "structure".

Building, accessory: See "Accessory building or structure".

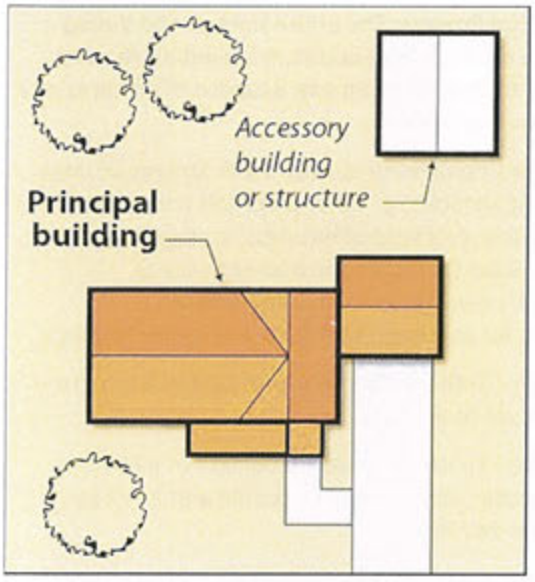
Building envelope: See "Buildable area".

Building height: See "Maximum height".



Building, principal: A building or structure in which is conducted the principal use of the lot or parcel on which it is situated.

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Bus station: Any premises for the storage or parking of motor-driven buses and the loading and unloading of passengers.

C

Caliper: The diameter of a tree trunk, measured six inches (6") above the ground for all trees less than four inches (4") in caliper and twelve inches (12") above the ground for all trees more than four inches (4") in caliper.

Car wash: The use of a site for washing and cleaning of passenger vehicles, recreational vehicles, or other light duty equipment.

Caretaker's quarters (caretaker's residence): A residence located on premises with a main nonresidential use and occupied only by a caretaker or guard employed on the premises.

Carport: A roofed structure, or a portion of a building, opens on two (2) or more sides for the parking of automobiles. Cemetery: Land dedicated for the burial of animal or human remains, and for this Chapter including columbariums, crematoriums, mausoleums and mortuaries.

Child Development Home: A residential setting in a family home in which the care and supervision of the child are the responsibility, under a twenty-four-hour care model, of the licensee who serves as the development home provider of the child in the home setting and who, in that capacity provides the following services for a group of siblings or up to three (3) children with developmental disabilities:

1. Room and Board
2. Habilitation.
3. Appropriate personal care.
4. Appropriate supervision.

Christmas tree sales: A site where evergreen trees are sold for the use of Christmas decoration and ornamentation.

Cocktail lounge: See Bar

Colleges and Universities Public or private educational facilities for post-secondary education, including dormitories, sports fields, sports stadiums/arenas, and related facilities/uses.

Co-located communication facility: Means a telecommunication facility comprised of a single telecommunication tower or building supporting one or more antennas, dishes, or similar devices owned or used by more than one public or private entity.

Commercial parking lot: A parcel of land or portion thereof used for the parking or storage of motor vehicles as a commercial enterprise for which any fee is charged independently of any other use of the premises.

Commercial vehicle: Any vehicle that has a capacity of 1.5 tons or larger and/or is consistent with _____. Commercial motor vehicle does not include recreational vehicles, or agricultural vehicles or implements used for agricultural purposes on the same property on which it is stored

Common area: A parcel or parcels of land or an area of water or a combination of land and water within a site designated for a planned development and designed and intended for the use or enjoyment of residents of a planned development. These areas may include green open spaces and pedestrian walkways. Common areas may contain such complementary structures and improvements as are necessary and appropriate for the

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benefit and enjoyment of residents of the planned development. Maintenance of such areas shall be set forth by the development association in the form of restrictive covenants, which shall guarantee the maintenance of these areas.

Communication facility, collocated wireless: A wireless communication facility comprised of a single tower, building, water tank, or other such structure supporting one or more antennas, dishes, or similar devices owned or used by more than one public or private entity.

Communication facility, wireless: A public, commercial or private facility for transmission, broadcast, repeating or reception of electromagnetic, or other communication signals, including, but not limited to, radio, telephone, data, paging, internet, television, telegraph, telephone, or other wireless communication signals. Includes but is not limited to towers, antennas, generators, accessory equipment, and buildings and the land on which they are situated. Telephone, telegraph and cable television transmission facilities utilizing hard-wired or direct cable connections are not included in this definition.

Community Care Home: A Community Residential Setting or Assisted Living Facility operated from a residential home and including the following uses: Adult Development Home, Child Development Home, Foster Home, Adult Foster Care, Group Home, Assisted Living Home, and Adult Day Health Care Facility. Community Care Home shall not include any facility, residence or place providing behavioral health services.

Community garden: An area where neighbors and residents have the opportunity to contribute and manage the cultivation of fruits and vegetables.

Community Service Use A non-profit organization providing recreational facilities for youth and adults, such as YMCA and Boys and Girls Club.

Community Residential Setting: A residential setting in which persons with developmental disabilities live and are provided with appropriate supervision by the service provider responsible for the operation of the residential setting.

Condominium: The joint ownership of certain common property along with private, separate ownership of living space, including stock cooperatives and timeshare developments.

Construction Process: The entire time period during which site development occurs, from initial planning surveying to final clean-up and issuance of all necessary permits and certificates.

Contractor's equipment storage yard: Storage of large equipment, vehicles, or other materials commonly used in the contractor's type of business; storage of scrap materials used for repair and maintenance of contractor's own equipment; and buildings or structures for uses such as offices and repair facilities.

Conversion: A change in the use of land or a structure from one use to another.

Conditioned Space An enclosed portion of a building that is mechanically heated or cooled and an integral part of the dwelling unit.

Cooking Facilities: An area intended for the preparation of food and containing 220-volt electrical receptacle(s) and/or gas plumbing supply for a stove.

Correctional Facility means a facility operated by a government entity or private contractor for the post-trial incarceration of juveniles and adult convicted felons. Such facilities are characterized by highly secured premises; restrictions on access and may include lodging and food service facilities. Correction Facilities do not include holding facilities or detention facilities as defined in this Chapter.

Corral: The primary enclosure for confining livestock.

Coverage: See "Maximum lot coverage".

Covered space: See "Parking, covered"

Cultural Resource: A prehistoric or historic site or object having historical, architectural, archaeological, or community importance, including artifacts, records, and material remains related to such property or resource.

Cultural Resource Professional: An archaeologist, architect, architectural historian or historian who meets the minimum professional qualifications established by the Secretary of the Interior's Professional Qualification Standards.

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D

Dairy: An area of land on which cows are kept for the purpose of producing dairy products in commercial quantities, as well as the related buildings, equipment, and processes.

Dams, small, medium and large: An earthen, concrete, or stone wall to confine a flow of water, as a stream, and raise its level. Small dams do not exceed six (6) feet in height from the natural bed of the stream or watercourse at the downstream toe of the barrier. Medium dams are of seven (7) to fifteen (15) feet in height from the natural bed of the stream or watercourse at the downstream toe of the barrier. Large dams are those exceeding fifteen (15) feet in height from the natural bed of the stream or watercourse at the downstream toe of the barrier. The height of a dam shall be measured to the highest level of water that may be impounded.

Dance, theatrical art and music studio: An establishment where dance, theater art or music is taught or studied.

Density: The total number of dwelling units permitted per acre of land.

Deferred Presentment Services: A transaction pursuant to a written agreement involving the following combination of activities in exchange for a fee:

1. Accepting a check dated on the date it was written; and
2. Holding the check for a period of time prior to the presentment for payment or deposit.

Density bonus: A density increase over the otherwise maximum permitted density for residential dwelling units as specified by the zoning district and land use category of the Hagåtña Master Plan.

Detached: Not sharing a common wall or roof.

Detention Facility: A facility established by GovGuam or other governmental entity for the pre-trail detention of persons unable to be released due to lack of funds or non-compliance with court conditions. Such facilities may include lodging and food service facilities. Detention facilities may be used for post-trial incarceration of juveniles and adults for a period not to exceed six (6) months. Such facilities do not include holding or correctional facilities.

Development: The performance of any building or mining operation, the making of any material change in the use or appearance of any structure or land, the division of land into two (2) or more parcels, or the creation or termination of access rights, and shall include, but is not limited to, such activities as the construction, reconstruction, or alteration of the size, or material change in the external appearance of a structure or land; commencement of mining excavation, trenching, or grading; demolition of a structure or removal off vegetation; deposit of refuse, solid waste or fill; alteration of a floodplain or bank of a water course.

Development Disability: Means either a strongly demonstrated potential that a person has a development disability or will develop a developmental disability, as determined by an appropriate test, or a severe, chronic disability that:

1. Is attributable to cognitive disability, cerebral palsy, epilepsy or autism.
2. Is likely to continue indefinitely.
3. Results in the substantial functional limitations in three or more of the following areas of major life activity:
   a. Self-care.
   b. Receptive and expressive language.
   c. Learning.
   d. Mobility.
   e. Self-direction.
   f. Capacity for independent living.
   g. Economic self-sufficiency.

Development standards: A set of regulations contained within each zoning district of this Chapter setting forth minimum requirements or specifications which must be met by all applicants for permits; including but not limited to: lot dimensions, setbacks and height limits; lot coverage; animal densities; parking and signs.

Dispatching services: An establishment for assigning employees, workers or vehicles to customers. Typical industries include taxicabs, couriers, and emergency vehicles Directed Care Services: Programs and services,

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including supervisory and personal care services, that are provided to persons who are incapable of recognizing danger, summoning assistance, expressing need or making basic care decisions.

Donation Center: A center operated by an organization that collects, and sells donated clothing and household items.

Dorm (dormitory): A structure specifically designed for a long-term stay by students of a college, university, or nonprofit organization for the purpose of providing rooms for sleeping purposes. One common kitchen and some common gathering rooms for social purposes may also be provided.

Drive-through services: An establishment that has a devoted window(s) and driving lane that is designed and intended to be used to provide for sales to and / or service to patrons who remain in their vehicles such as banks, fast food restaurants, liquor stores, and coffee shops.

Driveway: A private access for vehicles located on a single parcel, excepting that "Driveway" also includes shared, reciprocal access along both sides of a common property boundary serving no more than two (2) adjoining parcels.

Driving range: An area equipped with distance markers, clubs, balls, and tees for practicing golf drives and putting, and which may include a snack-bar and pro-shop, but excludes miniature golf courses and "putt-putt" courses.

Drive-through Service: A use which has a drive-through lane as a functional component of the business.

Duplex: See "Dwelling, Single-family Attached".

Dwelling unit: A single unit providing independent living facilities for one or more persons, including provisions for living, sleeping, eating, cooking and sanitation. Accessory Suites shall not be considered a Dwelling Unit.

Dwelling, multi-family: A single detached building designed for and occupied exclusively by three or more families living independently of each other as separate units, including apartment houses, condominiums, triplexes, and fourplexes.

Dwelling, multi-family group: A group of two (2) or more detached or semi-detached two-family or multi-family dwellings that occupy a parcel of land under one ownership.

Dwelling, single-family, detached: A single detached dwelling on one lot, without attachment to any other dwelling and surrounded by open space or yard and designed for and occupied exclusively by one family alone. Single-family dwelling includes "factory-built housing" as defined in Section 19971 of the Health and Safety Code.

Dwelling, single-family, attached: A building containing dwelling units attached by common walls without openings with each unit on a single fee simple lot. The term attached single-family dwelling applies to non-vertically stacked dwelling units.

E

Eave: The projecting overhand at the lower edge of a roof which may include an architectural gutter or aesthetic features.

Egress: A point of vehicle, bicycle or pedestrian exit from a parking area, lot, garage, driveway or building.

Emergency shelter: A community care facility that provides temporary housing to indigent, needy, homeless, or transient persons; may also provide ancillary services such as counseling, vocational training. Limited to occupancy of six months or less consistent with _____Code.

Employee housing (employee quarters): Accessory residential structures that house people employed by the residents of the principal building or owners of the property and that is not used for rental purposes.

Enclosed building: A structure supported by columns, enclosed on all sides by walls, and covered by a roof.

Entertainment at Bars, Restaurants or Private Clubs: An activity intended for entertainment using amplified voice or music, including live musicians, disc jockeys, musical or artistic performances.

Essential Public Service: means the erection, construction, alteration or maintenance by a public service corporation organized as a special taxing district of underground, surface or overhead gas, electrical, steam, water transmission or distribution systems, pole,

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wires, mains, drain, sewers, pipes, cables, fire alarm boxes, call boxes, traffic signals, hydrants and other similar equipment and accessories in connection therewith reasonably necessary for the furnishing of adequate service by public utilities for the public health, safety or general welfare.

Equestrian uses:

1. Equestrian facilities, commercial: Boarding facilities for seven or more horses owned by a person other than the property owner or operator of the site, some or all of which may be rented or offered for riding; horse training; hosting equestrian-related special events including, but not limited to, gymkhanas, shows and seminars on equestrian care; and similar uses as determined by the Planning Administrator. Equestrian riding academy: An establishment where instruction in horse riding and showing is offered.
2. Equestrian stables, noncommercial: Boarding up to 6 horses that may or may not be owned by the property owner or operator of the stable that is accessory to a residential or agricultural use.
3. Equestrian trail: A trail for horses.

Equipment storage yard: See "Contractor's equipment storage yard".

Equipment structure: With respect to communication facilities, a structure, shelter, cabinet, or vault used to house and protect the equipment necessary for processing communication signals. Associated equipment may include, but is not limited to, switching devices, transmitters, receivers, air conditioning, backup power supplies and generators.

Exercise trail: A trail that combines running and exercising, and may include various types of exercise stations along the trail.

F

FAA: Federal Aviation Administration.

Factory-built housing: A residential building, dwelling unit, or an individual dwelling room or combination of rooms thereof, or building component, assembly, or system manufactured in such a manner that all concealed parts or processes of manufacture cannot be inspected before installation at the building site without disassembly, damage, or destruction of the part, including units designed for use as part of an institution for resident or patient care, that is either wholly manufactured or is in substantial part manufactured at an offsite location to be wholly or partially assembled onsite in accordance with building standards _____. Factory-built housing does not include a mobile home, a recreational vehicle or a commercial modular.

Family: One or more persons occupying a premise and living as a single housekeeping unit as distinguished from a group occupying a hotel, club, fraternity or sorority house. The family shall be deemed to include necessary servants.

Family day care home: A residential use providing care for more than 6 and up to and including 14 children.

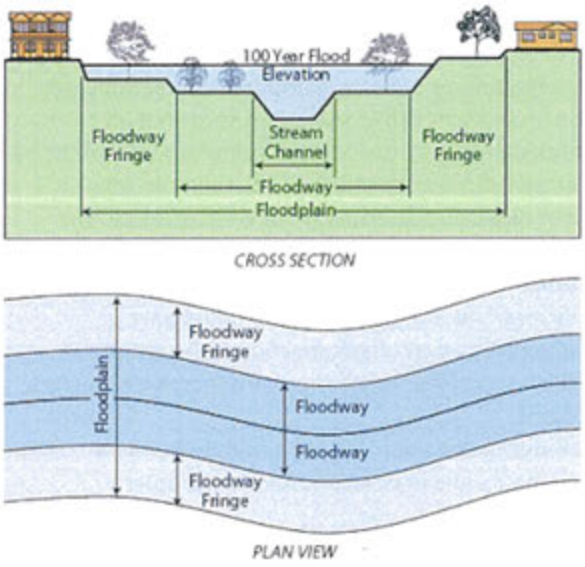
Farmer's Market: A seasonal or year-round open-air market where agricultural products are sold directly to consumers.

FCC: Federal Communications Commission.

Financial Services: An establishment providing management or exchange of money, assets or other fiduciary services including banks, credit unions, mortgage and/or title companies.

Flood plain: A floodplain is a land area adjacent to a river, stream, channel, lake, estuary, or other water body that is subject to flooding. This area, if left undisturbed, acts to store excess floodwater. The floodplain is made up of two sections: the floodway and the flood fringe.

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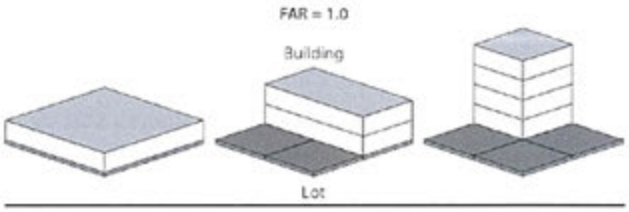
Floodway: As determined by the Federal Insurance Administration's Flood Insurance Study (FIS) for City of Hagåtña adopted _____, as amended and incorporated herein,

Floodway Fringe: As determined by the Federal Insurance Administration's Flood Insurance Study (FIS) for Hagåtña, adopted _____, as amended and incorporated herein, the portion of the 100-year floodplain that is not within the floodway and in which development and other forms of encroachment may be permitted under certain circumstances.

Floor area, gross: The total area of all floors of a building as measured to the surfaces of interior walls and including corridors, stairways, elevator shafts, attached garages, porches, balconies, basements, and offices. Notwithstanding the above, for the purpose of determining "gross floor area" or "living space" or "minimum floor area" for "single-family dwellings", "residences" or "mobile homes", floor area, gross shall be the total area of all floors of a building as measured to the surfaces of exterior walls, not including external open or enclosed porches, stairways, corridors, balconies, breezeways, or attached or detached carports and garages; or any other accessory structure or building.

Floor area, net: The gross floor area excluding vents, shafts, stairs, corridors, attics, and unenclosed porches and balconies.

Floor Area Ratio (FAR): The ratio of the gross floor area of all structures on a parcel to the gross area of the parcel on which such structures are located.



Foot candle: A unit of illumination lighting a surface, all points of which are one foot (1') from a uniform light source equivalent to one (1) candle in brightness or illumination.

Foster family home: Any residential facility providing twenty-four (24) hour care for six (6) or fewer children which is owned, leased, or rented and is the residence of the foster parent or parents, including their family, in whose care the foster children have been placed.

Foster Home: A home that is maintained by any individual or individuals having the care or control over five (5) or less minor children, other than those related to each other by blood or marriage, or related to such individuals, or who are legal wards of such individuals.

Funeral home: An establishment engaged in the undertaking services such as preparing the dead for burial, and arranging and managing funerals. Typical uses include funeral homes or mortuaries.

G

Game rooms/amusement arcades: A place wherein games/amusement devices occupy twenty-five (25) percent or more of the net floor area, and do not include Adult Uses or any card games of chance or gambling.

Garage: An accessible and usable covered and completely enclosed space of not less than ten (10) feet by twenty (20) feet per vehicle for storage of automobiles, measured from the outside of the structure, provided that a minimum dimension of nineteen (19) feet by ten (10) feet within the garage for a one-car garage or nineteen (19) feet by nineteen (19) feet within the garage for a two-car garage is free of

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any permanently constructed or attached fixture or appliance.

Gas station: A retail business that sells gasoline to the public and typically also sells a variety of food and drinks.

Go-cart track: See Indoor and Outdoor Recreation Facility Golf course: A lot or portion of a lot used for the playing of golf and shall include pitch-and-putt courses but shall not include stand-alone driving ranges, miniature golf courses, or other similar commercial enterprises. A golf course may include a snack bar, pro shop and/or restaurant.

Grade means the average level of the finished ground surfaces surrounding a building or structure, within a distance of twenty (20) feet.

Government Services: A governmental entity engaged in providing services to the general public, including all buildings, facilities and uses related to the delivery of public services.

Greenhouse: A building or structure constructed chiefly of glass, glasslike or translucent material, cloth or lath, which is devoted to the protection or cultivation of flowers or other tender plants.

Gross floor area: The total area of a building measured by taking the outside dimensions of the building at each floor level intended for occupancy or storage.

Group Foster Home: A licensed foster home that is suitable for the placement of more than five (5) minor children but not more than ten minor children.

Group Home: A Community Residential Setting for not more than six persons with development disabilities that is operated by a service provider and that provides room and board and daily habitation, other assed medically necessary services and supports to meet the needs of each person.

Guest house: A living quarters of a permanent type of construction without kitchen or cooking facilities of any kind, intended and used for temporary guests and not rented or leased separately from the main dwelling. Any guest house providing cooking facilities shall be considered a dwelling unit.

H

Hazardous material: Any material that, because of its quantity, concentration, or physical or chemical characteristics, poses a significant present or potential hazard to human health and safety or to the environment if released into the workplace or the environment. "Hazardous materials" include, but are not limited to, hazardous substances, hazardous waste, and any material that a handler or the administering agency has a reasonable basis for believing that it would be injurious to the health and safety of persons or harmful to the environment if released into the workplace or the environment.

Hazardous waste disposal facility: All structures, other appurtenances, and improvements on the land used for treating, storing, or disposing of hazardous waste, including all operations or storage areas, diked overflow, or emergency spillway areas. A hazardous waste disposal facility may consist of several treatment, storage, or disposal operational units; it includes all areas where hazardous waste may be received, stored, handled, or processed.

Health Care Institution: means every place, institution, building or agency, whether organized for profit or not, that provides facilities with medical services, nursing services, behavioral health services, health screening service, other health related services, supervisory care services, personal care services or directed care services and includes outdoor behavioral health care programs and hospice service agencies. Health care institution includes hospitals, urgent care facilities, Inpatient Hospice Facilities, Residential Care Institutions, Nursing Care Institutions, Large Group Setting Facilities, and Assisted Living Centers.

Health and Fitness club: A facility where members or nonmembers use equipment or space for the purpose of physical exercise.

Height: See "Maximum height".

Height, average: See "Maximum height".

Holding Facility: A facility established in conjunction with a law enforcement or public safety building, established for the temporary detention of adult or juvenile persons while being processed for arrest or detention by law enforcement. Such facilities do not include lodging or food service facilities to facilitate a

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stay longer than necessary for the processing of the arrest. Holding Facilities do not include detention, correctional or release facilities.

Home Occupation: Any activity operated for pecuniary gain conducted in, or directed from, a residential dwelling unit restricted to family members residing within that dwelling as a secondary use of such dwelling unit.

Homeless shelter: See Emergency Housing

Hospice: A hospice service agency or the provision of hospice services in an inpatient facility.

Hospice Service: A program of palliative and supportive care for terminally ill persons and their families or caregivers.

Hospice Service Agency: An agency or organization, or a subdivision of that agency or organization that is engaged in providing hospice services at the place of residents of its clients.

Hospital: See "Health Care Institution".

Hotel: Any building, portion thereof or group of buildings, providing transient accommodations containing six (6) or more rooms; used, designed or intended to be used, let or hired out for transient occupancy.

Household/Business Repair and Services An establishment providing repair or maintenance of goods or properties including such uses as laundry/dry cleaning services (laundromat), appliance repair shop; pool maintenance; plumbing, heating and air conditioning sales and service; electricians; house cleaning services, landscaping services; small engine repair; light equipment repair; household equipment rental; pest prevention services; carpet and flooring stores; shoe repair; monument sales and engraving shops; jewelry repair; musical instruments repair.

I

Import/Export of Fill: The deposit or removal of earth in amounts exceeding one thousand (1,000) cubic yards in any one (1) lot or parcel.

Incidental: Secondary, accessory, appurtenant, or subordinate to another use, structure or activity. The gross area of incidental structures shall not exceed that of the primary structure.

Indirect Lighting: The illumination of a sign by a light source that is not a component part of the sign, such as spotlights.

Indoor recreation facility: Any premises which offers indoor recreational opportunities to the general public either on a membership basis, or on an hourly, daily, weekly, monthly or yearly rate including, but not limited to, theaters, shooting ranges, go cart racing, game room, amusement arcades, bowling alleys, swimming pools and other private noncommercial recreation areas and facilities, or recreation centers, including private swimming pools.

Inoperable vehicle: See "Vehicle, inoperable".

Interior lot: See "Lot, interior".

Internal Lighting: The illumination of a sign by a light source that is a component part of the sign itself, including neon.

Irrigation services (irrigation): The methods of supply and application of water other than natural rainfall.

J

Junk Yard means an open area where waste, used or second-hand materials are bought and sold, exchanged, stored, baled, packed, disassembled or handled; including, but not limited to scrap iron and other metals, paper, rags, rubber tires and bottles. A junk yard includes automobile wrecking yards and the storage of inoperable vehicles not related to Major or Minor Automobile Repair.

K

Kennels: Any lot, building, structure, enclosure or premises whereupon five (5) or more dogs or cats over the age of four (4) months are kept and/or maintained, regardless of their housing arrangements.

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L

Landscaping: The planting of ornamental trees, shrubs and groundcovers, including mulching, borders, irrigation systems and incidental ornamental features such as fencing, wagon wheels, fountains, antique farm equipment, planters and plant containers.

Large-Scale Event Facilities: A facility over fifty thousand (50,000) square feet of gross floor area providing for the assembly of large groups of people including convention facilities, event cents, exhibition halls and concert facilities and assembly halls.

Large Group Setting Facility: A community residential setting that in addition to residential care provides support services such as therapy, recreation and transportation to seven or more persons with developmental disabilities who require intense supervision.

Laundromat and cleaners (Laundromat): A facility where patrons wash, dry, or dry clean clothing or other fabrics in machines operated by the patron.

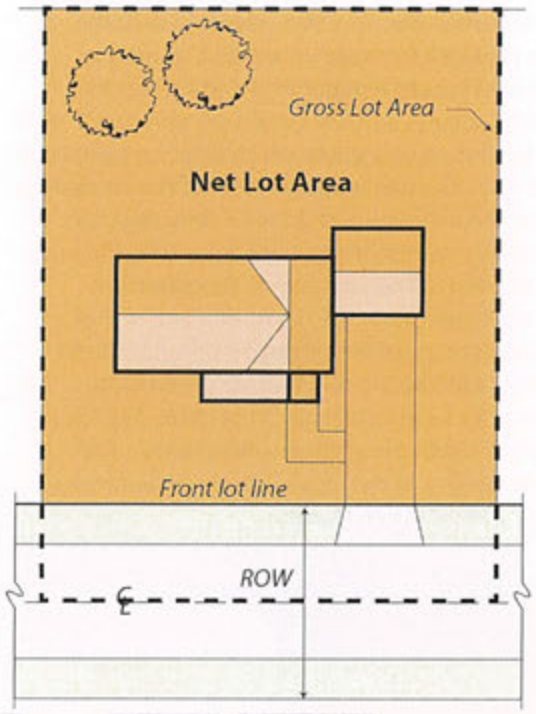
Light source: An electrical bulb, tube, diode, or other device that produces artificial light or illumination.

Light trespass: Light falling across a property line onto another lot or parcel of land or onto a public right-of-way.

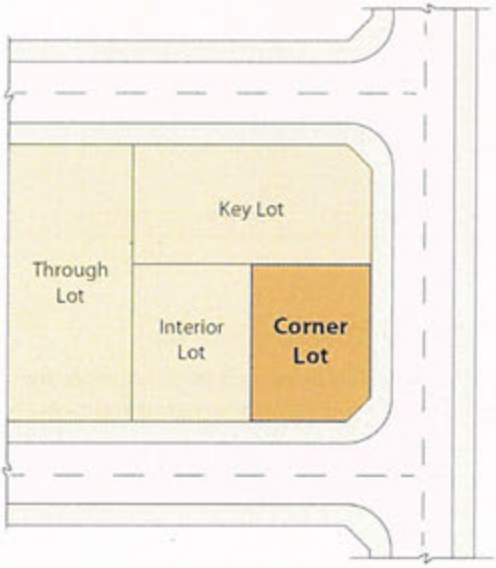
Lot: See "Lot of record".

Lot area, gross: The area included within the boundaries of a "lot of record", including any portion described in the map or deed creating the lot as lying within a public or private street right-of-way or roadway easement. For lots five (5) or more acres in size, or when the zoning regulations require minimum lot size of five (5) or more acres, up to, but not exceeding, fifteen (15) percent of the minimum lot size or maximum permitted density requirement may consist of any area required for new road dedication or one half (1/2) of any existing public right-of-way.

Lot area, net: The gross lot area minus any public or private street right-of-way, and minus any roadway easement.



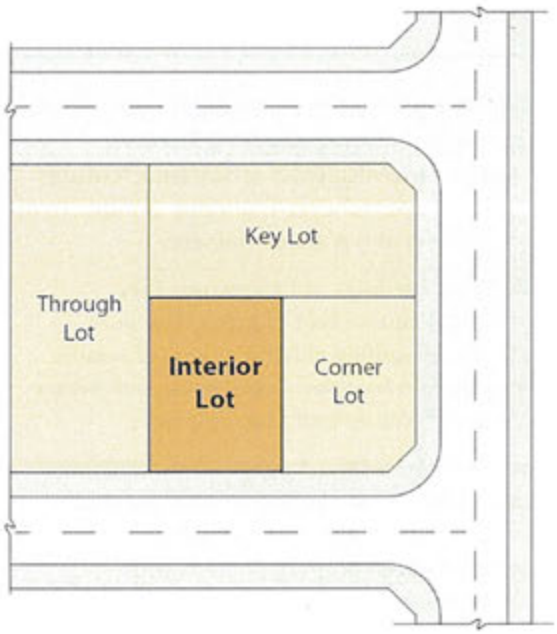
Lot, corner: A lot or parcel of land abutting upon two (2) or more streets at their intersection, or upon two (2) parts of the same street forming an interior angle of less than one hundred thirty-four (134) degrees.

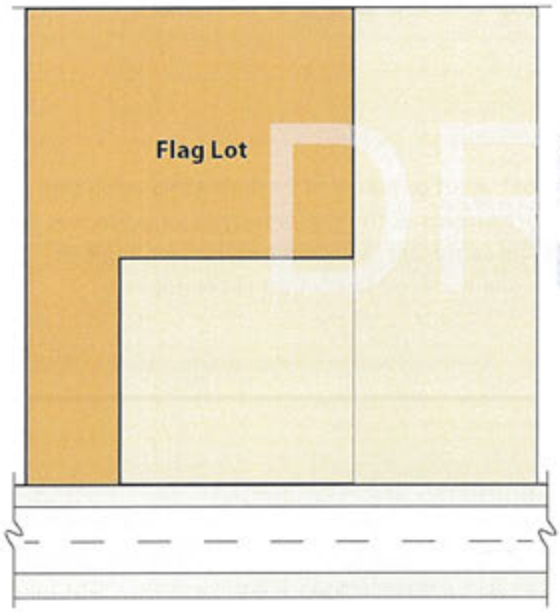


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Lot, flag or panhandle: Lots that have less than the minimum required frontage on a public or private street, have access to a public or private street by a narrow strip of land, and the largest portion of the lot is situated behind adjoining lots which front on a public or private street. The panhandle portion of the lot shall be included when calculating residential densities, but excluded when determining compliance with minimum lot size standards. The Community Development Director shall determine the front, side and rear of a flag lot for purposes of identifying required setbacks and yards, guided by the relationship of the lot to surrounding lot sand structures. In general, the flag lot yards should match the yard on adjacent lots. The panhandle portion of the lot shall be excluded when determining setbacks and yards.

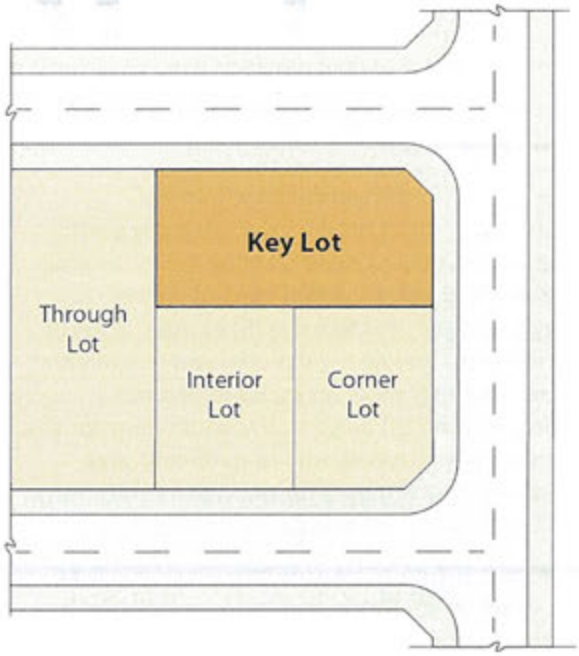




Lot coverage: See "Maximum lot coverage".

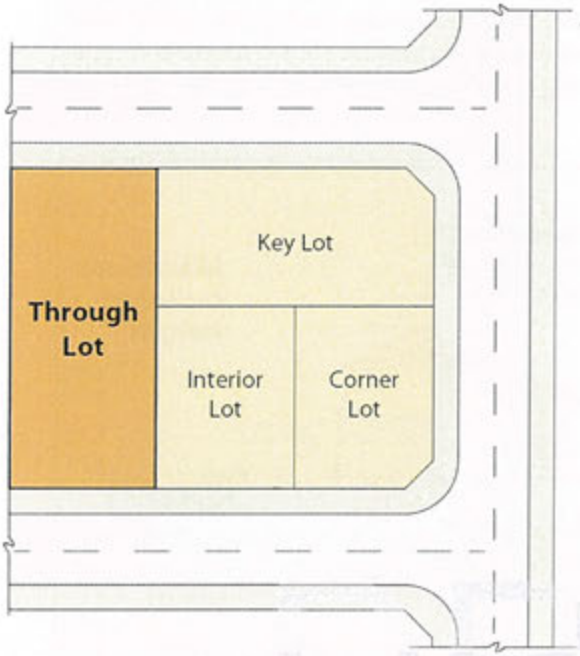
Lot, interior: A lot which is bordered on three sides by other lots, and which fronts upon a street or right-of-way.

Lot, key: A lot, the side line of which abuts the rear line of one or more adjoining lots.

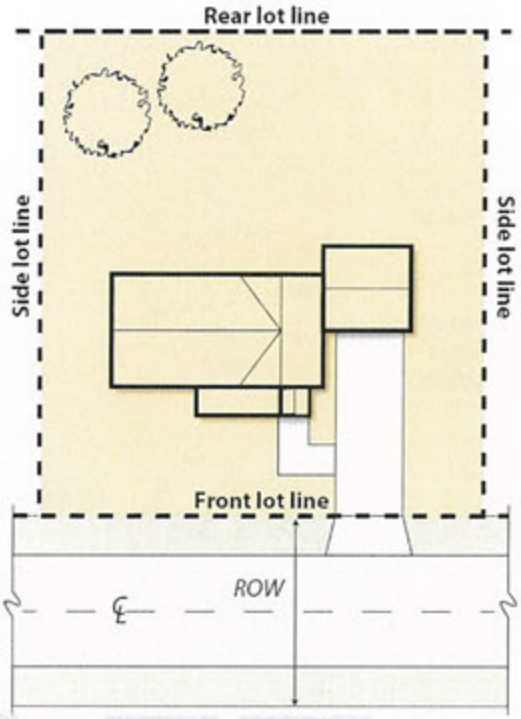


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Lot, through: A lot having frontage on two parallel or approximately parallel streets.



Lot line: A line separating the frontage from a street; the side from adjoining property; or the rear from an alley or street or adjoining property.



Lot line, front: A line separating a front yard of a lot from the street.

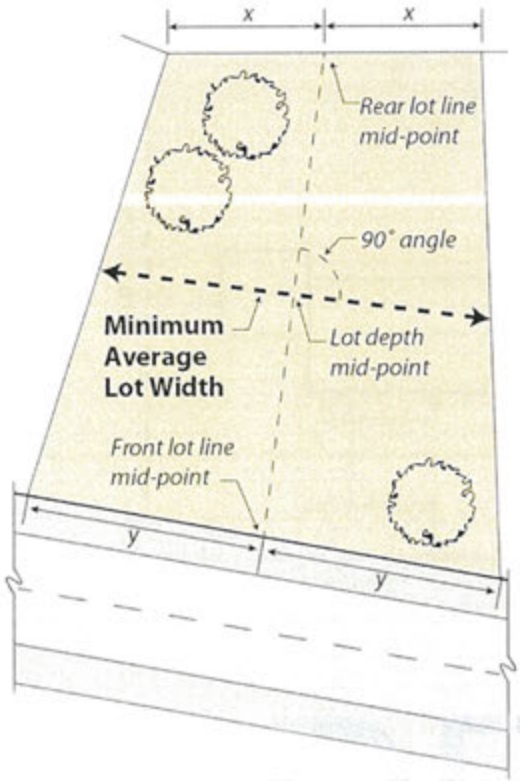
Lot line, rear: The lot line most distant from and generally opposite the front lot line; or on a lot with two front lot lines, the lot line opposite the narrowest front lot line.

Lot line, side: Any lot line not a front lot line or a rear lot line.

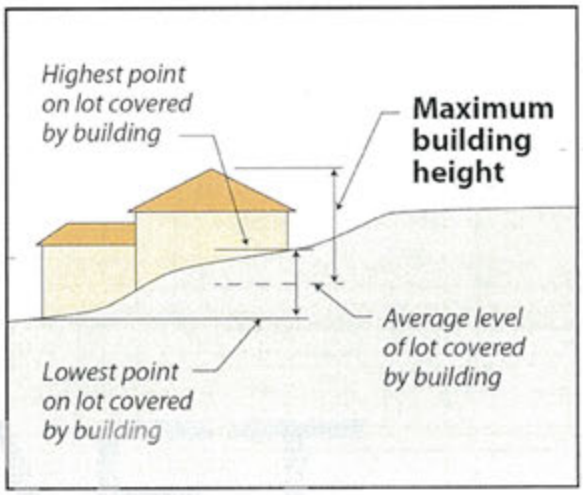
Lot of record: A single parcel of land, the boundaries of which are delineated in the latest recorded parcel map, subdivision map, certificate of compliance, or deed provided that such recorded deed does not create or attempt to create a lot in violation of the provisions of any applicable Guam law or City Code.

Lot width, minimum average: The average horizontal distance between the side lot lines measured at right angles to the lot depth of the lot at a point midway between the front and rear lot lines. In the case of triangular lots, or lots that are bound by more than four straight lines, or that have curvilinear side lines, the Community Development Director shall determine lot width.

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Maximum height: The height for any principal or accessory structure above which air space cannot be occupied by any building, structure or accessory structure. The maximum height shall be the vertical distance from the average level of the highest and lowest point of that portion of the lot covered by the building to the topmost point of the roof.



Lumberyard: An area used for the storage, distribution, and sale of lumber and lumber products, but not including the manufacture, remanufacture, or fabrication of lumber, lumber products or firewood.

M

Manufactured housing: Housing that was constructed on or after June 15, 1976 and complies with the standards established under the National Manufactured Housing Construction and Safety Act of 1974 and California Health and Safety Code Section 18007.

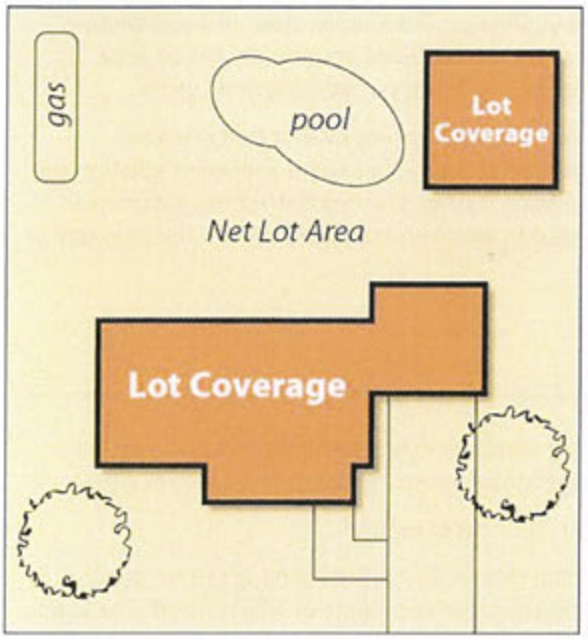
Manufacturing: The fabricating or assembling of materials into finished or partially finished products by hand or by the use of machinery. These may include scientific analysis, laboratory, warehousing, and storage related to the primary use of the property.

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Massage Establishment: A business or establishment where the practice of massage therapy is performed.

Maximum lot coverage: A development standard which shall have the following meaning: the percentage of the net lot area covered by the vertical projection of any structure, excluding any structure not extending above grade. Lot coverage shall not include swimming pools, and shall not include underground accessory structures such as septic tanks, gas tanks, or water and sewer lines.

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Medical Services: Services that pertain to medical care and that are performed at the direction of a physician on behalf of patients by physicians, dentists, nurses and other professional and technical personnel.

Microbrewery: A building or use that has a Series # __ liquor license and which produces beer for on and off-site consumption in the amount between ten thousand (10,000) and three hundred thousand (300,000) gallons annually.

Ministerial: Describes a governmental decision involving little or no personal judgment by the public official as to the wisdom or manner of carrying out the project. The public official merely applies the law to the facts as presented but uses no special discretion or judgment in reaching a decision. A ministerial decision involves only the use of fixed standards or objective measurements, and the public official cannot use personal, subjective judgment in deciding whether or how the project should be carried out. Examples of ministerial permits of this Chapter include: zoning clearance, zoning and development review permits.

Modular home: See "Factory-built housing".

Monopole: A structure erected on the ground to support wireless communication antennas and connecting appurtenances, and consisting of one (1) pole.

Monitoring, Archaeological: The observation after commencement of a disturbance to determine if archaeological resources exist in an area or, when such resources are known to exist, the observation, recording, and incidental recovery of site features and materials to preserve a record of the affected portion of the site. Monitoring is applicable in locations where sites or features may occur but are generally not expected to be of such importance, size or complexity as to require lengthy work or project delays for archaeological investigations.

Mortuary: See Funeral Home

Motel: See "Hotel".

Motorhome: A "house car" as defined by the California Department of Motor Vehicles, which is any vehicle designed for human habitation.

Multi-family dwelling: See "Dwelling, multi-family".

N

Native Vegetation: Vegetation which is indigenous to Guam and the specific site or to areas contiguous to a parcel being developed.

Non Chartered Financial Institution: A business, other than a state or federally chartered bank, credit union, mortgage lender or savings and loan association that offers check cashing services, vehicle title loans, and loans for payment of a percentage fee.

Non-conforming lot: A legal lot of record having less area, dimensions and/or frontage than required in the regulations of the district in which it is situated.

Non-conforming structure: A legal building or structure, where the setbacks, height and/or area of the structure does not meet the regulations of the district in which it is situated.

Non-conforming use: Any legal use of land established prior to the existing zoning district which does not conform to the regulations of the current district in which it is situated.

Nudity or a State of Nudity means:

1. The appearance of the cleft of the buttocks, anus, male genitals, female genitals, or areola of the female breast; or

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2. A state of dress which fails to opaquely cover the cleft of the buttocks, anus, male genitals, female genitals, or areola of the female breast.

Nursery, retail: The retail handling of any article, substance or commodity related to the planting, maintenance or harvest of garden plants, shrubs, trees, packaged fertilizers, soils, chemicals or other nursery goods and related products in small quantities to the consumer

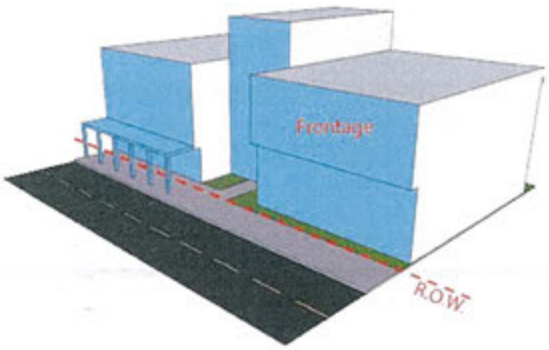
Nursery, wholesale: The growing, storage and sale of garden plants, shrubs, trees or vines for resale; including incidental retail sales.

Nursing Care Institution: A Health Care Facility that provides inpatient beds or residential beds and nursing services to persons who need continuous nursing services but who do not require hospital care or direct care from a physician.

Nursing Services: Services that pertain to the curative, restorative and preventive aspects of nursing care and that are performed at the direction of a physician by or under the supervision of a registered nurse licensed in the Territory of Guam.

O

Occupancy frontage: The length of that portion of a building occupied by a single business abutting a street or alley or parking area, or other means of customer access such as an arcade, mall, or walkway.



Outdoor Display: An arrangement of merchandise sold on the property in such a way to give special prominence and designed to attract buyers.

Outdoor Storage: The supply, stock of merchandise, material or similar items accumulated in an area outside of the business, excluding junk yards.

Overlay District; A zoning district that provides supplemental regulations to be applied in addition the base zoning district. Overlay district regulations are intended to address unique features of the property or area.

P

Packing plant: An establishment for processing and packing foods, especially meat, to be sold at wholesale.

Parcel: See "Lot of record".

Park and ride facility: A facility designed for parking automobiles, the occupants of which transfer to public transit to continue their trips.

Parking, covered: An accessible and usable parking space of not less than ten (10) by twenty (20) feet in dimension located within a structure of columns and roof or enclosed by walls and roof. Includes "carport" or "garage."

Parking space: An accessible and usable space on the lot at least nine (9) by twenty (20) feet in dimension for the parking of automobiles, except as otherwise provided for in Article 5.19.

Performance standards: A set of regulations in Article 5 setting forth minimum requirements or maximum allowable limits on the effects or characteristics of a use; including but not limited to performance standards on air quality, erosion, glare, landscaping, hazardous wastes, noise, outdoor storage and satellite dish antennas.

Personal Care Services: Assistance with activities of daily living that can be performed by persons without professional skills or professional training and includes the coordination or provision of intermittent nursing services and the administration of medications and treatments by a medical professional.

Personal Services means shops primarily engaged in providing services generally involving the care of the person, such as portrait/photographic studios, beauty or barber shops, tanning salons, and nail salons, Personal Services shall not include Massage

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Establishments, Tattoo Studios or Body Piercing Studios.

Photography studio: An establishment engaged in photography for the general public including, but not limited to, portrait, passport, wedding, and other special occasion photographs.

Picnic area (picnic area, group): Two or more picnic tables reserved for use by 10 or more persons equipped with picnic tables, barbeque stands, and may be provided with a roofed shelter.

Pier: A general term including docks and similar structures consisting of a fixed or floating platform extending from the shore over the water.

Power generation facility: Any electrical generating facility using thermal, wind, or water energy including but not limited to, biomass plants, wind farms, coal-fired plants, or geothermal power plants.

Preschool/Day Care Center A commercial facility providing for the care of infants, toddlers, preschoolers, and school aged children.

Principal use: The primary or dominant use of the land, whether it be to farm, to ranch, to reside within a dwelling, or to operate a business.

Private Club: Buildings and grounds used for and operated by membership or fraternal organizations primarily for recreation and service of members and their guests and not primarily for profit, including but not limited to golf clubs, country clubs, hunting clubs, riding clubs, American Legion halls, Elks clubs, and other private noncommercial clubs.

Private utility: Any utility which is not a public utility.

Produce stand: A primarily open-air venue that sells seasonal produce and various products derived from local agricultural operations.

Professional services: Offices that provide professional services such as law offices, real estate, engineering and surveying, architectural and similar uses Professional management work involving fiscal, administrative, personnel, and related support functions for a business, group, or other entity.

Public area: An area, structure or building owned by a governmental agency and operated for use by the public including but not limited to: public parks, playgrounds, trails, paths, and other recreational areas and other public open spaces; schools, libraries, police stations, corporation yards and other public uses, buildings and structures.

Public Artwork: Artwork that is accessible to the community and the general public. It may be privately funded and owned, or it may be fully funded by public agencies for public benefit. Public artwork adds aesthetic appeal, draws visitors and improves the image of the City. It entails the application of skill and taste by an artist in creating an original work of art. Privately funded and owned public artwork may not include: directional graphics or color-coded location indicators, mass-produced or standard "off-the-shelf" items, including playground equipment, fountains, or statuary, and most art reproductions.

Public/private park: A playground, recreation center or other area created, established, designated, maintained, provided or set aside by the City or private entity for the purpose of public rest, play, recreation, enjoyment or assembly, and all buildings, facilities and structures located thereon and therein.

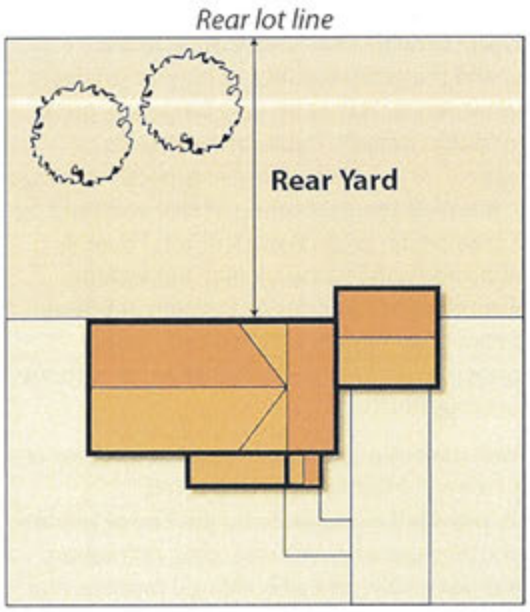
Publicly maintained road: Any road in the City of Hagåtña accepted for maintenance, or owned and maintained by the City or the Government of Guam.

Public utility: Production, storage, transmission and recovery facilities for water, sewerage, energy, communications and other similar utilities owned or operated by a business organization and subject to the jurisdiction of the Public Utilities Commission.

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R



Recreational facility, indoor: Any premises which offers indoor recreational opportunities to the general public either on a membership basis, or on an hourly, daily, weekly, monthly or yearly rate including, but not limited to, country clubs, bowling alleys, swimming pools and other private noncommercial recreation areas and facilities, or recreation centers, including private swimming pools.

Recreation facility, outdoor: Any premises which offers open-air recreational opportunities to the general public either on a membership basis, or on an hourly, daily, weekly, monthly or yearly rate including but not limited to golf courses, tennis courts, swimming pools, equestrian trails, private hot springs, skateboard parks, BMX tracks, miniature golf and waterslides.

Recreational vehicle: A motorhome, travel trailer, park trailer, truck camper or camping trailer, with or without motor power, designed for human habitation for recreational or emergency occupancy, with an area of less than four hundred eighty (480) square feet and consistent with California Health and Safety Code Section 1810. Recreational vehicle shall also include trailered boats.

Recycling facility: An establishment or premises that provide recycling services.

Release Facility: A facility for the post-trial incarceration of juveniles and adult convicted felons who are appropriate for release upon completion of their assigned term in a Detention or Correctional Facility. Such facilities are characterized by providing residential housing and restricted living settings to their residents.

Repair and replacement: The repair, maintenance, or minor alteration of structures, buildings, or topographic features involving negligible or no expansion of use beyond that previously existing, including but not limited to interior or exterior alterations involving such things as interior partitions, plumbing, and electrical conveyances; restoration or rehabilitation of deteriorated or damaged structures, facilities, or mechanical equipment to meet current standards; or additions to existing structures or uses provided that the addition will not result in an increase of more than fifty (50) percent of the floor area of the structure or use area of the current use before the addition.

Religious Institution A place of gathering or assembly with the primary purpose of religious worship. Typical religious uses include, but are not limited to, churches, synagogues, mosques and temples.

Replacement value: A building evaluation by the Chief Building Official not including the value of land.

Required yard: Defined herein the same as "required front yard", or "required rear yard" or "required side yard"; see Yard

Reservoir, small, medium, large: A form of "excavated pond" or "embankment pond". A small reservoir is greater than one (1) acre foot, but shall not exceed five (5) acre feet. A medium reservoir is greater than five (5) acre feet but shall not exceed fifteen (15) acre feet. A large reservoir exceeds fifteen (15) acre feet. The aggregate volume of all reservoirs on the property shall be used for calculating reservoir size on any individual parcel.

Residential Care Institution: A health care institution other than a hospital or a nursing care institution that provides resident beds or residential units, supervisory care services, personal care services, directed care services, behavioral health service for persons who do not need continuous nursing services.

Resort: A building or group of buildings containing guest rooms, meeting rooms, with a large portion of

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the site devoted to recreational activities such as tennis, horseback riding, swimming, and golf.

Restaurant means any restaurant (except a Drive-through Services as defined in this Section), coffee shop, cafeteria, cafe, luncheonette, sandwich stand, outdoor dining areas where permitted, and all other eating or drinking establishments provided that at least forty percent (40%) of the total sales are derived from the sale of food.

Retail, neighborhood scale: A singular retail business occupying less than 100,000 square feet of floor area and serves a neighborhood market. Neighborhood-scale retail involves the sale of new and used goods or commodities to consumers, including such uses as grocery stores, hardware stores, office supply stores, art stores, pharmacies, florists, antiques, book stores, and gift shops,

Retail, community-scale A singular retail establishment user who occupies more than 100,000 square feet of gross floor area, typically requires high parking to building area ratios, and has a regional sales market. Community-scale retail includes such uses as, large grocery stores, retail businesses, membership warehouse clubs that emphasize bulk sales, discount stores, home improvement stores, and department stores.

Retail sales, vehicles Any business establishment that sells or leases new or used automobiles, trucks, vans, trailers, recreational vehicles, boats, or motorcycles or other similar motorized transportation vehicles. A vehicle dealership may maintain an inventory of the vehicles for sale or lease either on-site or at a nearby location and may provide on-site facilities for the repair and service of the vehicles sold or leased by the dealership.

Retreat: A facility with permanent structures for meeting, lodging, dining and sanitation in a predominantly natural environment. The primary use of retreats is for religious, educational or charitable purposes, such as meetings and programs in religion, spirituality, personal growth or environmental studies.

Review authority: The officer, committee, commission, board, or employee responsible for the approval of disapproval of any permit or entitlement or responsible for the administration, interpretation or enforcement of the provisions of the Zoning Code.

Ridge: A topographic feature indicated as an extended elevation between valleys, typically the upper part of a range of hills or mountains.

Riding and hiking facility: An area designated for public horseback riding or hiking, usually with an improved path and signage.

Road: A permanently reserved, public or private right-of-way which affords a principal means of vehicular access to abutting or adjacent property, not including alleys or driveways as defined herein. The service or frontage road of a freeway shall be considered as a street separate from such freeway or highway.

Road, Major Collector: An intraregional travel route providing access to major neighborhood retail and service facilities, community centers, major recreational facilities, employment centers, and other intensive land uses.

Road building: The removal of more than five hundred (500) cubic yards of earth for road building, or grading of public or private roads which crosses or would provide access to more than two parcels, but not including roads constructed exclusively for agricultural purposes.

S

Sanitary landfill: A site for solid waste disposal in which the solid waste is spread in thin layers, compacted to the smallest practical volume, and covered with soil at the end of each working day.

Satellite dish antenna, commercial: Any structure capable of receiving radio or television signals from a transmitter or a transmitter relay located in planetary orbit, used in conjunction with a commercial use or where admission is charged to view programs received via satellite.

Satellite dish antenna, private: An accessory structure to the principal use, and capable of receiving, for the sole benefit of the principal use, radio or television signals from a transmitter or transmitter relay located in planetary orbit.

School, private: A school that is established, conducted, and primarily financially supported by a non-governmental agency or group of individuals.

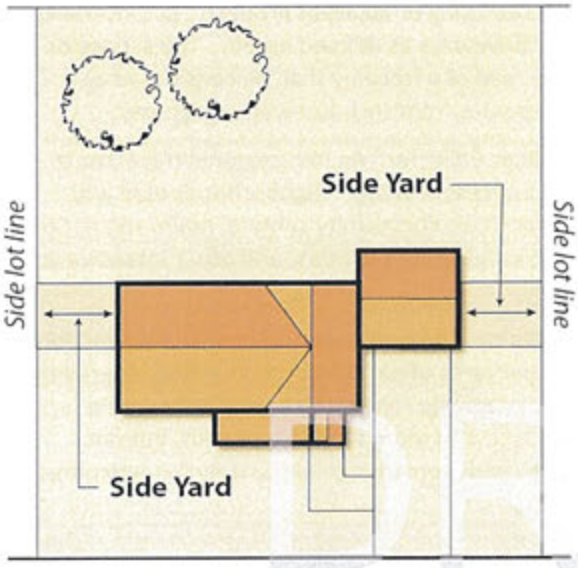
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School, public: A school that is financially supported by a local, city, state, or other government authority.

Screening: To intentionally prevent or obstruct the public's view of some particular use, article, activity, structure or building.

Setback: See Yard "Minimum yards", or "Building setback line" and Article 5.2.



Short-term Vacation Rental Unit: An accommodation for transient guests where, in exchange for compensation, a residential dwelling unit is provided for lodging for any length not to exceed thirty (30) consecutive days. Such use may or may not include an on-site manager.

Short-term Vacation Rental Unit Emergency Contact: A natural person designated by the owner of a short-term vacation rental unit on the short-term vacation rental unit certificate application. Such person shall be available for and responsive to contact at all times, and is someone who is customarily present at a location within Guam for purposes of transacting business.

Sign: Any written copy, display, illustration, insignia or illumination used to communicate a message or idea which is displayed or placed in view of the general public, and shall include every detached sign and every sign attached to or forming a component part of any marquee, canopy, awning, pole, vehicle or other object, whether stationary or movable.

Sign, animated Any sign which uses movement or change of lighting to depict action or to create a

special effect or scene. Such motion does not refer to transition methods or duration of changing copy.

Sign, awning: A sign permanently affixed to a sheet of canvas or other material stretched on a

frame and used to keep the sun or rain off a storefront, window, doorway, or deck.

Sign, canopy: A sign permanently affixed to a roofed shelter covering a sidewalk, driveway or other similar area which shelter may be wholly supported by a building or may be wholly or partially supported by columns, poles or braces extended from the ground.

Sign, changeable copy sign (automatic): A sign on which the copy changes electronically or mechanically by remote or automatic means. An automatic changeable copy sign is also known as an electronic message center.

Sign, changeable copy (manual): A sign on which copy is changed manually.

Sign, directional: Any sign on a lot that directs the movement or placement of pedestrian or vehicular traffic with or without reference to, or inclusion of, the name of a product sold or service performed on the lot or in a building, structure or business enterprise occupying the same.

Sign, flashing: A sign which contains an intermittent or sequential flashing light source used primarily to attract attention. Such motion does not refer to transition methods or duration of changing copy.

Sign, freestanding: Any sign supported by structures or supports that are placed on or anchored in the ground and are not attached to any building or structure.

Sign, home occupation: A sign identifying a use conducted principally within a dwelling unit and carried on by the inhabitants thereof.

Sign, illuminated: A sign with an artificial light source incorporated internally or externally for the purpose of illuminating the sign.

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Sign, incidental: A small sign affixed to a building or structure, machine, equipment, fence, gate, wall, gasoline pump, public telephone, or utility cabinet.

Sign, inflatable: A balloon, blimp or other inflated object used for attracting attention.

Sign, marquee: Any sign made a part of marquee and designed to have changeable copy.

Sign, monument: A permanent freestanding sign supported by, or integrated into, a base or pedestal at least seventy five percent (75%) of the sign width.

Sign, neon: A sign consisting of glass tubing, bent to form letters, symbols, or other shapes and illuminated by neon or a similar gas through which an electrical voltage is discharged.

Sign, nonconforming means:

1. A sign which was erected legally but which does not comply with subsequently enacted sign restrictions and regulations; or
2. A sign which does not conform to the sign regulation requirements but for which a special permit has been issued.

Sign, permanent: Any sign constructed of durable materials and affixed, lettered, attached to or placed upon a fixed, non-movable, non-portable supporting structure.

Sign, pole: A permanent freestanding sign supported by one or more poles or pylons.

Sign, portable: A moveable sign that is not permanently affixed to a building, structure, or the ground. Portable signs include signs mounted on trailers, wheeled carriers, or frames that are designed to be placed onto a surface without being secured to it.

Sign, projecting: A sign which is attached perpendicular to the wall of a building or structure.

Sign, roof: A sign mounted on top of a building roof.

Sign, rotating: A sign in which the sign itself or any portion of the sign moves in a revolving or similar manner. Such motion does not refer to transition methods or duration of changing copy.

Sign, sidewalk: A type of portable sign that is intended to be placed on a hard surface, most commonly a sidewalk. These signs include A-frame signs, signs that are suspended from the top member of an A-frame, signs with weighted bases, and comparable signs.

Sign, site: A temporary freestanding sign constructed of vinyl, plastic, wood or metal and designed or intended to be displayed for a limited period of time on a vacant lot or a lot under construction.

Sign, swing: A sign that is suspended from a horizontal support (a swing post) that is attached to a vertical support mounted in the ground. A swing sign may also include riders.

Sign, temporary: Any sign which based upon is materials, location and/or means of construction, e.g., light fabric, cardboard, wallboard, plywood, paper or other light materials, with or without a frame, intended or designed to be displayed for a limited period of time.

Sign, traffic control: A sign erected in a public right-of way by an authorized governmental agency for the purposes of traffic regulation and safety.

Sign, wall: Any sign painted on or affixed to the wall of a building or structure, or any sign consisting of cut-out letters or devices affixed to a wall with no background defined on the wall in such a manner that the wall forms the background surface of the sign.

Sign, wayfinding: A sign authorized by a governmental body for placement in the public rights-of-way that is designed to orient and navigate the general public from place to place.

Sign, window: A sign which is applied or attached to either the interior or exterior of a window and intended to be viewed from outside the building or structure.

Sign, yard: A temporary portable sign constructed of paper, vinyl, plastic, wood, metal or other comparable material, and designed or intended to be displayed for a limited period of time on a lot with one or more existing permanent structures.

Sign face: An exterior display surface of a sign including nonstructural trim, yet exclusive of the supporting structure.

Site Plan A plan drawing of an individual site including the layout of buildings, circulation system, parking, walls, landscaping, open space, and any other appropriate information as required by this Code to provide adequate level of detail for public review and consideration.

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Single-family dwelling: See "Dwelling, single-family".

Small engine repair: The industry of servicing and repairing small, gas- or diesel-powered machinery. Small engine mechanics service machinery ranging from lawn mowers to chainsaws and other related equipment.

Spa: A commercial establishment with facilities for exercising, bathing, and beautification.

Specified Anatomical Areas means:

1. Human genitals in a state of sexual arousal;
2. The appearance of the cleft of the buttocks, anus, male or female genitals, or areola of the female breast; or
3. A state of dress that fails to opaquely cover the cleft of the buttocks, anus, male or female genitals, or the areola of the female breast.

Specified Sexual Activities means and includes any of the following:

1. The fondling or other erotic touching of the human genitals, pubic region, buttocks, anus, or female breasts;
2. Sex acts, normal or perverted, actual or simulated, including intercourse, oral copulation, or sodomy;
3. Masturbation, actual or simulated; or
4. Urinary or excretory functions as part of or in connection with any activities set forth in 1 through 3 above.

Staking: To secure trees to the ground at two or three points to allow their roots to become established: usually removed after one or two growing seasons.

Street: See "Road".

Structure: Anything constructed or erected, the use of which requires location on or above the ground or the attachment to something having location on or above the ground including swimming pools and patio covers.

Structural alteration: Any change in the supporting members of a building, such as bearing walls, columns, beams or girders.

Structural wall: Any bearing wall of a building.

Subdivision: Improved or unimproved land or lands divided for the purpose of financing sale or lease, whether immediate or future, into four (4) or more lots, tracts or parcels of land or, if a new street is involved, any such property which is divided into two (2) or more lots, tracts or parcels of land or any such property, the boundaries of which have been fixed by recorded plat which is divided into more than two (2) parts.

"Subdivision" shall also include any condominium, cooperative, community apartment, townhouse or similar project containing four (4) or more parcels in which an undivided interest in the land is coupled with the right of exclusive occupancy of any unit located thereon, but plats of such projects need not show the buildings or the manner in which the buildings or air space above the property shown on the plat are to be divided.

"Subdivision" shall not include the following:

1. The sale or exchange of parcels of land to or between adjoining property owners if such sale or exchange does not create additional lots.
2. The partitioning of land in accordance with other statutes regulating the partitioning of land held in common ownership.
3. The leasing of apartments, offices, stores, or similar space within a building or trailer park, nor to mineral, oil, or gas leases.

Supervisory Care Services: General supervision, including daily awareness of resident functioning and continuing needs, the ability to intervene in a crisis and assistance in the self-administration of prescribed medications.

T

Tattoo Studio: A business that marks the skin with any indelible design, letter, scroll, figure, symbol or any other mark that is placed by the aid of needles or other instruments upon or under the skin with any substance that will leave color under the skin and that cannot be removed, repaired or reconstructed without a surgical procedure. A Tattoo Studio may or may not be operated in conjunction with a Body Piercing Studio.

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Tavern: See Bar

Technical Services An establishment providing services to businesses or individuals of a technical nature, including mail service, printing, photocopying, and computer access centers.

Temporary dwelling: A travel trailer or motorhome which serves as a temporary residence for the owner or builder until the principal dwelling unit is built or occupied. An existing permitted or legal nonconforming dwelling may be permitted to be used as a temporary dwelling, upon condition that it be removed or converted to an allowed use prior to final inspection of the new dwelling.

Temporary office: A commercial coach which serves as a temporary office until the principal commercial structure is built or occupied.

Temporary sales office: A real estate sales office located in a subdivision.

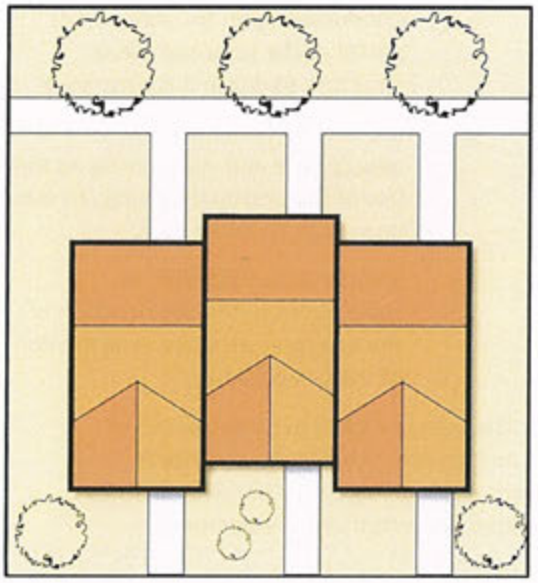
Temporary construction storage container: Storage structures or cargo boxes designed or once serving as commercial shipping or cargo containers equipped with a mechanical latch or other similar mechanism to hold the door in the open position when the structure is occupied or equipped with a mechanism to unlock the door from the inside when the structure is occupied for the use of storing of construction equipment and materials. The temporary construction storage container shall be limited to occupy the construction site from the issuance of the building permit to final inspection.

Tennis courts: An improved area used for playing tennis.

Theater: A building or part of a building or structure devoted to showing motion pictures or for dramatic, dance, musical, or other live performances.

Timeshare: A single-family dwelling unit whether attached or detached which is in common ownership by more than one (1) family or individual, the purpose of which is to provide temporary living accommodations to all owners on a scheduled basis for recreation. A timeshare may be managed separately and rented to non-owners when approved by the common owners.

Townhouse: See Dwelling, single-family attached.



Transient occupancy: Occupancy of a motel, hotel... for less than 30 consecutive days in any 12-month period.

Truck repair: A place of business primarily engaged in the repair and service of commercial vehicles.

Truck stop: A place of business primarily engaged in providing gas station facilities for commercial vehicles and trailer trucks. Truck stops may include accessory food and lodging services.

Truck terminal: The premises used for loading or unloading of trucks upon which storage of cargo is incidental to the primary function of motor freight shipment or shipment point and which is designed to accommodate the simultaneous loading or unloading of five or more trucks.

U

Use: The purpose for which land or premises of a building thereon is designed, arranged, or intended or for which it is or may be occupied or maintained.

1. Principal Use. The main use to which the premises are devoted and the main purpose for which the premises exist.
2. Accessory Use. A subordinate use of a building, other structure, or use of land that is:

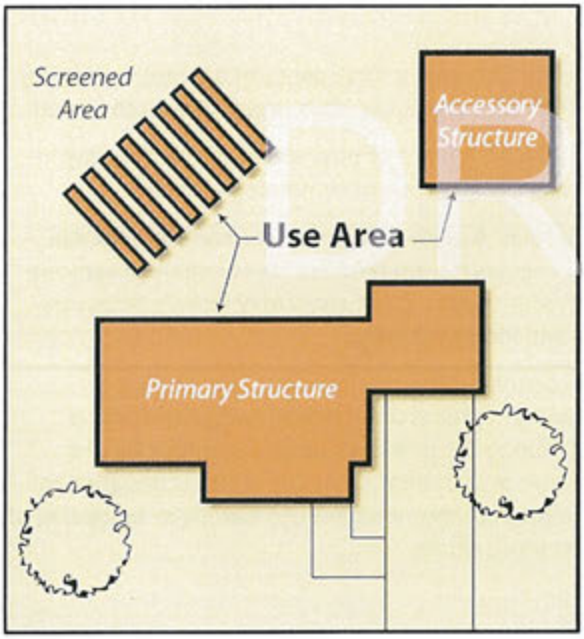
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a. Conducted upon the same lot or parcel as the principal use or structure to which it is accessory;

b. Is customary, incidental, appropriate and subordinate to the use of the principal building, or the principal use or the land;

c. Shall be activated with, or subsequent to the construction of the principal structure or activation of the principal use.

Use area: The area occupied by principal use or structure and accessory buildings, structures, and appurtenant outdoor, screened or covered areas accessory to a permitted use or structure.



V

Vehicle, motor: A device by which any person or property may be propelled, moved, or drawn upon a highway, street, alley, or road except as a device moved by human power or used exclusively upon stationary rails or tracks.

Vehicle, inoperable: A motor vehicle that cannot be moved under its own power due to lack of a motor, transmission, or wheels and in the case of trailers is incapable of being towed.

Veterinary clinic: See Animal Services

W

Wholesale: The sale of goods or commodities in quantity for resale; including incidental retail sales.

Wholesale nursery: See "Nursery, wholesale".

Wholesale sales: An establishment or place of business primarily engaged in selling and / or distributing merchandise to retailers; to industrial, commercial, institutional, or professional business users, or to other wholesalers; or acting as agents or brokers and buying merchandise for, or selling merchandise to, such individuals or companies. This is not considered a general commercial use.

Wholesale storage and distribution centers (wholesale establishment with warehouse): The display, storage, and sale of goods to other firms for resale, as well as activities involving significant movement and storage of products or equipment, including truck terminal or bus servicing facilities, motor freight transportation, moving and storage facilities, warehousing, and storage activities.

Wireless communication facility, major: Wireless communication facilities which exceed 65 feet in height or are over 400 square feet in floor area; projects which would otherwise be deemed exempt or defined as minor wireless communication facilities, but which may be objectionable by reason of production or emission of noise, offensive odor, smoke, dust, bright light, visual impacts, vibration, radio frequency interference, or unusual traffic, or involve the handling of explosives or dangerous materials. This definition does not include private amateur, business or institutional 2-way radio facilities.

Wireless communication facility, minor: Wireless communication facilities for commercial use which exceed the height limit for the base zoning district but which are under 65 feet in height and under 400 square feet in floor area; private amateur, business, or institutional 2-way radio facilities which exceed 65 feet in height or are located in a required front yard; private residential, business or institutional satellite dish

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antennas located within a required front yard, or which do not conform to the height restrictions of detached accessory structures or exceed the height limit of the base zoning district by more than 15% for structures to which they are attached; collocated wireless communication antennas sited on existing structures, such as existing communication or utility towers, water tanks, buildings, church steeples, freestanding signs, trees and other such structures exceeding the height limit for the base zoning by more than 15%; projects which would otherwise be deemed exempt wireless communication facilities, but which may be objectionable by reason of production or emission of noise, offensive odor, smoke, dust, bright light or other visual impacts, vibration, radio frequency interference, or unusual traffic, or involve the handling of explosives or dangerous materials.

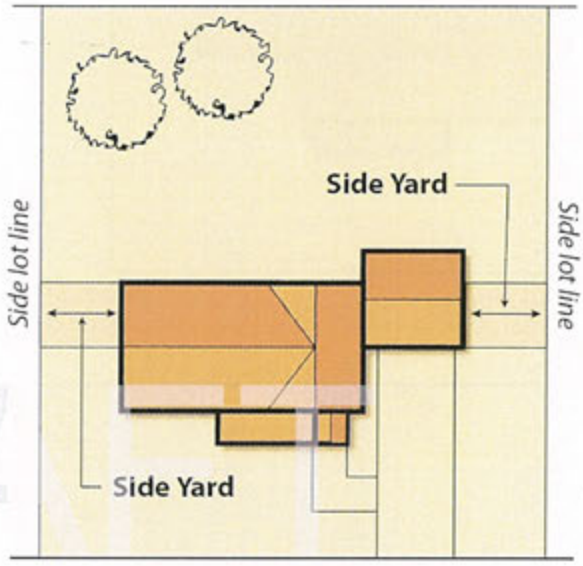
Wood yard, commercial: Any premises where large quantities (more than 3 cords) of firewood, whether as whole trees or parts of trees, are imported, openly stored, split, sized and/or cut for sale.

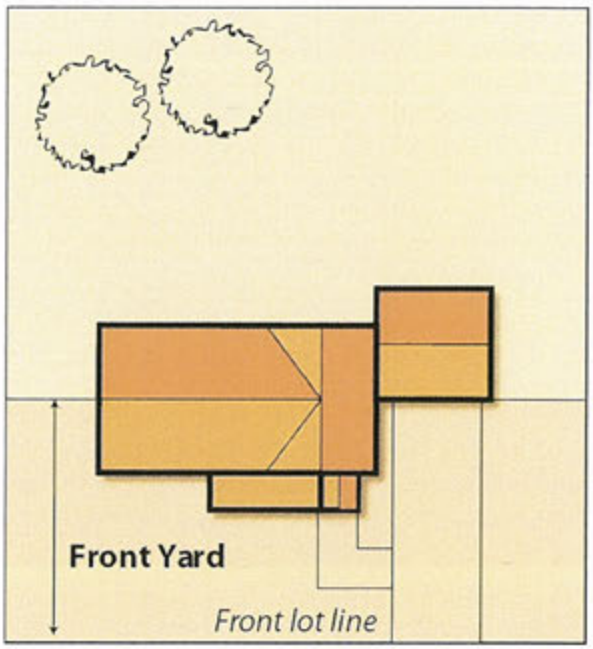
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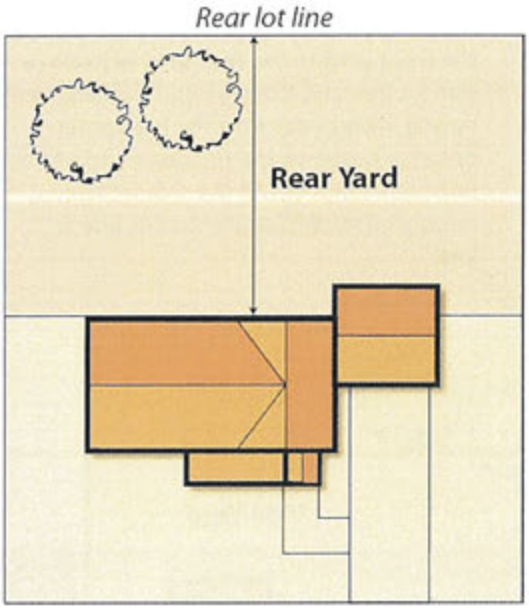
Yard means an open space located between any portion of a building and the nearest lot line, or the nearest adjacent building or group of buildings, as the context indicates, unoccupied and unobstructed from the ground upward, except as otherwise provided for in this Section.

1. Front yard means a yard extending across the full width of the lot and having a depth equal to the horizontal distance between the nearest point of the principal building and the front lot line, measured at right angles to the front lot line.
2. Rear yard means a yard extending across the full width of a lot, and having a depth equal to the horizontal distance between the nearest point of the principal building and the rear lot line,
3. Side yard means a yard extending from the front yard to the rear yard between a side lot line and the principal building, and having a width equal to the horizontal distance between the nearest point of the principal building and the side lot line, measured at right angles to the side lot line.





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HAGÅTÑA MASTER PLAN

Design Guidelines



HAGÅTÑA
MASTER PLAN

Preserving Our Past. Shaping Our Future.

Matrix DESIGN GROUP

Doc. No. 35GL-20-1498

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75th Guam Liberation
A Legacy of Peace and Friendship

The Honorable Lourdes A. Leon Guerrero
Governor of Guam

The Honorable Joshua F. Tenorio
Lieutenant Governor of Guam

GUAM

PHASE 5:

ESTABLISH DESIGN GUIDELINES AND REGULATIONS

Task 5.1: Draft Design Guidelines

Task 5.2: Final Design Guidelines

HAGÅTÑA
MASTER PLAN

Preserving Our Past. Shaping Our Future.

Design Guidelines

Prepared for

Hagåtña Restoration and Redevelopment Authority (HRRA)

Prepared by

Matrix DESIGN GROUP

August 2018

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HAGÅTÑA MASTER PLAN

Preserving Our Past. Shaping Our Future.

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1. Introduction

Traffic Calming – is a method of reducing vehicular speed along streets through design to improve pedestrian safety.

Trails – are identifiable non-vehicular paths, separated from roadways.

Viewshed – is the geographic area that can be seen by a specific point within the line-of-sight from that location.

Walking Zone – is a pedestrian walking area. This zone helps facilitate the movement of pedestrians from one point to another.

Window Caps – are decorative elements placed atop the exterior of a window.

Window Lintels – are exposed horizontal beams that spans the space between two vertical supports.

Window Sashes – are two offset window panes that permit a window to be opened.

Window Sills – are short horizontal ledges that form the bottom of a window.

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Example of Spanish Colonial Style Architecture.

Roof, Mansard – is a roof that has four sloping sides, which become steeper halfway down the roof.

Rooftop Terrace – is an accessible and habitable outdoor space located atop a flat roof.

Setback – is the distance a building is required to be from its property boundaries per the zoning ordinance.

Shared Parking – is a strategy that permits nearby complimentary land uses to share parking spaces, which reduces the maximum number of parking spaces required for development.

Sharrows – are roadways that do not have a separation between bicycles and vehicles, but may still be shared by both vehicles and bicyclists together.

Signs – are any structure, placard, announcement, or demonstration used to disseminate instructions or information regarding direction, identification or advertisements.

Solar Heat Gain – is an increase in room temperature within a space caused by the sun's natural energy.

Spanish Mission Style – is a style of architecture the Spanish introduced to the Americas and East Indies in the 16th Century. It consists primarily of stucco exterior walls, arches, terracotta roof tiles, balconies, exposed wood beams, as well as courtyards and shared spaces between buildings.

Streetscape – is combination of all the various elements located within the public right-of-way including street furniture, lighting, landscaping, paving, and the adjoining buildings that form the street's character.

Storefront – is the ground-floor façade facing the sidewalk on a commercial building.

Stormwater Retention Basin – is an area that collects stormwater runoff to prevent flooding.

Style – is the distinctive form of expression exhibited in a structure. Architectural or building styles are composed of form, technique, materials, time period, and region, and impact the character and identity of an area.

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Multi-Modal Transportation – is the consideration of various modes of transportation in a given area and the connection among each mode. These can include walking, cycling, automobile, and public transit.

Mullions – are metal bars in large windows holding together separate panes of glass.

Native Vegetation – is any species of plant life that is indigenous to an area. In the case of Hagåtña, it is grass, shrubs, and trees that are indigenous to Guam.

Natural Surveillance – is a method of keeping public spaces open and visible from private properties to maximize the number of people watching such spaces to deter criminal activity.

Parapet – is low wall that protects the edge of a building or other platform.

Passive Solar Heating – is a design method that uses the sun's natural energy to heat indoor spaces, as well as methods that restrict sun exposure into indoor spaces to keep temperatures down.

Parking Kiosk – is an electronic parking meter that also offers parking information.

Pedestrian Islands – are safe pedestrian waiting areas located along crosswalks and between roadways, where pedestrians can wait for traffic to pass. Pedestrian Islands are often located on roadway medians to reduce the number of lanes they must cross to reach safety.

Right-of-Way (ROW) – is a transportation easement provided for roadways, sidewalks, and other necessary pathways throughout a city.

Roof, Flat – is a horizontal plane roof with a pitch or slope capable of being walked upon easily.

Roof, Gable – is a pitched roof with two sloping planes that meet at the peak in the center and terminating with a gable at each end.

Roof, Hip – is a roof that slopes downwards to the walls on all sides, and typically consists of a fairly gentle slope.

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Frontage Zone – is a space for outdoor dining, congregating, and additional furnishings and amenities. This zone assists in creating an engaging environment and helps keep "eyes on the street."

Gateway – is a sign that indicates the arrival at a place and can be a physical element or a sense or recognition of arrival or departure.

Geometric Design – is a landscape or structure that consists of formal and regular shapes to define a space.

HAWK Signal (High-Intensity Activated Crosswalk) – is a traffic signal, typically at mid-block crossings that halts traffic and allows for pedestrians to cross the street. These are useful traffic control devices for large blocks that have long distances between crosswalks.

Historic and Cultural District – is an area designated by the City of Hagåtña as significant contributors to the history and culture of the city. The purpose of these districts is to strengthen Hagåtña as a unique destination offering cultural activity, while preserving and teaching the history of the city.

Landscaped Buffer – is a landscaped area that is used to separate land uses or a land use from a right-of-way and serves as a way of lessening the effects of one land use on the other.

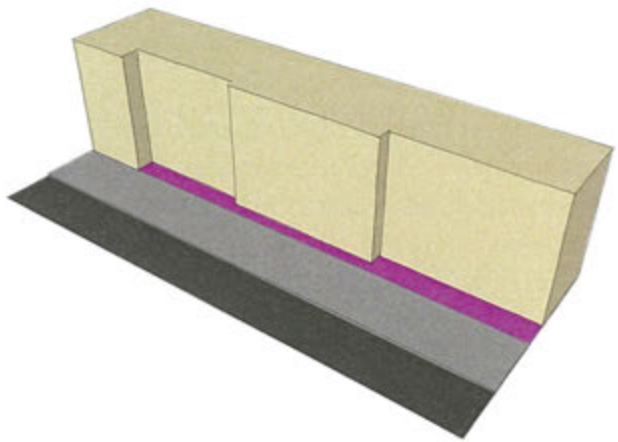
Landmark – is an object, feature, or structure that is easily seen and recognized. Landmarks play important roles in wayfinding, establishing urban space or generating social interaction due to their design, cultural identity, history, or location.

Loading Zones – are areas of commercial properties where goods are delivered by truck.

Mamposteria Style – is a style of construction using stone and mortar, which has been widely adopted throughout Guam.

Mixed-Use – is a type of development designed to encourage a variety of community activities, uses, and services to work together within close proximity. Mixed- use developments blend residential, commercial, cultural, institutional, or industrial uses. Mixed-use spaces promote walkability by promoting pedestrian connections, and add to the vibrancy of an area.

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Example of the Build-to Zone

Awning – is a roof-like cover extending out from the side of a wall or roof to provide protection from the weather or add a decorative element. Awnings can be made of fabric, metal, plastic, fiberglass, or glass. Awnings are often retractable and differ from arcades in that they lack supporting columns.

Bike Box – is a designated area for bicyclists turning left at intersections with traffic lights. Bike boxes are located at the front of traffic lanes to give bicycles a head start over vehicles on shared roadways.

Bike Lane – is a marked and identified portion of the street designated for bicyclists.

Build-to Zone – is a linear area located along the edge of a right-of-way, in which and a building's front façade should be located. The width varies between land uses as defined in the Zoning Code.

Bulb-out – is an extension of the curb into the street, typically where on-street parking exists.

Cornice – is a decorative horizontal feature emphasizing building elements, most commonly atop a roof line.



Example of a courtyard

Courtyard – is an outdoor open space that is completely, or nearly completely enclosed by a building, or group of buildings.

Curb Zone – is a pedestrian waiting area and access to on-street parking. This zone is the last buffer between sidewalk and roadway.

Cycle Track – is a bike lane separated by some sort of buffer, whether it is a curb, a landscaped median, or on-street parking.

Façade – is a single side of a building from floor to roof. In many cases, the façade is considered the front or ornamented side facing the street.

Floor Area Ratio (FAR) – is the ratio between a building's total floor area compared to the total area of the lot the building is located.

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Urban Design

Standardize urban design elements to generate vibrancy and maintain uniformity.

Urban design is critical in the effort to create an attractive place for residents and visitors to walk, mingle, shop, and engage with each other and the city. The design of buildings and their setting, circulation, and public spaces work to unify the city and enhance its vibrancy. The Design Guidelines seek to implement the vision of the Hagåtña's Master Plan by setting standards for urban design elements such as building orientation, materials and architectural details, and public realm features.

1.5 Glossary of Terms

This glossary of terms describes certain features and elements in the Design Guidelines in further detail.

Amenity Zone – is a location for landscaping, furnishings, and amenities. This zone provides enhancements to the sidewalk and helps provide comfort and safety to pedestrians.

Americans with Disabilities Act of 1990 (ADA) – is a broad civil rights law that protects individuals from discrimination based on disability. For cities, this law is important because it means that a city must be designed to be accessible by all members of the community, including those with disabilities.

Arcade – is an extension of the façade over the sidewalk, or Walking Zone, and supported by columns or arches. This extension provides a covered walkway for pedestrians to protect against adverse weather.

Art – is original works created by an individual or design team as a form of creative expression for the purpose of controlling an aesthetic outcome.

Art, Public – is art which is located on public property and/or integrated with public construction projects, which are accessible to the public.

Articulation – is a change in depth along building facades.



Example of an arcade.

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Mobility

Provide roadway, sidewalk, transit, biking and trail standards that promote a multi-modal community.

Creating a well-connected multi-modal circulation system was identified as a Guiding Principle of Hagåtña's Master Plan. The Design Guidelines support the Master Plan by providing roadway, sidewalk, transit, biking and trail standards that promote a multi-modal community. Enhancing the flow of all transportation systems is essential for creating inclusive, accessible places, and limits conflicts between pedestrians, bicyclists, and vehicles. The Design Guidelines set standards that encourage the use of alternative modes of transportation through implementing best practices for transportation design.

Safety & Security

Set standards for lighting, environmental design, and traffic safety that promote safety to all users and modes of transportation.

Creating a safe place to live, work and play is crucial for healthy, active public spaces, economic growth and the overall community's quality of life. The Design Guidelines sets standards that ensure areas are well-lit at night; providing security through environmental design; and traffic safety through design that limits conflicts between pedestrians, bicyclists, and vehicles.



Environmental Protection

Protect shoreline for resiliency in the wake of intensifying climate and to promote Hagåtña's natural elements as a tourist attraction.

The natural environment is both a powerful force and one of Hagåtña's greatest assets. The shoreline is a major tourist attraction and an iconic element in the city's history and culture. Protecting the shoreline's integrity, accessibility and viewsheds is critical for Hagåtña's identity as a waterfront capital city. However, as a waterfront community, Hagåtña also faces severe weather at times. Establishing guidelines for developments to be proactive in mitigating the impacts of severe weather will enhance the community's resiliency long-term.

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- Establish a Vibrant Downtown
- Encourage Residential Growth, Bringing More Residents into Hagåtña
- Promote Economic Growth

In developing the Hagåtña Design Guidelines, a set of six objectives were established:

- Culture
- Pedestrian Experience
- Mobility
- Safety & Security
- Environmental Protection
- Urban Design

Design objectives supported:

- ✓ ***Culture***
- ✓ ***Pedestrian Experience***
- ✓ ***Mobility***
- ✓ ***Safety & Security***
- ✓ ***Environmental Protection***
- ✓ ***Urban Design***

*This graphic will be provided for each subsection to display which design objectives the respective subsection will cover. Design objectives that are covered will be **bolded** and those that are not will be gray.*



Culture

Protect and enhance historic and cultural features to re-establish Hagåtña as the cultural capital of Guam.

The Hagåtña Master Plan is designed to re-establish Hagåtña as the governmental, cultural and social hub of Guam. A critical component of this is the protection and enhancement of historic and cultural features that make Hagåtña the "heart of Guam". These Design Guidelines support this effort and set standards for new developments to incorporate historic design features and protect existing historic resources.

Pedestrian Experience

Promote design that encourages and enhances pedestrian activity.

Most iconic and historic places are best experienced by walking. Designing for the pedestrian first ensures that all new development supports a pedestrian friendly environment and creates a comfortable environment that encourages active, healthy lifestyles. The Design Guidelines seek to encourage pedestrian activity and accessibility along all streets through enhanced pedestrian facilities that improve connectivity, safety and comfort.

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Scale and Proportion

A structure's scale and proportion between adjacent developments and compared to pedestrians are integral in establishing comfortable pedestrian interactions in public spaces. Retaining a consistent vertical scale across a streetscape creates a more harmonious pedestrian experience in the public realm.

Similar to massing, large-scale developments that expand beyond the human scale should create building forms that appear smaller in scale through certain design methods identified in these Design Guidelines.

1.4 Design Objectives

The Design Guidelines were developed to support the Vision and Guiding Principles defined in the Hagåtña Master Plan.

Hagåtña Master Plan Vision

Re-establish Hagåtña as the Capital City of Guam, and the governmental, cultural and commercial heart of the island supported by vibrant residential mixed-use areas.

Hagåtña Master Plan Guiding Principles

- Re-establish Hagåtña as the Capital City
- Develop Mixed-Use centers throughout Hagåtña
- Preserve, Enhance, and Educate about Cultural and Historic Resources
- Develop Appropriate Urban Design Standards
- Create a multimodal circulation system and enhance connectivity throughout the city
- Use the Shoreline's Valuable Resources to Its Full Potential

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Materials

Similar to color, the use of different materials can change the appearance of a structure dramatically through creating interest and emphasis on certain features and elements, particularly within the public realm. Materials also have a historical and cultural significance in many places, and are directly related to many building styles.

Hagåtña has ties to the Mamposteria construction style, largely consisting of stone and mortar with wood accents. While keeping the use of building materials flexible to create new, unique places, some districts, including the Capital and Cultural District and Riverwalk District, have additional regulations restricting and requiring the use of certain materials to establish a consistent character and identity throughout.

Texture / Pattern

The way in which materials are used creates textures and patterns within the urban fabric of cities. Certain textures and the way they are applied create a rough or smooth visual feeling in the public realm. Patterns refer to how these materials and textures are repeated to cue pedestrians as to what to expect, or create interest as the cadence is interrupted.

Color

Color can be provided by both the natural color of a material (i.e., brick, stone) or by the application of a color. A well-balanced color palette helps create more visual interest in urban spaces, and contributes to the overall composition of an area.

Certain districts in Hagåtña require stricter color regulations than others. Such regulations ensure a common color palette is used, which helps to create a harmonious place. Other districts have less stringent color regulations to allow more color flexibility.

Detail

Architectural detail is created through small but prominent features on façades that contribute to and help define the structure's overall character. These details contribute to the development's visual interest, and the overall spaces character and feel. Such details can include articulation, balconies, columns, tile bands, and other features which may be incorporated onto building façades that create a visual break in blank walls.

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The following paragraphs provide general definitions of the above seven design principles.

Style

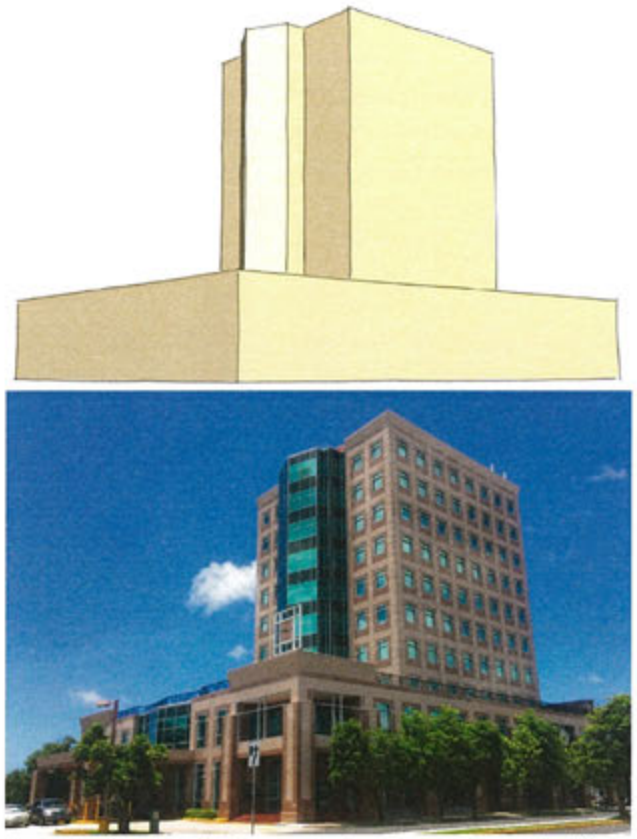
Architectural styles refer to the specific features, elements, or other characteristics in structures and public spaces that help establish an overall appearance. Such features, elements, and characteristics together can be identifiable through a theme, culture, and / or time period, but can evolve over time to new styles. Using consistent styles in specified areas helps unify developments with a coherent look and feel, establishing and enhancing the area's identity.

Hagåtña has a rich historical character based upon a varied number of architectural styles that have been used in the past. Many of these examples still exist today that can be used as models for the design of future developments and revitalization efforts. At the same time, some interpretations and flexibility are needed for development to respond to natural and cultural changes throughout time, as well as technological advancements.

Mass

Mass describes the overall three-dimensional size of buildings or structures. Variances in massing can alter pedestrians' perceptions and emotions in the public realm, making it an important consideration when designing and developing structures along streetscapes and pedestrian paths.

Large uninterrupted portions of structures create a large mass, which can become uncomfortable to pedestrians. Massing can be broken down into smaller pieces with the same amount of floor area, appearing smaller, making it more pedestrian friendly along a streetscape.



Example of the Bank of Guam massing. Features are simplified to their most basic form. This helps explain the basic size and shape of the structure and how it relates to the land.

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The goal of these Design Guidelines is to provide a blueprint for development that will instill a sense of civic pride throughout the community by emphasizing the city's identity; creating a safe and connected urban environment for all residents and visitors; and safeguarding valuable natural assets, such as viewsheds of important historic and cultural sights, all while creating a vibrant community where the rich culture of Hagåtña can be shared and enjoyed by residents and visitors alike. The Design Guidelines provide a framework for the built environment that is flexible enough to allow for development creativity, while still adhering to the desired character of the City. The design objectives provide the link between policy and the built and natural environments. These guidelines are meant to define the look, feel, and context of the built environment, while creating connections and transitions between buildings, transportation infrastructure, and public spaces.

These guidelines are designed to be used in tandem with the City of Hagåtña Zoning Ordinance during the design review and approval process for development and redevelopment proposals. These Design Guidelines are not intended to be a rigid, inflexible set of standards. Rather, they are guidelines that seek to improve the efficiency of design review, help to streamline the development process and help reestablish Hagåtña as the Capital City of Guam.

This document includes graphics for the purpose of illustration and simplification. The images used to illustrate the compliance with the standards should be reviewed in context to the specific guidelines with which the image is associated and not necessarily with all the guidelines of this document. To the extent that there is any inconsistency between the text of these Design Guidelines and any such graphic, the text shall control.

1.3 Design Principles

Design principles are used to describe the general look and feel to obtain a desired urban form within cities and places. Such principles are embedded in the Design Guidelines in various combinations to help formulate a greater sense of place in Hagåtña's districts. There are seven design principles that are identified in this document:

- Style
- Mass
- Materials
- Texture / Pattern
- Color
- Detail
- Scale / Proportion.

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Following WWII and the heavy destruction suffered by Hagåtña during the war, the city was rebuilt. The U.S. Seabees created what is now known as the Paseo de Susana from debris from the former community and formed new neighborhoods using a superimposed grid layout, predominant in the U.S. at the time, as the organizational structure for reconstruction. In some cases, this action left original landowners without any property in Hagåtña. Hagåtña's population dropped from 10,000 in 1940 to under 1,000 in 1950. In addition to the grid layout structure, the Hagåtña River was also rechannalized to flow out to sea just east of Route 4, changing a major structural and organizational component of the community along the river's former course through the community. The community was also rebuilt using a range of more modern and institutional architectural styles.

Following the initial reconstruction period, Hagåtña has seen a wide range of architectural styles introduced. These range from Modern Movement-style buildings (such as the Guam Congress / Legislature Building) to modern stone and glass facades (such as the Bank of Guam building) to more standardized concrete tilt-ups.

1.2 Purpose and Implementation

The City of Hagåtña's Design Guidelines provide land owners and developers with guidance on the types and quality of design expected in Hagåtña. The Design Guidelines will be used to influence new development and redevelopment projects in the city in a manner that builds on the city's historic, cultural, and social assets, while forging a path for the city to realize its full economic potential. Themes like access to the waterfront, better public parking, and ample public and social spaces are woven in these Design Guidelines to further embody the Chamorro culture in Hagåtña. These guidelines were created for use by the community, land developers, and by members of City staff who have design review responsibility for development projects within the city.

In general, Design Guidelines provide guidance that helps to shape the form and function of the city and can be used to promote:

- historic and cultural values;
- healthy lifestyles through the provision of safe and attractive pedestrian amenities; and
- establishing quality standards for buildings and infrastructure. These values can have a positive influence on the economic growth and vitality of the city.

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HAGÅTÑA MASTER PLAN

Preserving Our Past. Shaping Our Future.

1. Introduction

1.1 Overview

Hagåtña has been the cultural, social and historic "heart" of Guam since early Chamorro settlements were established on the island. Hagåtña's reef-protected shoreline and access to plentiful fresh water from the Hagåtña River made this a natural settlement area. During this early period of development, the Chamorro's began constructing houses on raised foundations, using large pillars (haligi) with cup-shaped stones (tasa) atop the pillars to hold up an A-framed roof. These pillars and attached stones are what eventually became known as "latte", a significant architectural feature that is still prominent in the City.

During the Spanish Era (1686-1898), Hagåtña was designated as the capital of Guam. With this designation came construction of government buildings and Guam's first cathedral, all of which introduced Spanish architectural styles and building materials to the island. Guam was also a major port between the Philippines and Mexico, and this cultural exposure brought additional ideas and influences on architecture. During this period, stone built structures with tiled roofs were common. Several stone structures built during the Spanish colonization are still standing in Hagåtña, such as the Azotea, Chocolate House, and the Spanish Bridge. Also from this period is the Almacen (three-arch gate) that is a common symbol of Hagåtña today.

Prior to WWII, Hagåtña was the bustling center of Guam and the largest populated area on the island. Housing was closely spaced along roads and paths throughout Hagåtña, and the Hagåtña River was the primary focal point of community life. Architectural features in this era featured social constructs, such as balconies and wide entry staircases with seating areas to welcome visitors. Architecture was also characterized by high ceilings, inclusion of patios and ponds, and a preference for rectangular or square shapes.

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HAGÅTÑA
MASTER PLAN
Preserving Our Past. Shaping Our Future.

2. Public Spaces

2. Public Spaces

Design objectives supported:

Culture
- ✓ ***Pedestrian Experience***
- ✓ ***Mobility***
- ✓ ***Safety & Security***

Environmental Protection
Urban Design

2.1 Introduction

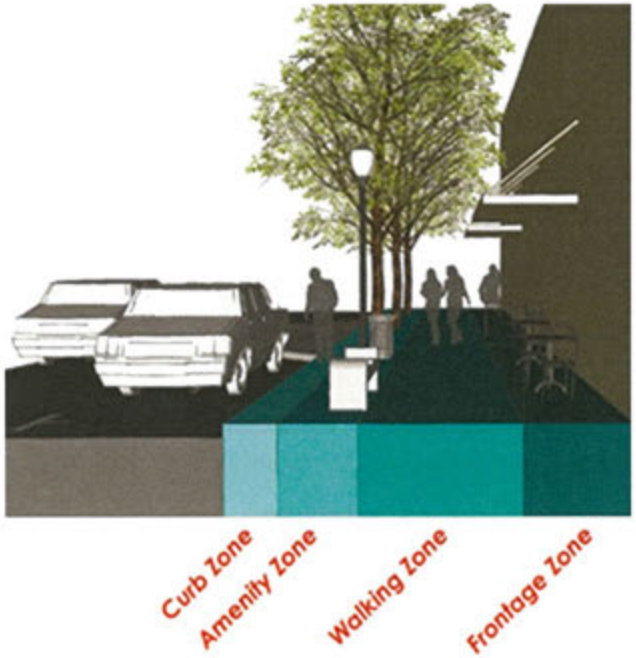
For the purpose of this section, public spaces are defined as spaces within Hagåtña, such as parks, plazas, and streets, which are available for public use. Oftentimes, public spaces are iconic to a city's identity, like Hagåtña's Plaza de España. Such places offer space for social gatherings and cultural interaction, as well as fostering community pride and a stronger sense of place.

It is important to provide guidance for the design of public spaces to ensure accessibility for all residents and visitors and to make sure that the design reflects Hagåtña's character and culture. Components of public space that are described in this chapter are right-of-ways, furnishings and amenities, landscaping, parks and plazas, and safety.

2.2 Rights-of-Way

The term right-of-way (ROW) is used to describe land that is owned or held as an easement over land that allows movement or use by the public over the land, or as defined in the Guam Code Annotated Chapter 62, right-of-ways are "the entire width between property lines of a highway, street, or alley," and include "easements for roadways created by law or operation of law." A typical ROW is used for public streets, but can also be used to describe some public trails and utility corridors. The Design Guidelines provide guidance on how right-of-ways should look and function. This section covers streets, sidewalks, bike lanes, trails, and transit.

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The Sidewalk Zones organize various activities that occur on sidewalks.



Rain gardens retain stormwater, reducing the amount of runoff that enters the sewer system.

2.2.1 Streets

a) Roadways with intersections occurring at odd angles shall have directional overhead signage to prevent turning into the wrong lanes.

b) Existing medians should be landscaped with native vegetation where feasible, and adhere to Section 2.4.

2.2.2 Sidewalk Zone

a) Sidewalks should be located along both sides of all streets whenever feasible and without compromising safety.

b) The Walking Zone should maintain a vertical clearance height of nine feet. The vertical clearance height should be clear of hanging tree branches, awnings, etc. Projecting signs may hang below nine feet, but should not hang below seven feet.

c) A minimum of 50% of the sidewalk's path shall be clear and void of obstacles.

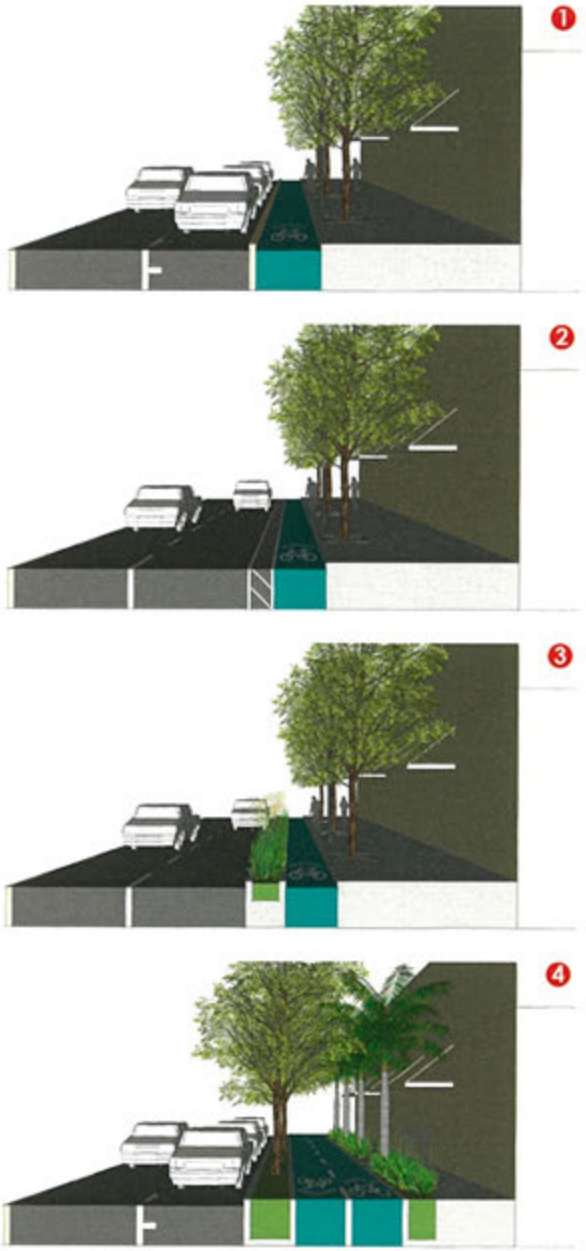
d) Sidewalk Zones should adhere to the guidelines outlined in Table 2-1:

Table 2-1. Sidewalk Zone Dimensions

Measure	Type of Intersection
Curb Zone	*If on-street parking is present, 18 – 24 inches*
Amenity Zone	*2-foot minimum*
Walking Zone	*6-foot minimum*
Frontage Zone	*Up to 50% of sidewalk, so long as Walking Zone maintains 6-foot minimum dimension*

e) Landscape buffers containing shrubs and other smaller plants are encouraged along sidewalks in the Amenity Zone where feasible, for both aesthetics and functionality. Such landscaping should be used to create rain gardens located periodically along the street and at bulbed intersections to help retain stormwater.

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Buffered bike lanes increase safety for bicyclists, pedestrians, and motorists.

f) The Amenity Zone along sidewalks should contain street trees that adhere to Section 2.4. Trees should be placed in either a landscaped buffer, tree grate, or planter box with enough space to grow and thrive. Up to two tree species may be used for each street segment.

g) Street trees should be placed between 15 feet and 30 feet apart in regular intervals depending on tree canopy size and upon Planning Administrator approval.

h) Sidewalks shall be provided to connect sidewalks and parking lots / garages to building entrances, as well as parks, trails, and other public spaces and amenities.

i) All paving and walkways shall maintain a level surface, void of tripping hazards, and be designed to be slip resistant.

2.2.3 Bike Facilities

a) Bike lanes should be incorporated along all highways, and are encouraged to run along all collector roads where feasible. Local roads should establish sharrows.

b) Bike lanes along highways should be clearly marked, separated, and buffered between drive lanes. Possibilities include:

1. On-street parking (parallel parking only)
2. Striped two- to three-foot buffer
3. Landscaped median
4. Raised cycle tracks—extended sidewalk as a multiuse path

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c) Bike lanes should be designed to connect to current or future bike facilities in villages adjacent to Hagåtña.

d) Raised cycle tracks should contain a two-foot landscaped buffer between bicycle and pedestrian lanes, and have clear signage separating the lanes.

e) Signage for bicycle amenities can be found in Section 6.4.

f) Narrow residential streets should incorporate sharrow lane designations.



A simple sharrow stencil can be easily applied to roadways to caution drivers of bicyclists.

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Trails promote walking and bicycling as a form of transportation and other healthy lifestyle habits

2.2.4 Trails

The locations of trails in Hagåtña are shown in the Hagåtña Master Plan. The following are guidelines for these trails.

a) Trails should be designed with pedestrian amenities and lighting for user convenience and safety, and in compliance with Section 2.3.

b) Trails should provide connections to transit stops and stations.

c) Trails should be looped and interconnected throughout the city when feasible.

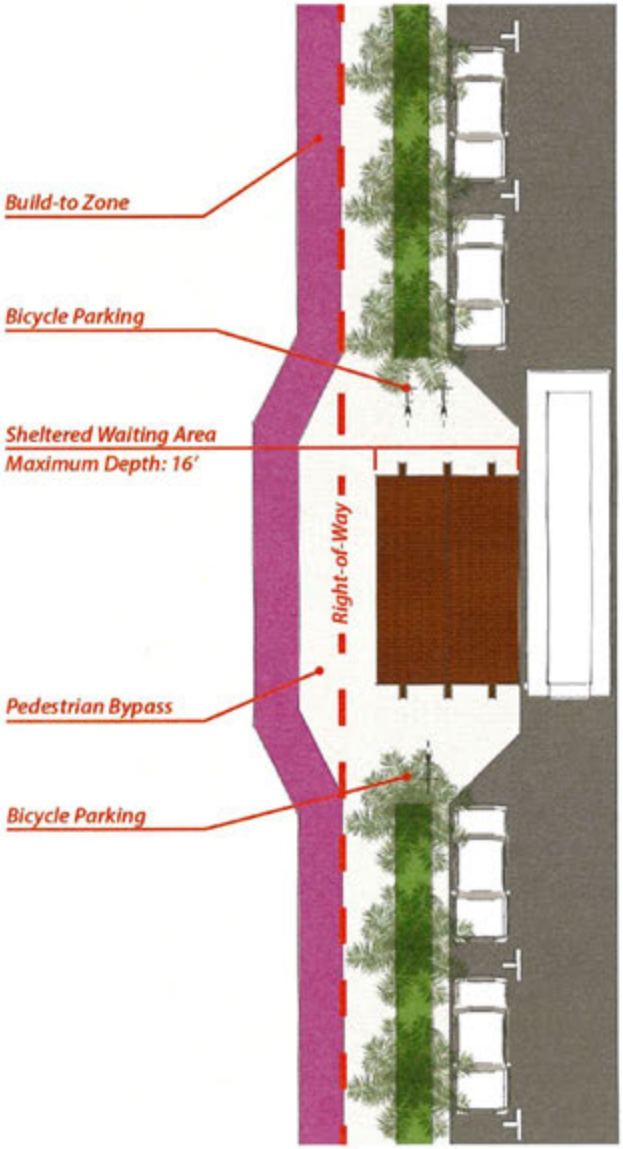
d) Trails should be clearly identified with signage every 300 to 500 feet in accordance with Section 6.4.

e) Trails should have adequate access points from sidewalks, bikeway systems, and public parking areas.

Table 2-2 Trail Design

Trail	Width	Material	Mode	Features
Hagåtña Heritage Trail	10 feet	Asphalt	Bicycles, walking	Teal surface, painted centerline, wayfinding kiosks, benches
Waterfront Trail	14 feet	Concrete	Bicycles, walking	Beach adjacent
Hagåtña Riverwalk Trail	12 feet	Brick pavers	Bicycles, walking	On both sides of river, benches
Pedestrian Trail	10 feet	Asphalt/concrete	Bicycles, walking	Teal surface
Cliffline Trail	10 feet	Asphalt/concrete	Bicycles, walking	Viewpoints

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Example of a transit stop along a two-way street with on-street parking.

2.2.5 Transit

a) Stations should be standalone structures whose design represents Hagåtña's culture and character and feature the following amenities:

- Sheltered bicycle parking
- A park-and-ride facility
- Pedestrian drop-off zone
- Ticket sales
- Public Restrooms
- Service information
- Drinking fountains
- Covered waiting areas

b) Transit stations should have a saw-tooth layout to accommodate multiple buses at one time and facilitate bus movement.



Example of a saw-tooth transit station.

c) Benches, trash / recycle receptacles, and bike racks should be present at every transit stop.

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Well-furnished transit stops enhance ridership experiences and promote public transit as a viable mode of transportation.

d) Transit stops should have an overhead shelter and surrounding walls to protect riders from inclement weather.

e) Shelters should have at least a four-foot depth with a roof that may extend over the Curb Zone. Transit shelters should be at least eight feet in height with a length of at least 12 feet.

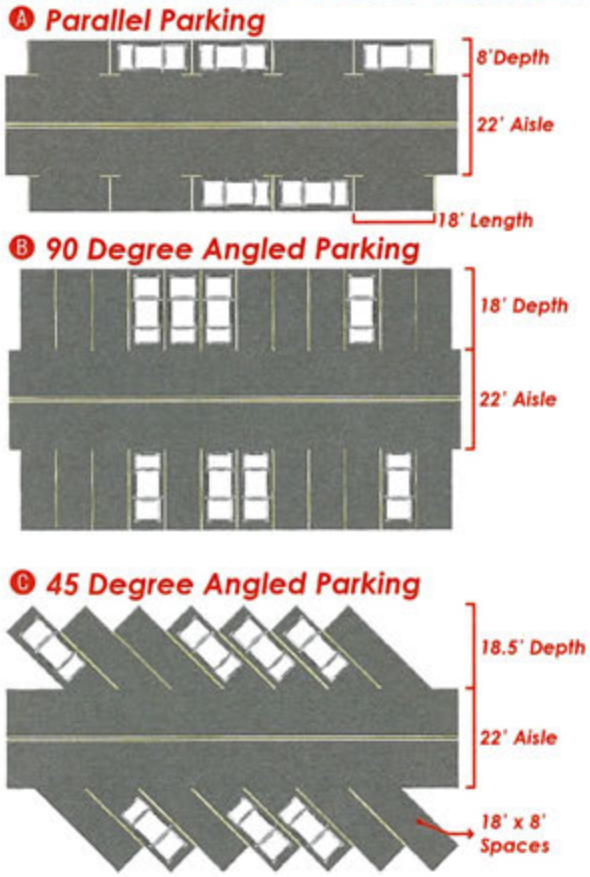
f) Transit stops and stations should be highly visible and well-lit between dusk and dawn.

g) Transit stops should display information about the transit schedule, routes, connections, and attractions located nearby each stop.

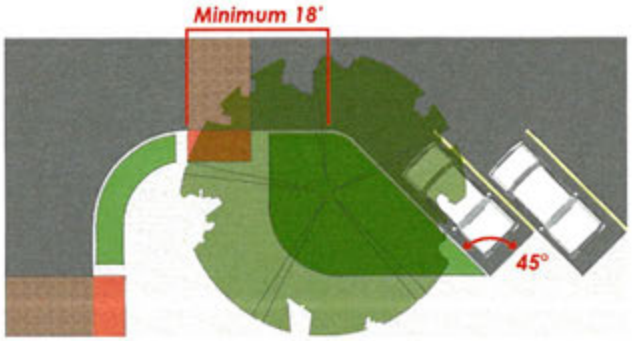
h) Transit shelters should be placed in the Amenity Zone along sidewalks that have a minimum of a 12-foot width, or in place of on-street parking. Transit stops may extend into the walking zone only if the remaining sidewalk is still wide enough to support a six- to eight-foot Walking Zone.

i) Transit stops and stations are encouraged to feature local public art to increase their attractiveness.

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Dimensions required for on-street parking.



Δ *Intersection bulb-out design and standards where on-street parking exists.*

2.2.6 On Street Parking

a) On-street parallel parking spaces A shall be a minimum dimension of 8 feet deep by 18 feet long.

b) Angled on-street parking shall be at a 90-degree angle B or 45-degree angle X. Dimensions are provided on the figure to the left.

c) Clear signage shall identify where metered and permit parking exists.

d) On-street parking spots should be located 18 feet from the intersection, as delineated by the crosswalk location Δ.

e) Parking kiosks should be located in the Amenity Zone along streets with pay-by-space on-street parking. One kiosk should be placed per eight to ten parking spots, or every 200 feet on streets segments larger than 400 feet.



f) Parking kiosks shall feature an overhang or shade structure to shelter users from inclement weather.

g) Motorcycle and scooter parking should be perpendicular to the sidewalk and should be 10 feet deep and 5 feet wide.

h) On-street parking shall be prohibited 10 feet from fire hydrants in all directions.

Doc. No. 35GL-20-1498.

Design objectives supported:

- ✓ ***Culture***
- ✓ ***Pedestrian Experience***
- *Mobility*
- *Safety & Security*
- *Environmental Protection*
- *Urban Design*



2.3 Furnishings and Amenities

Furnishings and amenities are features that create a comfortable environment and provide conveniences for those using or visiting an area. This section includes guidelines for benches, bike racks, trash and recycle receptacles, lighting, shading, and public art.

2.3.1 General

a) Street furniture and amenities should be located in active pedestrian areas, including intersections; building entrances; transit stations and stops; and public parks, plazas, and open spaces. Such street furniture and amenities along the sidewalk shall be placed within the Amenity Zone or Frontage Zone, ensuring a clear path for pedestrians in the Walking Zone.

b) All amenities should be made primarily of concrete and / or recycled materials, and be coated with an anti-graffiti coating, and designed to reduce vandalism potential. Concrete shall have a smooth finish with minimum porosity. No exposed aggregate finishes.

c) Amenities should have a consistent design within developments, districts, and / or barrios.

2.3.2 Benches

a) Benches 1 and 4 should be located in the Waterfront District and Riverfront District. Benches 2 and 3 should be located in the Capital and Cultural District and West Hagåtña District.

b) Benches shall be placed periodically, every 300 feet, along all sidewalks of major and minor roadways and in areas of high visibility from the streets.

c) Benches shall be located in well-lit areas, near streetlights or pedestrian lighting, and preferably in parklets near trees or shade structures to provide shade.

d) Benches should incorporate features to deter their use for sleeping.

e) Benches should be combined with concrete planters when appropriate (see 2, 3, 4).

Doc. No. 35GL-20-1498.



Example of a bike rack



Bike racks can be placed at curb extensions as to not infringe upon the Walking Zone.

2.3.3 Bike Racks

a) Bike rack placement shall be compliant with GCA 21.61 §61531, specifically:

- Spaces shall be a minimum of two feet by six feet
- Spaces shall have the minimum number of conflict points between bicycle and motor vehicles
- Spaces shall have adequate spacing for access to the bicycle and locking device when the spaces are occupied
- Racks shall be located within view of building entrances, windows, and / or security.

b) Bike racks shall allow for bikes to be locked through two different points of contact.

c) Bike racks shall be provided enough space for a typical 6.5-foot-long bicycle to park while keeping the Walking Zone clear and at least two feet from the curb to avoid the bicycle encroachment onto the street. Ideal locations for bicycle racks are in curb extensions and bulb-outs, where the Amenity Zone is extended.

d) On sidewalks with adequate widths, bike racks should be placed perpendicular to the curb, otherwise, angled parking can be used to reduce space requirements.

e) Bike racks should be strategically located in areas of high visibility from the street, windows, and doors with sufficient lighting.

f) Bike racks should be located near schools, libraries, and other public buildings, as well as transit stations / stops, parks, and at major commercial areas.

Doc. No. 35GL-20-1498.



1 *Standard bollard design*

2 *Retractable bollard design*

3 *Park / trail bollard design*



Standard trash and recycling receptacle design for Hagåtña.

2.3.4 Bollards

a) Bollards shall serve as entry markers to trails or pathways and should be used to prevent unauthorized motor vehicles from entering sidewalks, trails, plazas and other public gathering locations and public buildings.

b) Bollard 1 should be the standard bollard design across Hagåtña. Bollard 2 should be the bollard used for locations that require a retractable bollard. Bollard 3 should be used in public parks and along trails where needed.

c) Typical bollard placement should be four to six feet off-centered. This may vary based on the facility and site design needs.

d) Bollards should be designed to be highly visible at all times of day. Incorporating LED lighting is also encouraged in bollard design.

2.3.5 Trash and Recycle Receptacles

a) Both trash and recycle receptacles should be placed together at every 300 feet along major pedestrian streets and intersections, near major civic buildings, transit stations and stops, and at other areas of high pedestrian activity.

b) Trash and recycling receptacles should have removable bins placed inside a base made of concrete to replace trash liner.

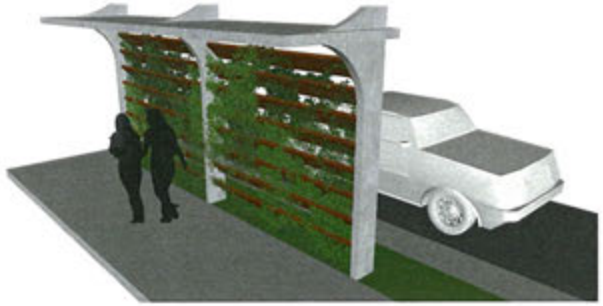
c) Trash and recycle bins should have removable lid with a spring-loaded door to prevent rain from entering the receptacle. Lid should be able to lock onto concrete base.

d) Trash and recycle bins should be identifiable by the color of their lid. Trash bins shall have a black or dark gray lid, and recycle bins should have a green lid.

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A *Round concrete planter design*



B *Example of a small shade structure that can be located along any street with inadequate shade.*

2.3.6 Planters

a) Planters shall be made of concrete and should be round and low to the ground A.

b) Planters are encouraged to be used in place of bollards. Planters are also encouraged at intersections to improve aesthetics.

c) Planter design should be complementary to the surrounding environment and contain vegetation compliant with outline in Section 2.4.1.

d) Planters should cover no more than 25% of the total sidewalk width.

2.3.7 Shading Devices

a) Shade structures (B) should be placed within the Amenity Zone or Frontage Zone along all heavily traveled pedestrian paths. Shade should also be provided wherever benches and / or parking meter kiosks are located.

b) Shade should primarily be provided by landscaping (trees), but shade structures may also be used. Shade structures may be constructed with a trellis wall of plants to provide a natural texture.

c) Shade structures should be no taller than 15 feet, and shall not prevent visibility into public areas.

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2.3.8 Public Art

a) All new developments shall comply with Guam's "Percent for Arts Law" (Guam Code Annotated Title 1, Chapter 8, Article 2). Such public art should be incorporated in or on the site for all new public buildings. Art can also be standalone structures or sculptures in the Amenity Zone, parks, and plazas.

b) Public art should be cohesive with the surrounding environment and shall not block windows, entranceways, create blind spots in the built environment, or interrupt the regular flow of pedestrian movement.

c) Public art should express Hagåtña's rich history, culture, and environment. Local residents and schools should be encouraged to participate in the creation of public art.

d) Art pieces do not always have to be a focal point when incorporated into a public area environment.

Doc. No. 35GL-20-1498.

Design objectives supported:

- ✓ ***Culture***
- ✓ ***Pedestrian Experience***
- *Mobility*
- *Safety & Security*
- *Environmental Protection*
- *Urban Design*



Allamanda Tree



Flame Tree

2.4 Landscaping

This section identifies the plants that are appropriate for use within Hagåtña. Identifying appropriate landscape materials that will aid in upholding a complementary aesthetic look throughout the city and help guide the use of native plants in landscaping. This section covers pavers, walls, and fences.

2.4.1 Vegetation

a) New developments, other than single-family residential units, should plant one tree and ten shrubs for each increment of 500 square feet of the site not occupied by a structure.

b) All landscaping should consist only of plant species native to Guam. Any plants identified as invasive species in the Guam Invasive Species Management Plan should not be used. Native species should include, but are not limited to, the plant species in Table 2-2:

Table 2-2. Native Plant Species in Guam

Native Plant Species	
Trees	
• *Allamanda Tree*	• *Ifit Tree*
• *Flame Tree*	• *Leucaena leucocephala Tree*
Flowers / Shrubs	
• *Birds of Paradise*	• *Cup-of-Gold*
• *Bromeliads*	• *Hibiscus Shrub*
• *Orchid Flower*	

c) Streetscape vegetation shall not be used if they bear fruit or have thorns.

d) No more than two species of street trees should be used on a single block segment.

e) Street trees should be planted at the same time for an entire block segment.

f) New developments are encouraged to retain as much of the existing, native vegetation on the property as possible. Any native vegetation that is removed is encouraged to be relocated. All invasive species shall be eliminated from the project site with new construction or renovation.

Doc. No. 35GL-20-1498.


Ifit Tree


Birds of Paradise Shrub


Cup-of-Gold


Leucaena leucocephala Tree


Bromeliads


Hibiscus shrub

Doc. No. 35GL-20-1498.



Examples of pavement textures, pavers (L) and flagstone (R).



Examples of walls and fences.

2.4.2 Paving

a) Paving for sidewalks and roadways shall be firm, stable, and slip resistant.

b) Porous asphalt should be used on all roadways.

c) Stamped concrete pavers with a natural colored stain should be used for all crosswalks.

d) Materials such as permeable concrete, pavers, bricks, or flagstone are recommended for all sidewalks.

e) The materials for paving used shall be easily traversed by those with varying abilities.

f) Porous materials, such as grass pavers and bricks, are the recommended materials for both on-street parking and for parking lot surfaces.

2.4.3 Walls & Fences

a) Walls and fences located in the required front yard setback as specified in the Zoning Code should not exceed 36 inches in height. Such fences may be increased to a maximum height of 42 inches if the material extending above the 36-inch height is an open material such as wrought iron or vinyl rail.

b) A fence constructed on a side or rear property line of residential properties should not exceed a height of six feet six feet from highest finished grade adjacent to the fence.

c) Fence materials shall be durable and consistent with abutting fences.

d) Wood, PVC, wire mesh, and chain link walls or fences are prohibited for mixed-use, residential and commercial designated properties.

e) Such walls and fences that face the public right-of-way should be decoratively treated and be complementary of the material, color, scale, detail, and general architecture of adjacent buildings.

f) Walls shall provide the opportunity for seating and landscaping into its design when located near an active pedestrian path, sidewalk, or public open space.

Doc. No. 35GL-20-1498.

g) Long walls and fences, should utilize staggers, offsets, or pockets every 50 feet to break long, linear features.

Design objectives supported:

- ✓ ***Culture***
- ✓ ***Pedestrian Experience***
- *Mobility*
- *Safety & Security*
- *Environmental Protection*
- *Urban Design*

2.5 Parks and Plazas

This section provides guidance for parks and plazas to retain Hagåtña's character and open feel as it continues to be developed. This section also ensures all public parks and plazas are open and accessible to the community.

2.5.1 General

a) Furnishings in parks and plazas shall adhere to Section 2.3.

b) Landscaping in parks and plazas shall adhere to Section 2.4.

c) Parks and plazas shall incorporate safety measures into the site in compliance with Section 2.6.

2.5.2 Parks

a) Parks should provide for different levels of recreation, such as active and passive recreational activities.

b) Parks should provide access for all members of the community.

c) Structures at parks, such as recreational centers and restroom facilities, should incorporate rooftop solar panels or vegetated roofs and should be made of concrete and coated with an anti-graffiti finish. Roofing shall comply with Section 3.7.

d) Stormwater retention basins should be incorporated into public parks and plazas as part of their landscape design. Parks should generally be designed to minimize impervious surfaces.

e) Parks should connect to pedestrian and bicycling trails when possible.



Parks and plazas help create a healthy and engaging public environment.

2.5.3 Plazas

a) Plazas shall be flush with the adjoining sidewalk and not be blocked off by landscaping, walls, fences, parking, etc.

Doc. No. 35GL-20-1498.

b) Native vegetation, such as trees, shrubs, and grass lawns, should be provided to soften the built environment, but not restrict visibility from the street.

c) Plazas should have connections to other pedestrian networks, such as trails, sidewalks, interiors of buildings, recreational areas.

d) Plazas should incorporate sufficient lighting throughout to promote a safe environment at all hours.

e) Plazas should include amenities for comfort such as water fountains, shade structures and public restrooms.

f) Plazas shall receive regular maintenance from the property owner, including trash removal, landscaping, and damage repair.

g) Plazas should have programmable space for events, activities, and gatherings.

h) Plazas should reflect and balance the aesthetics and appearances of surrounding structures through material choices and landscaping.

Doc. No. 35GL-20-1498.

Design objectives supported:

- *Culture*
- ✓ ***Pedestrian Experience***
- *Mobility*
- ✓ ***Safety & Security***
- *Environmental Protection*
- *Urban Design*



Flashing pavement lights increase pedestrian safety during times of low light.

2.6 Safety

Designing for safe environments is crucial in maintaining a level of comfort for residents and visitors. This section covers lighting and visibility.

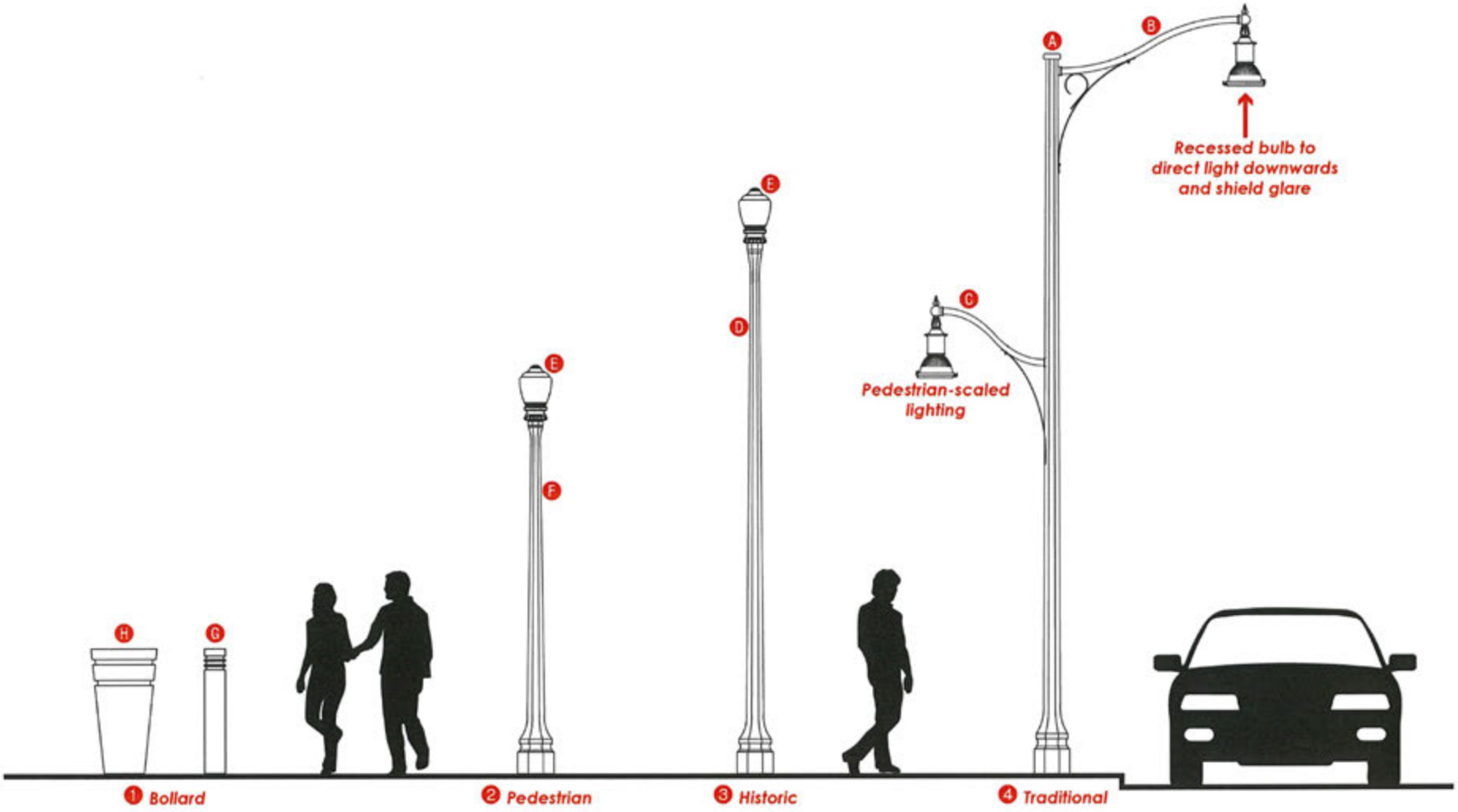
2.6.1 Lighting

a) All public ROWs, paths and parking lots shall be well lit with street lights and pedestrian scale lighting. Extra lighting in potential problem areas, such as arcades, intersections, entrances / exits, and stairs should be provided. Illuminance standards for street / pedestrian lighting shall follow guidelines outlined in Table 2-3:

Table 2-3. Street / Pedestrian Lighting Guidelines

Type	Footcandles (FC)
Roadways	
Highway (Major & Minor)	*1.1 – 1.5*
Collector	*0.8 - 1.0*
Local	*0.4 – 0.7*
Intersections	
Highway / Highway	*2.6 – 3.4*
Highway / Collector	*2.2 – 2.9*
Highway / Local	*2.0 – 2.6*
Collector / Collector	*1.8 – 2.4*
Collector / Local	*1.0 – 2.1*
Local / Local	*0.8 – 1.4*
Pedestrian / Bike Paths	
Commercial Sidewalks	*1.0 – 2.0*
Public Sidewalks	*0.5 – 1.0*
Residential Sidewalks	*0.2 – 0.5*
Multiuse Trails	*0.5 – 1.7*
Parking	
Surface Parking	*0.6 – 1.3*
Structured Parking	*0.5 – 1.0*

Doc. No. 35GL-20-1498.



Doc. No. 35GL-20-1498.

b) All intersections shall have at least one street light and major intersections shall have at least two.

c) Traditional street lights 4 shall be spaced between 100 feet and 120 feet apart. Traditional street lights without a second lower arm for pedestrian lighting shall be spaced between 125 feet and 175 feet apart in a staggered pattern along opposite sides of the street to ensure adequate, equal lighting across all open spaces. These street lights are found throughout the city with the exception of the Capital and Cultural District, where the historic street lights 3 are located (see Section 2.6.2).

d) Light fixture features (e.g., pole, luminary, arm, and color) should be chosen from a specified catalog of components and shall remain consistent throughout a district. Dimensions for street and pedestrian lighting should follow guidelines outlined in Table 2-4.

Table 2-4. Street / Pedestrian Lighting Dimensions

Lighting Feature	Dimension
4 *Traditional Street Light*	
A *Concrete pole height*	*20'*
Luminaire type	*Pendulant*
B *Arm extension length*	*6'*
X *Secondary pedestrian arm extension length*	*3'*
2 *Pedestrian Light*	
Φ *Concrete pole height*	*10'*
E *Luminaire type*	*Globe*
3 *Historic Street District Lighting*	
Δ *Concrete pole height*	*15'*
E *Luminaire type Globe*	*Globe*
1 *Bollard Walkway Lighting*	
Γ *Retractable Bollard Height*	*3.5'*
H *Standard Bollard Height*	*3.5'*

Doc. No. 35GL-20-1498.

e) Street lights shall be shielded and / or recessed to direct lighting downwards and reduce upwards glare.

f) All street lights shall support an armature suitable for hanging banners. Such armatures shall be spring loaded. Armatures and banners shall be elevated over seven feet from the ground plane and shall not extend over the street.

g) Flashing pavement lights should be considered for crosswalks to enhance pedestrian safety at night.

h) Historic street lights 3 located in the Capital and Cultural District should use the pedestrian lighting identified in Section 2.6.2.

2.6.2 Pedestrian Lighting

a) Pedestrian light fixtures 2 shall be placed along pedestrian paths, plazas and other public spaces.

b) Pedestrian lights in areas without street lights shall be spaced between 50 feet and 100 feet. Placement should take into consideration vegetation and other obstructions that can block light. Bollard lighting is an acceptable alternative for pedestrian lighting where appropriate.

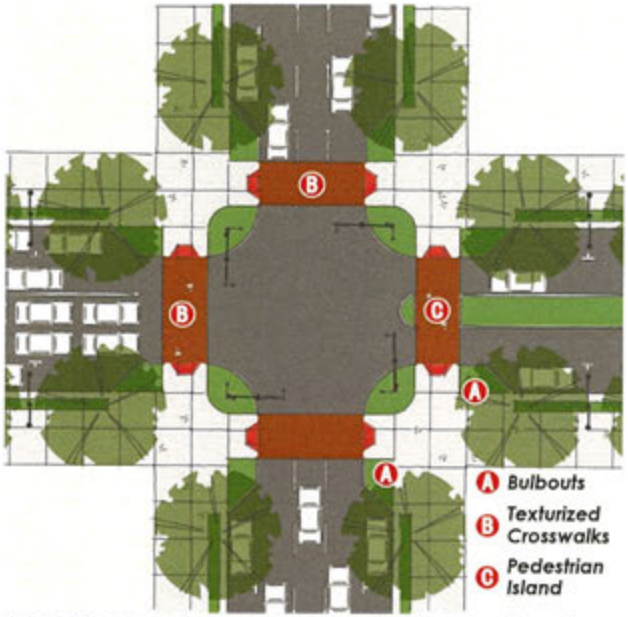
c) LED bulbs shall be used for all pedestrian lighting in the public realm.

d) Pedestrian lighting in the form of wall mounted fixtures shall be prohibited in public spaces.

e) Uplighting structures, landscape, or signs should be to highlight significant and important cultural elements in the streetscape, but shall not be the primary pedestrian light source.

f) Pedestrian lighting should be shielded to direct light downward, reduce glare and light pollution, and confine light within the site's boundary.

Doc. No. 35GL-20-1498.



Bulb-outs, pedestrian islands, and textured crosswalks enhance the pedestrian environment and make street crossing easier and safer.



HAWK signals provide opportunities for pedestrians to safely cross busy streets.

2.6.3 Pedestrian Safety

a) Bulb-outs A should be spaced between every seven on-street parking spaces and at intersections to give pedestrians a shorter distance to cross the street, provide protection to parked cars, and act as traffic calming devices. Bulb-outs shall be at least the width of an on-street parking space as to provide protection for parked cars from cars turning onto the street. Mid-block bulb-outs can also be in the form of planters to increase landscaping on the streetscape.

b) All intersections shall contain identified or texturized crosswalks B with pedestrian crossing signs. Crosswalks at intersections should incorporate material or textural changes—such as poured concrete with a brick impression that is stained a natural brick color.

c) Intersections shall be well lit at all times of the day. See Section 2.6.1.

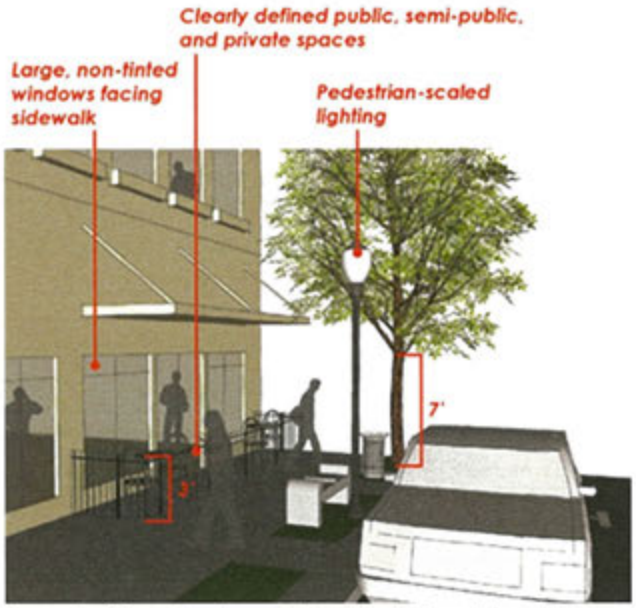
d) Traffic calming measures should be implemented at all intersections in correlation with Table 2-5.

Table 2-5. Traffic Calming Requirements

Measure	Type of Intersection
Identified crosswalks B	*All*
Textured crosswalks B	*Highway / Highway* *Highway / Collector*
Raised crosswalks	*Local / Local*
Bulb-outs at intersections with on-street parking A	*All*
Pedestrian islands on center medians X	*Highway / Highway* *Highway / Collector* *Highway / Local*
HAWK (High-Intensity Activated Crosswalk) Signal	*Midblock Highway* *Collectors with high pedestrian crossings*

e) All streets and other public spaces and access points shall be ADA compliant.

Doc. No. 35GL-20-1498.



Example of how streetscapes should be designed for safety.

2.6.4 Visibility

a) Large windows facing public spaces increases "eyes on the street," or natural surveillance into public spaces.

b) To support keeping eyes on the street from large windows, obstructions obscuring views into public spaces shall be removed and vegetation shall be maintained. Shrubs and other small plants should not grow over 3 feet in height, and tree canopies should not fall below 7 feet.

c) Residential units should be oriented towards the street and include front porches and / or balconies overlooking public space.

d) Surveillance cameras should be considered atop traffic lights at intersections and highly trafficked locations, as well as at public open spaces and plazas.

e) Emergency kiosks should be placed in publicly-owned open spaces.

Doc. No. 35GL-20-1498.

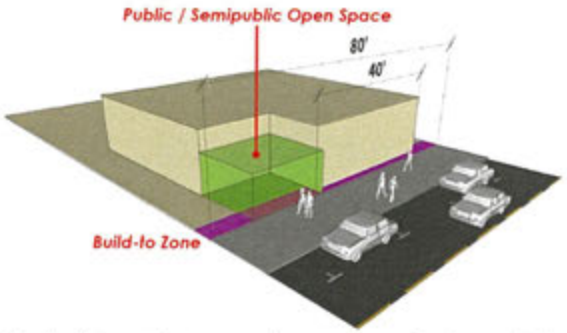
HAGÅTÑA
MASTER PLAN
Preserving Our Past. Shaping Our Future.

3. Architectural Design

3. Architectural Design

Design objectives supported:

- ✓ ***Culture***
- ✓ ***Pedestrian Experience***
- *Mobility*
- *Safety & Security*
- *Environmental Protection*
- ✓ ***Urban Design***



Maximized street frontages enhance the pedestrian realm by creating a more visually engaging environment.

3.1 Introduction

This section provides guidelines for the form and appearance of buildings (public and private) as well as how buildings relate to each other and surrounding areas. Included are guidelines for building orientation; mass, form and articulation; public realm features; building styles; roofs; and doors and windows.

3.2 Building Orientation

Building orientation refers to the way in which a structure sits on a property. Ensuring all new buildings are compatible with existing developments and support a pedestrian friendly experience along streets and trails is essential.

3.2.1 General

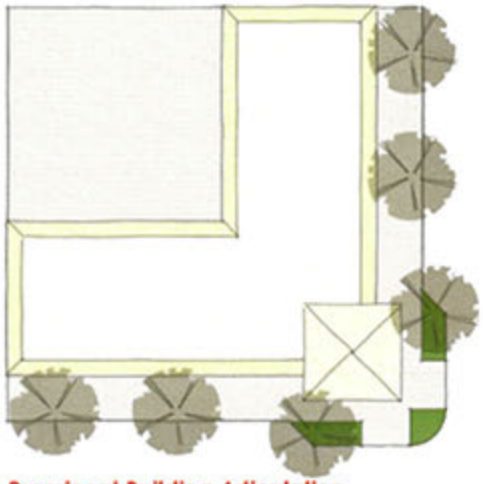
a) Buildings should maximize street frontage with a minimum of 50% of the structure's front façade within the build-to zone, which is identified in the Zoning Code.

b) Properties along trails should consider secondary frontage along the trail's ROW,

c) Loading zones shall not be located along a public roadway or trail.

d) If the building form creates a significant enclave or void along the street (L-shaped and U-shaped buildings), the open area should become public / semipublic open space, such as a plaza or courtyard.

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Prominent Building Articulation



Engaging Public Plaza

A *Corner lot articulation, whether it is through an extending architectural feature or recessed public plaza, can help enhance the built environment.*

3.3 Mass, Form and Articulation

Establishing mass, form and articulation standards for each building are important to create cohesive developments throughout the community that support Hagåtña's identity and vision. However, these guidelines are flexible enough to permit design freedom.

Design objectives supported:

- ✓ ***Culture***
- ✓ ***Pedestrian Experience***
- *Mobility*
- *Safety & Security*
- *Environmental Protection*
- ✓ ***Urban Design***

3.3.1 General

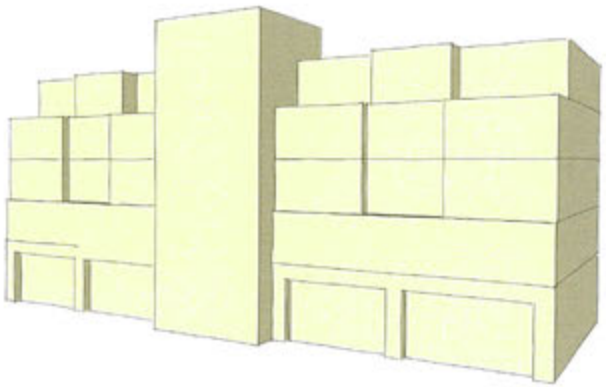
a) Site configuration and design should be influenced by and proportional to the form and design of adjacent properties, and new buildings should be evaluated for consistency.

b) Except within the CBD zoning district, structures should be of similar heights in relation to the adjacent properties. Buildings that have additional stories compared to the neighboring properties should have the upper floors stepped back as to not overpower the neighboring structures.

c) A building's principal entryway shall be directly accessible from the primary street. Buildings on corner lots should have an entryway oriented toward the intersection (A).

d) Building façades should differ from other nearby structures, while retaining similar patterns and architectural features.

Doc. No. 35GL-20-1498.



B *Articulation helps breakup a street wall into a more human scale form, creating a more exciting and comfortable pedestrian experience.*

e) Building façades should have articulation both horizontally and vertically to avoid box-like structures and blank walls.

f) Except within the CBD zoning designation, corner lot developments may be two stories or 24 feet taller than the adjacent buildings, with step backs being encouraged. This height difference will help visually define an entrance point to the block.

g) New buildings located in the CBD zoning designation are not required to design structures with similar heights compared to adjacent properties.

h) Ground-floor storefronts should appear to be smaller in scale than the overall building by breaking up the structure's massing and through the use of articulation and other ground-level architectural details (B). Storefronts should be less than 100 feet. Storefronts longer than 50 feet should be broken up by planar changes of at least 24 inches.

i) Buildings with heights greater than 50 feet should be divided into three smaller components, a base, a middle, and a top:

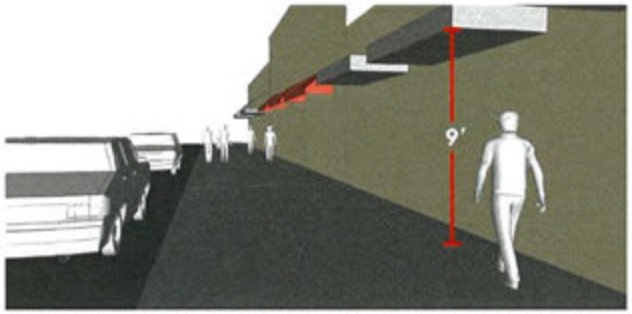
- Base – Shall incorporate features and amenities in Section 2.3 and should be one- to two-stories or 25 feet tall.
- Middle – May incorporate unique window treatments and should serve as the main, identifiable body of the building.
- Top – Should be stepped back to create visual interest and should appear less bulky than the base and middle. Varied roof lines and cornices are recommended.

j) For buildings over 50,000 square feet, consider including semiprivate and / or private interior courtyards for increased natural lighting within the structure's core. This also fosters a semiprivate gathering space for residents.

Doc. No. 35GL-20-1498.

Design objectives supported:

- *Culture*
- ✓ ***Pedestrian Experience***
- *Mobility*
- *Safety & Security*
- *Environmental Protection*
- ✓ ***Urban Design***



Awnings provide protection from the sun through shaded areas, which promotes a walkable environment.

3.4 Public Realm Features

Certain building features have greater influences on the public realm when they are included along sidewalks, street ROWs, trails and plazas. Providing appropriate features and amenities along these spaces support an exciting and more comfortable pedestrian experience and community.

3.4.1 General

a) Ground floor commercial and office buildings should include awnings over windows if they are exposed to direct sunlight. Awnings should be at least nine feet above the ground and extend three to five feet from the façade over the public space. Awnings shall be concrete and should be complementary to the building.

b) Except within residential zoning designation Low-Density Residential (LDR), buildings near heavily used pedestrian areas should include covered walkways in the form of recessed arcades or projected, covered walkways that encroach upon the Frontage and Walking Zones. The covered walkways should provide pedestrians with shade from the sun and protection from inclement weather.

c) Certain building uses, such as a hotel, restaurant, or residence, could benefit from having a rooftop terrace. Rooftop terraces are encouraged to be incorporated into buildings.

d) Bright, non-natural colors should not exceed 15% of a single façade in any land use district other than residential. Color may be applied to façade materials where appropriate for accents and focal points in structures, or where stated otherwise.

Doc. No. 35GL-20-1498.

Design objectives supported:

- ✓ ***Culture***
- ✓ ***Pedestrian Experience***
- *Mobility*
- *Safety & Security*
- *Environmental Protection*
- ✓ ***Urban Design***



Changing building materials along a façade helps create visually engaging environment.

3.5 Building Styles

Each new development has a significant influence on an area's character and identity. Ensuring all new buildings are compatible with Hagåtña's character and identity is crucial to support the city's cultural experience and community's values.

3.5.1 General

a) Buildings should be of concrete construction and façades should be composed of glass, stone, painted stucco or smooth plaster. Other materials may be used for accent features if it is less than 20 percent of the facade.

b) All materials used on the first floor of a building shall be applied with a graffiti resistant coating.

3.5.2 Districts

a) Due to the different uses, intensity of use, and prominence of the *Capital Cultural District* and the *North Riverwalk District*, a higher level of architectural design is recommended than in the other districts. All new development or change of use, signage, building façade treatment, streetscaping, and development intensity shall be designed so as to conform to the Hagåtña Master Plan and Zoning Ordinance.

b) Since, the majority of the historical structures in Hagåtña's are located in the *Capital Cultural District*, new developments should reflect the history and be designed for compatibility. This area will also be focused on government and public / open space. The architectural character is inspired by the Spanish Colonial period. Key architectural elements should include white stucco walls, multi-level pitched roofs with terracotta tiles, balconies, arcades, and courtyards that foster social interaction. These buildings are gathered around shared open spaces and will achieve a sense of unity in the civic areas of the city.

c) The *Riverwalk District* is located along the proposed Riverwalk Trail along the Hagåtña River. This area has been disconnected from the river for decades. New development should be mixed-use, and relate and connect to the river. The architectural character in this district allows for more flexibility with respect to colors and roof styles. Contributing elements to structures in this district include modern style with rectangular and square shapes, flat or low-pitched gabled roofs.

Doc. No. 35GL-20-1498.



Typical Spanish Colonial Architecture, rendering of the Palacio



Modern Block Home. http://www.guampedia.com/changes-in-construction-styles/

d) Building styles in each district should substantially conform to the guidelines established Table 3-1 below.

Table 3-1. Architectural Styles

Feature	Guideline
Capital and Cultural District	
Primary Exterior Surface	Plaster or stucco, smooth finish
Exterior Colors	White
Roof Type	Gable, multi-level
Roof Material/Style	Red terracotta tiles
Additional Features	Balconies, exposed wood beams, arcades, courtyards, and shared spaces between buildings
Riverwalk District	
Primary Exterior Surface	Plaster or stucco, smooth finish
Exterior Colors	White, gold, pink, neon, orange
Roof Type	Hip, mansard, gable
Roof Material/Style	Stamped concrete tiles
Additional Features	Balconies, arcades, square and rectangular shapes, high ceilings, and patios
Primary Exterior Surface	Hollow-block cement
Exterior Colors	White, brown, yellow, blue
Roof Type	Flat, hip
Roof Material/Style	Stamped concrete tiles
Additional Features	Balconies, porches
Primary Exterior Surface	Stone and mortar, white plaster
Exterior Colors	White, brown, yellow
Roof Type	Gable, hip
Roof Material/Style	Terracotta or stamped concrete tiles
Additional Features	Stone exterior stairways, terraces, raised masonry porches with overhanging roofs

Doc. No. 35GL-20-1498.



A *Sample features found in traditional Chamorro architecture*



B *Example of wide stairwells.*

3.5.3 Traditional Chamorro Architecture

a) The design of buildings should reflect traditional Chamorro culture.

b) Building design should use the mamposteria construction style when appropriate.

c) A Construction should be primarily made of stone and mortar. Bright colors may be used as accent colors where appropriate.

d) The design of buildings should incorporate high ceilings on the first floor of public and commercial buildings.

e) A Traditional style of architecture should incorporate balconies on upper floors or stories and should be wrapped with spindles.

f) A Pitched roofs should have an overhang of at least three feet.

g) B Wide stairwells should lead to the entrance of residential buildings with broad sidewalls and a space for a planter at the bottom.

h) X Structures should have generally square or rectangular shapes with uneven features.



X *Example of traditional Chamorro building form with rectangular shapes and uneven features.*

Doc. No. 35GL-20-1498.

Design objectives supported:

- ✓ ***Culture***
- *Pedestrian Experience*
- *Mobility*
- *Safety & Security*
- ✓ ***Environmental Protection***
- *Urban Design*





Concrete tiles can take similar looks to clay tiles, but are more resistant to high winds and storms.

3.6 Roofs

Roofs feature many different forms and are significant features in a city's skyline. The following guidance is established to create cohesiveness with rooflines, as well as establish usable spaces and stormwater mitigation.

3.6.1 General

a) All pitched roofs, roof covering shall be made of poured concrete with a tile form that reflects the look of clay tiles, but with greater resistance to high winds. Clay tile roofs shall only be permitted for historic structures where this roofing is necessary to maintain the historic design or for the partial replacement of an existing tile roof and structures surrounding the Plaza de España.

b) For all pitched, concrete colors should be in the range of terra cotta and brown tones.

c) Flat roofs should be coated in silicone.

d) Solar panels can be used on roof structures if the design does not produce glare on adjacent properties or public spaces.

Doc. No. 35GL-20-1498.

Design objectives supported:

- ✓ ***Culture***
- ✓ ***Pedestrian Experience***
- *Mobility*
- *Safety & Security*
- ✓ ***Environmental Protection***
- *Urban Design*



Features, such as arched windows, storefront windows, and deep-set windows, make buildings more approachable and less expense to cool.

3.7 Doors and Windows

Doors and windows are a defining and prominent feature in all buildings and can have significant effects on aesthetics, pedestrian comfort and building performance. Establishing standards and guidelines for doors and windows is essential to support Hagåtña's character, pedestrian safety, and sustainable buildings.

3.7.1 General

a) Building entrances should consider arched doorways and openings.

b) Doors and windows on buildings should be inset a minimum of one foot to maximize shade and to reduce solar heat gain in the building. Recessed area will also allow installation of typhoon shutters not on the façade of the building.

c) Storefront windows shall be at minimum five feet tall, and the bottom shall be no more than three feet above the sidewalk.

d) Windows larger than eight square feet should be divided into smaller sections by integrating mullions into their design.

e) Window details such as sills, caps, sashes, and lintels should be incorporated, but variations of windows shall be limited or complimentary within the building.

f) New construction should strategically design and place windows to maximize indirect sunlight and passive solar heating.

- North-facing exterior walls should maximize window openings for indirect sunlight.
- South-facing exterior walls should include sun shading mechanisms over any opening at windows to block direct sunlight.
- East-facing exterior walls should maximize window openings for early morning sunlight.

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- West-facing exterior walls should include sun shading mechanisms over any opening or window to block or filter afternoon sun.

g) Dark, reflective, and otherwise mirrored glass shall be prohibited for use on storefront windows.

Design objectives supported:

Culture
Pedestrian Experience
Mobility
Safety & Security
✓ ***Environmental Protection***
Urban Design

3.8 Flood Zones

The majority of Hagåtña is currently located within a flood zone. The city is in the process of reconfiguring the flood zone, which, in the future, will not impact the same properties. Guidelines are for new developments, which will be recommended to be transitional in nature until the flood zone has been reconfigured.

3.8.1 General

a) For all new developments within the current flood zone, the ground floor should be utilized for parking or other temporary uses and built in such a way to allow water to pass through unimpeded. Flood resistant building materials should be utilized.

b) Once the flood zone has been reconfigured and a property is no longer within the flood zone, the ground floor should be redesigned for the highest and best use.

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4. Site Design

4. Site Design

4.1 Introduction

The way in which private developments relate to the public realm contributes to Hagåtña's character and identity. Establishing guidelines for site design is important for ensuring all sites help fulfil Hagåtña's vision. These guidelines address issues related to specific components of developments, such as viewsheds, parking, and service areas.

Design objectives supported:

- ✓ ***Culture***
- ✓ ***Pedestrian Experience***
- *Mobility*
- *Safety & Security*
- ✓ ***Environmental Protection***
- *Urban Design*



Landscaping, such as the placement of trees, can help to block views into residences.

4.2 Viewsheds

Hagåtña has many historic and cultural landmarks that create identity for the city as well as natural environments that have shaped its culture. Preserving viewsheds in Hagåtña is important for maintaining the unique character of the city.

4.2.1 General

a) New buildings should create viewing opportunities of natural and cultural features in Hagåtña where applicable.

b) New buildings should not obscure views of significant natural and cultural features within the city.

c) New buildings should not encroach upon the privacy of existing residential units and their private outdoor space. A landscaped buffer should be provided to increase privacy along the adjoining property line if necessary and should adhere to landscaping Design Guidelines in Section 2.4.

d) Landscaping and amenities that are located along the shoreline, nearby cultural and historical landmarks, and other prominent locations shall not dominate the view.

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Design objectives supported:

- *Culture*
- ✓ ***Pedestrian Experience***
- ✓ ***Mobility***
- *Safety & Security*
- *Environmental Protection*
- *Urban Design*

4.3 Parking

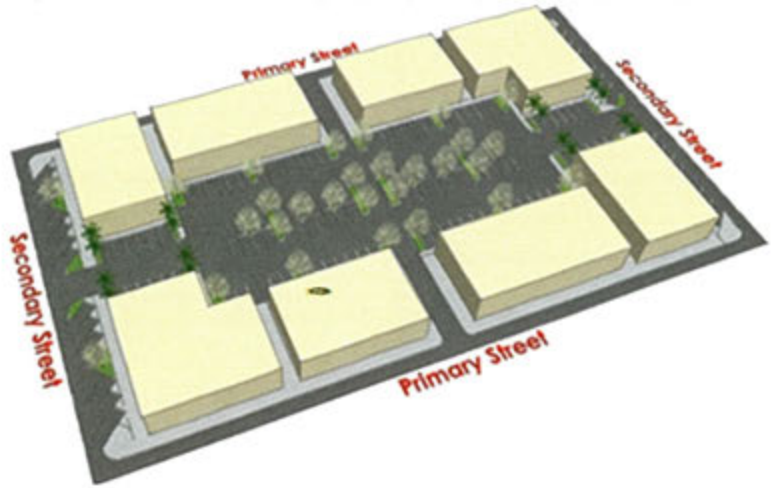
Parking is an essential urban component, but when poorly designed, can hinder walkability and create unattractive places. Well-designed parking plans retain the city's character while meeting parking demands for residents and businesses. Designing for parking in Hagåtña will help to create convenience and improve traffic flow along streets. This section includes Design Guidelines for on-street parking, parking lots, and parking garages. Required parking rates and other regulatory requirements are found in the Hagåtña Zoning Code.

4.3.1 On Street Parking

For design guidance, see Section 2.2.6.

4.3.2 Parking Lots

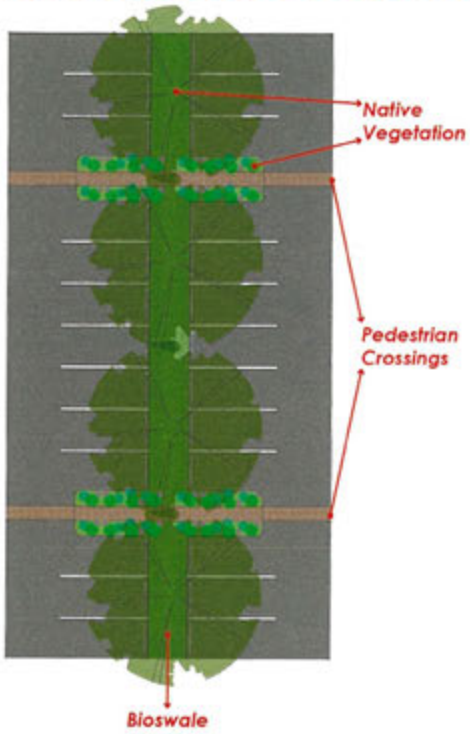
a) Parking lots should not dominate street frontages or shoreline areas. Parking lots should be placed in the back of the property, away from the primary street.



b) Adjacent lots should establish reciprocal access to parking lots and internal circulation to minimize curb cuts.

c) The perimeter of any outside parking areas that face a public street should be landscaped to create a visual screen from the street. Landscaping shall adhere to the landscaping guidelines in Section 2.4.

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Landscaping in parking lots can enhance the aesthetics of a property, reduce stormwater runoff by providing pervious surfaces for rainwater to flow to, and provide shading along pedestrian paths through a parking lot.



Example of a surface parking lot using grass pavers to help mitigate stormwater.

d) A pedestrian path should be provided from the end of the parking lot to the primary entrance of the building.

e) Shared surface parking or parking garages are preferred and encouraged for all mixed-use developments and multi-tenant commercial developments.

f) Surface parking lots should include landscaped islands at least every seven spaces and at the end of each parking row to reduce the visual impact of the lot and to mitigate stormwater flooding. Landscaped islands should be at least three feet by three feet and be wide enough to protect trees and vegetation against bumper overhand and swinging doors.

g) Landscaped areas in surface parking lots should be protected from vehicular encroachment by a vertical curb six inches in height.

h) Parking lots shall provide designated parking spots for persons with disabilities. These spots shall be clearly marked and shall be ADA compliant.

i) Parking should be located away from the edge of bodies of water, such as the shoreline and the Hagåtña River, when feasible.

j) There should be at least one bike rack for every 20 vehicular parking spaces developed. See Bike Rack Design Guidelines Section 2.3.3, Furnishings and Amenities.

k) Pervious pavement and grass pavers should be considered for surface parking lots to mitigate stormwater runoff. See Design Guideline 2.4.2.

4.3.3 Parking Garages

a) Parking garages shall be well lit with LED lighting. Lighting within the garage should not create excessive glare for neighboring residential units.

b) Public parking garages throughout the city should have the same aesthetic design and shall be clearly identified by signage and wayfinding.

c) Public parking garages should incorporate public art along the façade of the structure.

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Mixed-use parking garages provide pedestrian friendly activities on the ground floor. The use of vegetation and screening along the garage facade maintains a high level of aesthetic along the streetscape.

d) Elevators and stairs should be located on corners with high pedestrian activity and should be clearly marked with signage along the perimeter of the parking structure. This will help to lessen the use of ramps as main pedestrian access points within the garage.

e) Parking garages should have an external skin when exposed to the public right-of-way as to not deter the visual character of the streetscape.

f) The street frontage of parking garages should be lined with ground-floor commercial uses to promote pedestrian activity.

4.4 Service Areas

Loading docks, shared trash receptacles, utility areas and similar facilities are critical components of functional developments, but if poorly designed can interrupt circulation and detract from the visual character of the building and area. Properly planned and sited service areas are screened from the public view while still retaining their essential functions. This section covers loading docks, trash receptacles, and utilities.

4.4.1 Loading Docks

a) Loading and unloading zones should be located in the rear of buildings and accessed through a service entry way if possible.

4.4.2 Trash Receptacles

a) Trash collection location areas shall be located in the rear of buildings, away from pedestrian entrances.

b) If located outside, the trash collection area shall be enclosed by a seven-foot wall. Wall material shall be compatible with the main building, and an access gate shall be lockable both in the open and closed position.

c) The perimeter of the trash collection wall should be landscaped to screen the view.

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Landscaping screens these utilities and enhances the aesthetics of both these utilities and the overall site.

4.4.3 Utilities

a) Where feasible, utilities should be placed off the ground plane, either underground or on roofs of structures and set back from the front building façade so it is not visible from the street.

b) Utility connections located on the ground plane should be located in the rear of structures when possible.

c) Utilities should be screened with shrubs and other vegetation from public view, while maintaining accessibility.

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5. Specific Area Guidelines

5. Specific Area Guidelines

5.1 Introduction

There are areas within Hagåtña that require additional guidelines to support the City's vision, goals, and aspirations. Specific Area Guidelines typically focus on a particular property, block, neighborhood or broader area, such as the development of an entire civic center or new community and public spaces. These guidelines ensure that each specific area reflects a unique and recognizable design that identifies the area. The Specific Area Guidelines section focuses on the Capital and Cultural Sub Area, Riverwalk District, Historical and Cultural Sites, and Shoreline Protection.

Guidelines set forth in this section are in addition to the general guidelines established throughout the Design Guidelines. If guidelines in the Specific Area Guidelines contradicts guidelines as written in another section, the guidelines in this section will apply.

Design objectives supported:

- ✓ ***Culture***
- ✓ ***Pedestrian Experience***
- *Mobility*
- *Safety & Security*
- *Environmental Protection*
- ✓ ***Urban Design***

5.2 Capital and Cultural Sub Area

The Capital and Cultural Sub Area has a rich history in being the government center for Guam and will be designed to enforce the function of the sub area. This section includes Design Guidelines for structures, streetscape, landscaping, and maintenance within the Capital and Cultural Sub Area.

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Structures in the Capital and Cultural sub area should be of similar architectural style to the historic Governors Palace of the 19th century.

5.2.1 Structures

The following guidance shall be used for new structures in the Capital and Cultural sub area of Hagåtña's City Center District.

Style	*Spanish Mission*
Mass	*Simple regular forms*
Materials	*Stucco, clay tile roofs, wood, concrete, flagstone*
Texture / Pattern	*Smooth texture with a recognizable pattern*
Color	*Natural hues, terracotta, and neutral earth tones*
Detail	*Exposed wood trim, columns, wide stairwells, balconies with wood spindles, logo of government agency occupying the building*
Scale / Proportion	*All structures should have similar scales*

a) Columns and posts shall be of similar design, creating a unified and cohesive feeling throughout the Sub Area.

b) Architectural articulation on the second floor that extends past the 6 feet overhang limit is acceptable. Overhang should be centrally located and limited to 30 feet in length, or 50% of the structure's width—whichever is shorter.

c) Balconies may be placed on the second floor if there is no overhang, but should not extend more than four feet from the façade.

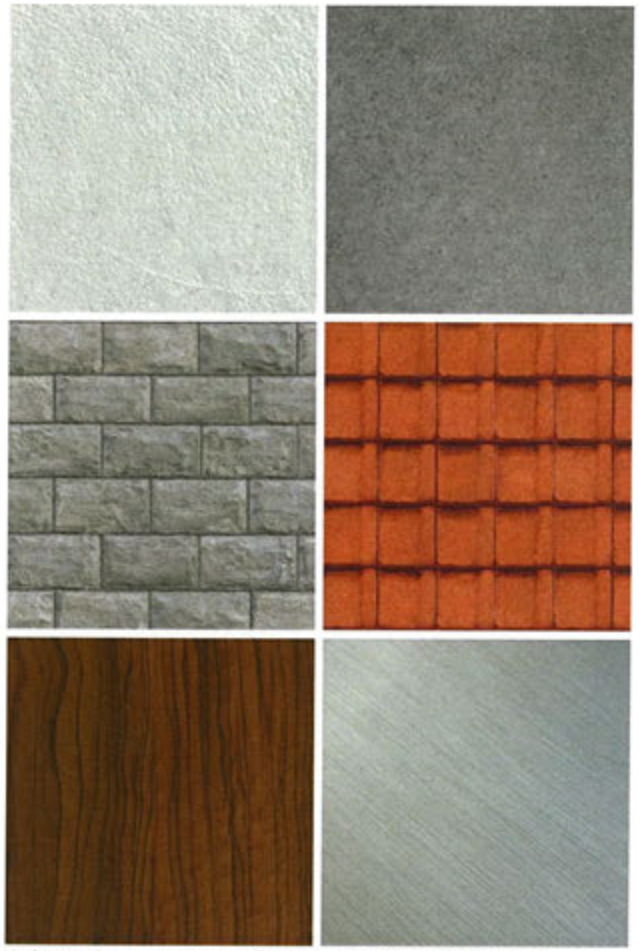
d) Façades should have an identifiable rhythmic pattern or cadence embedded in the architectural detail, such as windows, doors, articulation, and textures.

e) Roof styles should be either hip or gable or a mixture of the two.

f) New government buildings should feature shared covered walkways with stone pavers and railings.

g) New structures in the Capital and Cultural District should incorporate similar design principles as the historic Palacio. At the same time, new developments are encouraged to

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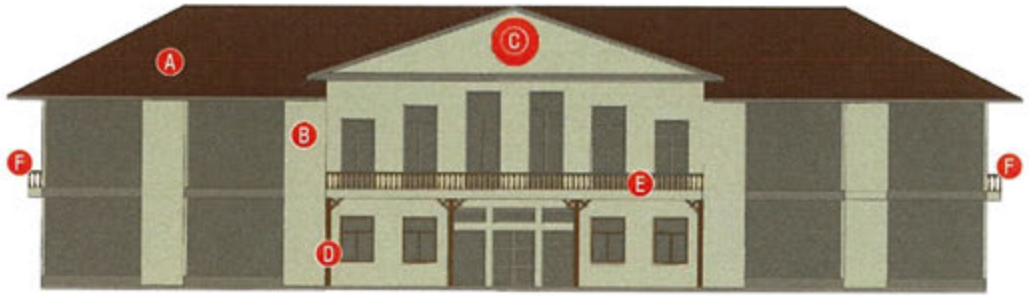


Color and texture palette for the Capital and Cultural District: (from left to right) white stucco, concrete, bricks, terracotta roof files, wood, aluminum.

modernize new facilities to provide design flexibility to the district. Such details new buildings should incorporate include the following:

- A Stamped concrete roof tiles
- B Stucco exterior walls with a smooth or worm finish
- X Logo of government agency occupying the building
- Δ Wood or wood veneer columns
- E Wood spindles
- Φ Balconies

h) Colors should be limited to the natural hues of materials and other earth-tone colors. Stucco exterior siding should be white, and roofs should be terracotta (whether or not they are clay tiles or stamped concrete).



Sample features new buildings in the Capital and Cultural District should incorporate into new developments to create a cohesive government center.

i) The trolley stop within the Sub Area should be of similar architectural style as the surrounding historic buildings and adhere to the transit stop guidelines outlined in Section 2.2.5 designed specifically for the Sub Area.

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Uniform landscaping within the Plaza de España, and the Capital & Cultural Sub Area as a whole, helps create an environment with a sense of place unique to the Sub Area.

5.2.2 Streetscape

a) Sidewalks shall be at least 10 feet wide and include pedestrian amenities, such as benches, historic street lights, trash bins, and bike racks. Pedestrian amenities should adhere to Section 2.3.

b) Sidewalks throughout the district should be made of stamped concrete pavers.

c) Each intersection shall have identified crosswalks, sufficient lighting, benches, and trash / recycle receptacles where sidewalks intersect.

d) Crosswalks shall include a material change from the asphalt street to stamped concrete pavers with a natural colored stain.

5.2.3 Landscaping

a) Landscaping should express a formal, geometrical design.

b) Royal Palms should be evenly spaced on both sides of all streets. Rows of Royal Palms should al line internal sidewalks within the Plaza de España that lead to government buildings.

c) Native canopy trees should be strategically placed to provide shade in public gathering areas and periodically throughout Plaza de España.

d) All structures, landscaping, and R.O.W.s shall be regularly maintained, and deficiencies should be repaired within a reasonable amount of time.

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Design objectives supported:

- ✓ ***Culture***
- ✓ ***Pedestrian Experience***
- *Mobility*
- *Safety & Security*
- *Environmental Protection*
- ✓ ***Urban Design***

5.3 Riverwalk District

The Riverwalk along the Hagåtña River provides a unique opportunity for a new destination and activity hub in Hagåtña. These guidelines help create a new distinctive identity for the Riverwalk District that will support a vibrant, active, mixed-use community in Hagåtña, much different than the other districts. The following guidance shall be used for new structures in the Riverwalk District.

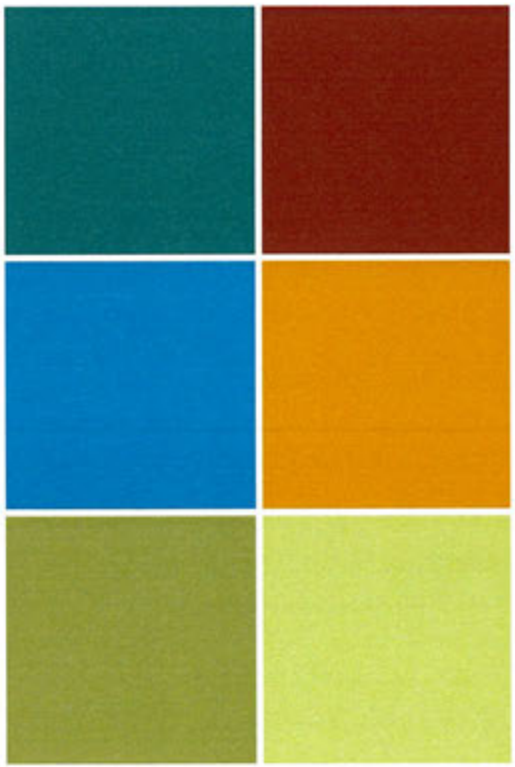
5.3.1 Structures

Style	*No style requirements*
Mass	*Ground floor massing should be broken down into smaller forms. No requirements for upper floors*
Materials	*No requirements*
Texture / Pattern	*Patterns may be irregular to create interest*
Color	*Bright colors may be used as accent colors*
Detail	*Balconies, awnings, planters, large windows, outdoor seating areas*
Scale / Proportion	*Up to 20 feet should be smaller scale, or human-scale features. No requirements above 20 feet*

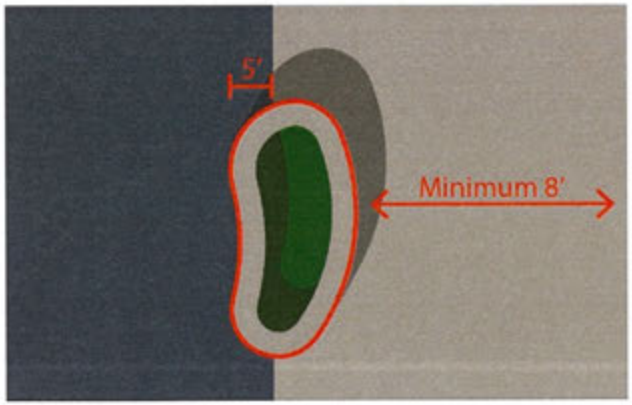
a) Building design should include restaurants and outdoor seating areas. Buildings with restaurants on the first floor should ensure enough room is provided for umbrellas to open at each table.

b) Structures along the Riverwalk Trail should incorporate gallery storefronts that create shade and shelter for pedestrians. Restaurants may have outdoor seating within these gallery areas and will not require umbrellas so long as tables are completely under the gallery shelter.

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A bright color palette will help make a more vibrant atmosphere in the Riverwalk District.



A *Example of a landscaped bulb-out that breaks the linearity of the Riverwalk Trail and provides vegetation and shade.*

c) Buildings and structures should use bright accent colors in the public realm to create a vibrant atmosphere. Accent colors may be painted on stucco or other exterior surfaces, but should not exceed 25% of the total surface area of a single façade.

d) Upper floors should include balconies that overlook the Hagåtña River where appropriate.

5.3.2 Riverwalk Trail

a) The Riverwalk Trail should provide ample seating, whether it is along ledges or in the placement of benches and / or tables and chairs.

b) The trail shall be constructed of porous pavers, either brick pavers or flagstone to allow stormwater runoff to flow through. The surface material may alter along the trail, but must remain porous.

c) Landscaped bulb-outs (A) should be periodically located between the Hagåtña River and trail to create a winding path along the Riverwalk Trail. Such bulb-outs should be enclosed by a retaining wall that is 18 inches in height measured from the trail surface and 12 to 24 inches in depth. Length and width of the bulb-outs may vary, but should not extend more than five feet into the Hagåtña River, and shall ensure there is at least eight feet available along the Riverwalk Trail.

d) Signage along the Riverwalk Trail should differ from signage across Hagåtña. The district should develop a new unique identity along the Riverwalk Trail. Signage may be bright, neon, and 15% larger than the standard requirements. More design flexibility should be given to properties and business along the Riverwalk Trail.

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Design objectives supported:

- ✓ ***Culture***
- ✓ ***Pedestrian Experience***
- *Mobility*
- *Safety & Security*
- *Environmental Protection*
- *Urban Design*



Iconic landmarks, like the arches of the Almacen, should be well-maintained and protected from alteration and deterioration.

5.4 Historical and Cultural Sites

Hagåtña has an abundance of historic and cultural sites that form the City's character and identity, such as Chamorro Village, Arches of the Almacen, Hagåtña Spanish Bridge, and the Dulce Nombre De Maria Cathedral. Preserving these landmarks and sites through the design of neighboring development will help maintain the historic and cultural character of the city.

5.4.1 General

a) New developments within 100 feet of a historic building or cultural site should adopt similar articulation, patterns, materials, and floor heights (or perceived floor heights) used in the historic building.

b) New structures adjacent to a historic structure shall have a gap of at least 20 feet.

c) Structures located within 200 feet of a historic structure must have a compatible height. Building heights within 50 feet from the historic structure's edge shall match the height of the historic structure. Following the 50-foot height match distance, an extra 12 feet in height may be added to new buildings in 30-foot intervals up to the 200-foot compatible height distance.

d) Underutilized historic and cultural structures should be adaptively reused in the design of new developments when feasible instead of being demolished.

e) The removal of iconic markers, materials, or features that characterize a historic site shall be prohibited.

f) Historical landmarks and buildings shall be maintained regularly to preserve their integrity.

g) Maintenance of historical landmarks shall be conducted in a way that is sensitive to the material and age.

h) Street signs located in historic and cultural sights should follow standards outlined in the Design Guideline's Section 6.3.1.

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Design objectives supported:

- ✓ ***Culture***
- *Pedestrian Experience*
- *Mobility*
- *Safety & Security*
- ✓ ***Environmental Protection***
- *Urban Design*



Hagåtña's shoreline offers a multitude of ecological and economic benefits including storm surge protection and tourist destinations.

5.5 Shoreline Protection

Hagåtña's shoreline is a precious resource that needs to be protected. As tourism become more prevalent, visitors will be inexplicably drawn to the shoreline. Because of this, guidelines and protections should be in place to help sustain and maintain Hagåtña's natural beauty. This section includes guidance on signage, setbacks, amenities, and structures.

5.5.1 Signage

a) Safety signs shall be posted throughout the shoreline to alert visitors of the effects of damaging local ecology.

b) Existing native vegetation should be protected along the shoreline, and signage should identify specific types and species along the Waterfront Trail.

c) Public access to the shore should be protected and marked with signage.

5.5.2 Setbacks

a) Developments along the coastline shall bet setback a minimum of 20 feet from the established shoreline to protect the ecology and erosion.

b) Setbacks for new developments or redevelopments should consider a 100-year planning timeframe to address the effects of sea level rise.

c) Setbacks under public ownership shall allow for public access to the shoreline wherever feasible.

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Infrastructure should be put in place to ensure that all citizens and visitors can enjoy Hagåtña's natural resources.

5.5.3 Amenities

a) Public access ways to the shoreline should be accessible to all members of the community.

b) Public amenities, such as restrooms and picnic areas, should be sited and designed in a way that reduces their visual intrusion on the shore.

c) Trash and recycling receptacles located along the waterfront must be enclosed to protect water quality.

5.5.4 Structures

a) Building densities should be lower closer to the shoreline to lessen the impacts of urbanization on the natural environment.

b) Large-scale developments should include breaks between buildings to preserve views and maintain pedestrian access to the waterfront.

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6. Signage

6. Signage

6.1 Introduction

Signage refers to the design or use of signs and symbols to communicate a public or commercial message. Signage plays a large role is assisting in the navigation of public space, offering guidance and direction to destinations. Often, signage has a symbolic design that represents the areas values and character. It is important for Hagåtña to establish standards for signage design representing the City's character and identity, while limiting signage that does not. This chapter includes sections for gateways, wayfinding, and identification.

Design objectives supported:

- ✓ ***Culture***
- ✓ ***Pedestrian Experience***
- ✓ ***Mobility***
- *Safety & Security*
- *Environmental Protection*
- *Urban Design*

6.2 Wayfinding

Wayfinding signage assists in directing people to places. It is an essential function of the circulation system, supporting connectivity. This section provides guidance on street signs, barrio signs, and district kiosks.

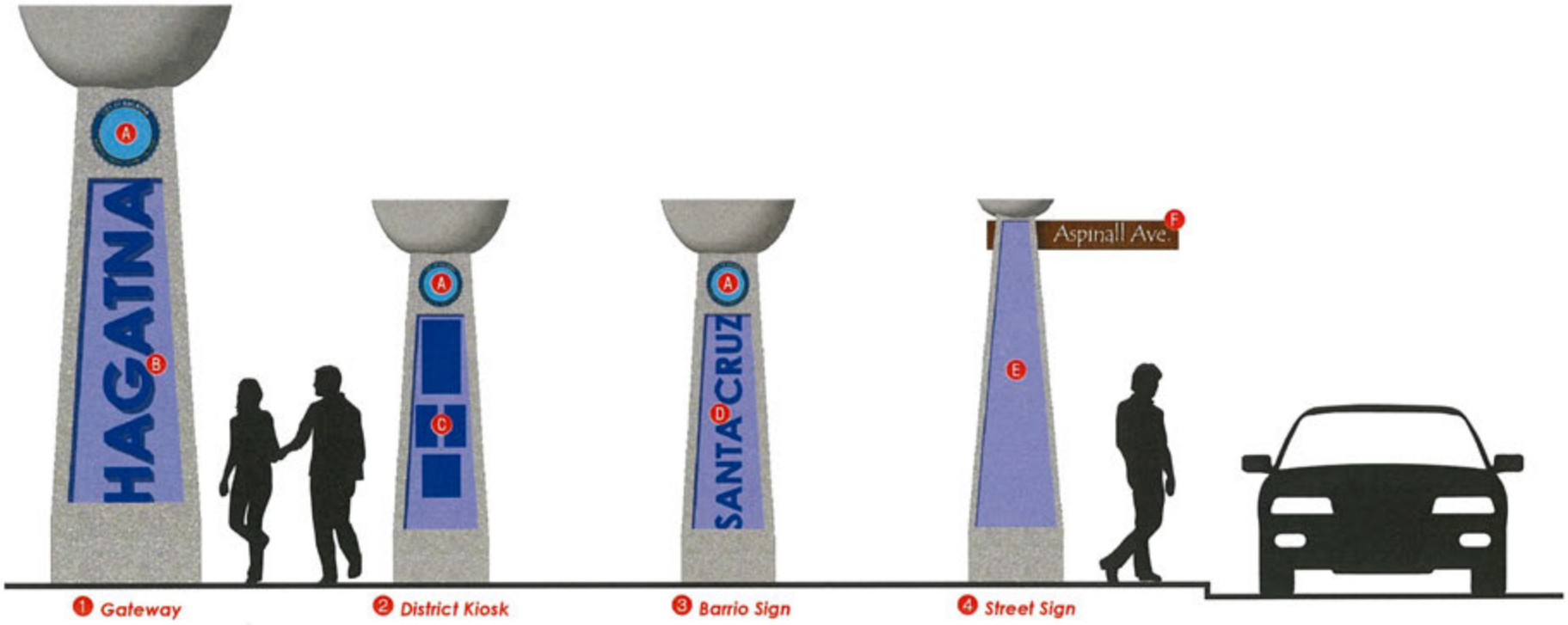
6.2.1 Gateways

a) Major gateways (1) should be 15 feet tall by four feet wide by four feet deep and shall be artistic entryways into Hagåtña along the city's primary entrances: where Marine Corps Drive and Route 4 enter Hagåtña. Such major gateways should resemble latte stones to represent Guam's culture and heritage.

b) Minor gateways should replicate major gateways, but reduced in size to be 10 feet tall by two feet wide by two feet deep and shall serve the same purpose as major gateways, but should be located at other entryways into the city along less heavily trafficked streets.

c) Concrete shall be the primary material used in gateway monuments.

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d) Hagåtña's city seal (A) shall be visible on the front of the sign, and it shall not overlap any lettering or other information.

e) Gateways should incorporate up lighting to be highly visible at night.

f) "Hagåtña" shall be written in extruded letters with at least 10-inch font and visible from the front of the sign (B).

6.2.2 District Kiosks

a) District kiosks (2) should be located near intersections with high pedestrian traffic in each district.

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b) The kiosks should be nine feet in height, two feet in length, and two feet in depth, large enough to be seen by bicyclists and motorists.

c) The design of the kiosks should reflect resemble gateways, but the interior portion (X) should include maps and information for each respective district.

d) Kiosks should include information about the district such as the attractions and destinations that are located within the district, along with a map to guide them in the right direction.

e) District Kiosks shall display information in three languages: English, Japanese, and Chamorro.

f) Hagåtña's city seal (A) shall be visible from the front barrio signs, and shall not overlap other information on the sign.

6.2.3 Barrio Signs

a) Barrio signs (3) should resemble minor gateway monument signs, but should include the name of the respective barrio (Δ) instead of "Hagåtña" in extruded letters.

b) Barrio signs should be located at major intersections leading into the respective barrio, but shall not replace gateway signs or district kiosk signs.

c) The name of the barrio shall be displayed vertical from top to bottom with at least 8-inch lettering visible from the front of the sign.

d) Hagåtña's city seal (A) shall be visible from the front barrio signs, and shall not overlap other information on the sign.

6.2.4 Street Signs

a) Street signs (4) should be attached to traffic lights and stop signs at intersections where applicable, and shall be made of aluminum with reflective vinyl lettering.

b) Street signs that display the name of the street must hang down from an arm of an aluminum pole and be secured to the arm with hinges to minimize pressure from high winds. The total height of the pole and sign should be 18 feet.

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Banners on light poles notify residents and visitors of events occurring in Hagåtña.

c) If an intersection does not have a traffic light, street signs shall be mounted to an aluminum pole that is at least nine feet in height. The aluminum pole should include both intersecting streets. The bottom of the street signs shall be at least eight feet from the sidewalk surface.

d) Street signs located in the Capital and Cultural District and other historic districts should resemble the character of Hagåtña's historic street signs (4). Such street signs should be free standing at intersections. The base should be nine feet in height, two feet in length, and two feet in depth; be made of primarily concrete; and have a design that is reflective of the latte stone. A graphic should be inserted into the interior of the base (E). The bottom of the street name panel (Φ) should 8 feet from the sidewalk and contain a wood veneer with white lettering with reflective material.

6.2.5 Banners

a) Banners should be hung on light poles within the Capital and Cultural District and Riverwalk District, and should display announcements of events, festivals, and programs in Hagåtña.

b) Banners shall be attached with spring-loaded brackets to reduce pressure from high winds on both traditional and historic street lights.

c) Banner material shall be resistant to inclement weather, such as heavy moisture and sun weathering.

d) Banners should have designs that are consistent with the character of the district in which it is located or with the city as a whole.

e) Banners should be available at a pedestrian scale and at a vehicular scale.

f) The bottom of the banner shall be at least eight feet above the sidewalk surface. If the banner extends over the roadway, the bottom of the banner shall be at least 14 feet from the roadway surface.

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Design objectives supported:

- ✓ ***Culture***
- ✓ ***Pedestrian Experience***
- ✓ ***Mobility***
- *Safety & Security*
- *Environmental Protection*
- *Urban Design*

6.3 Directional Signs

Directional signs guide residents and visitors along designated paths throughout the city, such as bike lanes and trails. The Directional Sign section focuses on Design Guidelines for both bike network signs and trail network signs and markers.

6.3.1 Bike Network Signs

a) Bike network signs should be located along a bike path or lane and should display the following information:

- The name of the trail
- Nearby destinations that are accessible via the bike network
- The distance and directions to destinations

b) Bike network signs should be mounted on existing infrastructure such as street lights.

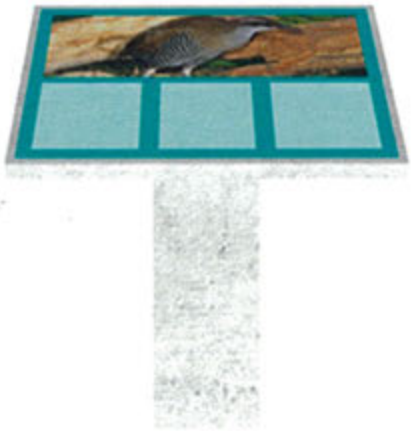
c) The bike network signs should receive their own branding and be of different design than other signs within Hagåtña.

d) Bike network signs should be six feet tall if mounted on a free-standing aluminum pole. They may be taller if mounted on existing infrastructure, but it may not be lower than six feet.

e) Bike network signs shall be coated with a retroreflective material as to reduce glare and reflections.

f) Bike network signs should be placed every 300 feet along the bike path.

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Markers along trails educate visitors on specific landmarks and facts about Hagåtña.

6.3.2 Trail Network and Marker Signs

a) Trail network signs should be placed at the beginning and end of a trail and should display key natural features along the trail and a brief history of the area.

b) Trail network signs should be of unique design and be different than other signs within Hagåtña.

c) Trail network signs should be five to six feet tall and may be mounted alongside standalone bike signs.

d) Trail network signs should be placed every 300 feet and should display the names of the trail and the direction to attractions along the trail.



Trail signs guide users to destinations.

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Matrix DESIGN GROUP

Doc. No. 35GL-20-1498.

HAGÅTÑA
RESTORATION AND
REDEVELOPMENT
AUTHORITY

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75th Guam Liberation A Legacy of Peace and Friendship

The Honorable Lourdes A. Leon Guerrero
Governor of Guam

The Honorable Joshua F. Tenorio
Lieutenant Governor of Guam

PHASE 6:

DEVELOP AN IMPLEMENTATION SCHEDULE

Task 6.1: Administrative Draft Hagatna Implementation Plan

Task 6.2: Draft Hagatna Implementation Plan

Task 6.3: Final Hagatna Implementation Plan

Task 6.4: Final Presentation

HAGÅTÑA MASTER PLAN PROJECTS - November 2018

PROJECT #	PROJECT TITLE	PROJECT DISTRICT	Previous Project #	PROJECT DESCRIPTION
1	Palacio Restoration	Hagåtña City Center District - Capital and Cultural Sub Area	1A	Restore 12,000 square-foot historic Palacio
2	Solar Powered Parking Meters	Hagåtña City Center District	1D	Main Streets in City Center District
3	Heritage Trail Enhancements	Hagåtña City Center District and Waterfront District - Paseo / Marina Sub Area	3B	Trail realignment to unify all historic/cultural site, pedestrian enhancements, wayfinding
4	Community Center / Hagåtña City Hall	Hagåtña Riverwalk District - North Riverwalk Sub Area	1F	Temporary use of Community Center expansion until permanent City Hall built
5	Pedestrian Overpass Over Marine Corps Drive	Hagåtña City Center District and Waterfront District - Paseo / Marina Sub Area	1G	From Skinner Plaza to Chamorro Village
6	Paseo Beautification	Waterfront District - Paseo / Marina Sub Area	2F	Pedestrian enhancements, entry features, way finding, picnic pavilions and promenade
7	Hagåtña River Channelization and Watershed Feasibility Study	Hagåtña Riverwalk District - North Riverwalk Sub Area	5A	Study / establish parameters for channelization / restoration
8	Streetscape Enhancements	Hagåtña City Center District and City-wide	1C	Streetlights, street trees, street furniture, signs and gateways
9	Land Resources Building (DLM)	Hagåtña City Center District - Mixed Use Commercial Sub Area	1H	New 24,500 square-foot building and parking garage
10	Underground Electric Lines	Hagåtña City Center District and City-wide	1E	Along main streets
11	Governor Manuel F.L. Guerrero Administrative Complex	Hagåtña City Center District - Capital and Cultural Sub Area	1B	Govenor's Office and 3 GovGuam Agency buildings (4 buildings total: 111,360 square feet)
12	Agaña Wastewater Treatment Plant Relocation	Waterfront District - Paseo / Marina Sub Area	2A	Move Wastewater Treatment Plant to allow for marina expansion and cruise ship dock
13	Transit Circulator and Trolley System	City-Wide	4A	3 transit stations and 9 transit stops, purchase 10 trolleys
14	Hagåtña River Wetland and Watershed Restoration	Hagåtña Riverwalk District - North Riverwalk Sub Area	5B	Restoration of watershed, including Spanish dikes and traditional farming
15	Central Park Enhancements	Hagåtña Riverwalk District - North Riverwalk Sub Area	5G	
16	Chalan Santo Papa Juan Pablo Dos Street Extension and Streetscape	Hagåtña Riverwalk District - North Riverwalk Sub Area	5F	Road extension and streetscape improvements from Route 4 over Hagåtña River
17	Gateways and Wayfinding Signs	City-Wide	4B	Install gateway and way finding signage along key pedestrian and vehicle corridors
18	Hagåtña River Channelization	Hagåtña Riverwalk District - North Riverwalk Sub Area	5C	Rechannelize river to provide for Riverwalk Esplanade and future development building sites
19	Soledad Avenue Access Road Extension	Hagåtña City Center District	4C	control points
20	O'Brien Drive Right Lane Expansion	Hagåtña Riverwalk District - North Riverwalk Sub Area	4D	Streetlights, street trees, street furniture, signs and gateways
21	Riverwalk Esplanade - Marine Corps to Chalan Santo Papa Juan Pablo Dos	Hagåtña Riverwalk District - North Riverwalk Sub Area	5D	Main Riverwalk improvements from Marine Corps to Chalan Santo Papa Juan Pablo Dos East
22	Paseo and Central Park Parking Garage	Waterfront District - Paseo / Marina Sub Area and Hagåtña Riverwalk District - North Riverwalk Sub Area	2G	To serve stadium, village and planned peninisula attractions
23	Statue of Liberty Relocation	Waterfront District - Paseo / Marina Sub Area	2J	Relocation of Statue of Liberty to tip of new jetty on Paseo peninsula
24	Riverwalk Esplanade Central Park Pond	Hagåtña Riverwalk District - North Riverwalk Sub Area	5E	Extension of riverwalk improvements to Central Park
25	Paseo de Susana Planned Development District Phase 1	Waterfront District - Paseo / Marina Sub Area	2B	Develop a Feasibility Study to consider expanded uses at Paseo
26	Multi-purpose Sports and Entertainment Venue	Waterfront District - Paseo / Marina Sub Area	2E	New first tier sports facility on Paseo peninsula
27	Proa Pavilion Canoe House	Waterfront District - Paseo / Marina Sub Area	2H	4,200 square-foot museum and cultural center, including demonstration of proa building techniques
28	San Rafael Fort Replica	Waterfront District - Paseo / Marina Sub Area	2I	9,600 square-foot replica of historic fort on tip of Paseo peninsula
29	Waterfront Trail Enhancement	Waterfront District	3A	14-foot wide path with pedestrian improvements, shoreline protection and way finding
30	Gregorio D. Perez Marina Expansion	Waterfront District - Paseo / Marina Sub Area	2D	Add 144 boat slips and boat launch
31	Cruise Ship Dock	Waterfront District - Paseo / Marina Sub Area	2C	Establish cruise ship dock and future development building sites

Project 1 Palacio Restoration
Capital and Cultural District



Project Description

The Hagåtña Master Plan established a detailed concept to re-establish historic buildings and elements of the Plaza de España, which was the location of the Governor's Palace during the island's period of Spanish occupation. This project involves the restoration of the two-story 12,000 square-foot replica of the historic Palacio within the Plaza de España. The historic Palacio, destroyed in 1944 during World War II, will be restored as it once stood over 70 years ago.

The newly restored Palacio will become the center piece to the Plaza de España and will be used as a welcome center for residents and visitors to familiarize them with the Government Civic Center Complex. It will also include a small Hall of Governors museum and information on Guam and Hagåtña's history and redevelopment of the Government Civic Center Complex. Historic design features for the Palacio will be incorporated and will include sloped roofs with clay tiles, railing with covered walkways paved with stone pavers, and punched windows with balconies.

There are several existing historic structures within the plaza that will be preserved and incorporated into the site design of the Palacio restoration. These existing structures include the iconic three-arch gate, the Garden House, the azotea or back porch, and the Chocolate House, which was used by governors to entertain guests.

This project will also construct an 8,000-square foot garden with bench seating and shade structure within the Plaza de España. A portion of the wall will replicate the historic three-arch iconic feature found throughout the downtown area. The garden will foster community interaction and education on native plants and agricultural products of the region.

Additionally, the design concept includes a tree lined cul-de-sac extension providing a formalized entrance to the Palacio, creating a sense of arrival and providing opportunities for visitor viewing and appreciation of the historic building and revitalized



Site Size
4.13 Acres

Building Size
12,000 sq. ft.

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Single-Phase Project	FY 2019-2020	Building Restoration	Guam Preservation Trust	HRRA GEDA	$5,156,985	GEDA, Hotel Occupancy Tax (HOT) Bonds

Doc. No. 35GL-20-1498.

Plaza de España. The cul-de sac extension will include Royal Palm street trees on 20-foot centers and matching planned streetscape improvements in the Capital and Cultural District. Other streetscape and project elements include site landscaping, historic lighting, bollard lighting, benches and wayfinding and informational signs.



Proposed community garden

Project Justification

This project restores the historic Palacio and the site elements of the Plaza de España, reinforcing the history and culture of Hagåtña. The existing historical buildings on site will be preserved and incorporated into the project design. The restoration project will include a welcome center for visitors. The projects will also involve enhancement of the cul-de-sac entrance consistent with the planned streetscape in the Capital and Cultural District.

The new garden will foster community interaction and education on native plants to the region. The garden will contribute to the revitalization of the Plaza de España as the historic open space in the downtown area

Project Component	Quantity	Total
Palacio Building	12,000 square feet	12,000 square feet
Cul-de-sac/Entrance Street	260 feet	260 feet
10-foot wide sidewalks	520 feet	520 feet
Traditional Street Lights	Specified Locations	4
Historic Street Lights	1 every 50 feet	10
Bollard Lights (Specified Streets)	1 every 25 feet	21
Royal Palm Street Trees	1 every 20 feet	26
Shade Trees (48" box)	Based on Design Concept	30
Shrubs (5 gal)	Based on Design Concept	150
District Kiosks	Specified Locations	1
Interpretative Panels	Specified Locations	4
Benches	1 every 100 feet	6
Trash Receptacles	Specified Locations	2
Street Intersection Crosswalks	Specified Locations	1
Bike Racks	Specified Locations	1
Community Garden	8,000 sq. ft.	1

Doc. No. 35GL-20-1498.

Project 2 Solar Powered Parking Meters Capital and Cultural District



Solar Powered Parking Kiosk Example

Project Description

An issue identified by the Hagåtña Master Plan is the impact of unregulated parking in the downtown area. Given the many attractions and destinations in the downtown area, parking has historically been an issue in terms of availability to residents and visitors. Many on-street parking areas are not properly striped, resulting in safety issues with parking occurring in travel lanes or areas where parking is not intended. To address this issue, this project involves the installation of solar powered self-pay parking kiosks in specified areas within the Capital and Cultural District. Installation of a solar powered parking kiosk system will reduce current parking issues in the government center area and provide needed revenue for parking enforcement and other municipal services. The use of solar energy reduces energy usage and promotes sustainability within Hagåtña.

This project will install solar powered parking kiosks on the primary streets utilizing on-street parking in the downtown area. Solar parking meters utilize solar panels with back up batteries for power supply. Typical solar parking meters utilize wireless technology enabling the use of credit cards and the transmission of data, statistics and reports wirelessly.

These primary streets include portions of Aspinall Avenue, Murray Boulevard, Seaton Boulevard, Arch Bishop F.C. Flores, Martyr and Chalan Santo Papa Juan Pablo Dos. In total, these streets constitute 7,360 linear feet of street frontage. The Hagåtña Design Guidelines establish parking kiosks every 200 feet. Utilizing this standard, this project will construct 36 solar powered parking kiosks throughout the primary streets in the Capital and Cultural District to address current parking issues.

Project Justification

Installation of solar powered parking meters will address current unregulated parking in the Capital and Cultural District and provide revenue for parking enforcement and other municipal services.



Site Size
7,340 linear feet
Kiosk Every 200 feet

Project Size
36 Solar Powered Parking Kiosks

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Single-Phase Project	FY 2019-2020	Transportation Infrastructure	HRRA	N/A	$427,680	50% US Economic Development Administration Grant

Doc. No. 35GL-20-1498.

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Doc. No. 35GL-20-1498.

Project 3 Heritage Trail Enhancements Capital and Cultural District

Project Description

The Heritage Trail currently exists throughout Hagåtña, highlighting some of Guam's prominent and historical landmarks. The current trail misses some key historic and cultural sites and this project would re-route the trail in several locations to connect all prominent sites. The rerouted Heritage Trail will provide a tour of notable monuments, parks, and features throughout the city. This project involves reconfiguration and realignment of the existing Heritage Trail, comprising approximately 10,000 linear feet of new trail, primarily in the Capital and Cultural District area.

Along with the trail realignment, the trail will also be enhanced with better wayfinding signage for direction and identification of the landmarks along the way. The signs are meant to be educational tools to help visitors explore and learn about the historical and cultural sites on the Heritage Trail. These signs will be multi-lingual to accommodate both locals and tourists from other countries. In addition to the signs, renewable energy trail lighting will be installed in specific locations to reduce safety concerns at night.

This vital path will increase connectivity and add to the network of trails and pedestrian links. As the trail becomes improved, there is an opportunity for marketing the trail as a place for leisure, public education, tourism, and pedestrian traffic to and from cultural and historical destinations.

This project will include design costs, trail improvements, landscaping, signage and renewable energy trail lighting using green technology.

Trail segments south of Marine Corps Drive will follow existing and planned streetscape areas and therefore will only involve way finding and interpretative panels. The trail north of Marine Corps Drive on the Paseo de Susana peninsula will include a new trail with enhanced pedestrian amenities and is included as part of the Waterfront Trail project (See Project Sheet 3A).



Site Size
10,000 linear feet

Building Size
N/A

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Single-Phase Project	FY 2019-2020	Trail Enhancement	HRRA	Guam Preservation Trust, GEDA, GVB, US Economic Development	$3,025,561	Guam Preservation Trust, CEDS, GVB, TAF, US Economic Development

Doc. No. 35GL-20-1498.

Project Element	Rate of Frequency	Total
14-foot-wide concrete walkway	10,000 linear feet	10,000 linear feet
Picnic Pavilions	Based on Design Concept	26
Historic Street Lights	1 every 100 feet	100
Bollard Lights	1 every 50 feet	200
Standard Shade Structures	Specified Locations	5
Shade Trees (48" box)	1 every 40 feet	250
Shrubs (5 gal)	1 per 10 feet	1,000
Wayfinding Signs	Specified Locations	40
Interpretative Panels	Specified Locations	25
Benches	1 every 300 feet	33
Trash Receptacles	1 every 300 feet	33
Bike Racks	Specified Locations	4

Project Justification

This project will enhance and augment the existing Heritage Trail, maintaining a significant community element which celebrates the rich history and culture of Hagåtña.

Doc. No. 35GL-20-1498.

Project 4 Community Center / Hagåtña City Hall Riverwalk District

Project Description

The Hagåtña Master Plan establishes a primary goal for the incorporation of Hagåtña as a municipal government to provide local control over the City. Incorporation of the city will involve the addition of City staff and facilities from which to conduct official City business. This project will provide for construction of the planned Central Park Community Center, and then utilize this building temporarily as Hagåtña City Hall facilities to accommodate new City staff and functions until a permanent building can be funded and constructed.

Expansion of the Central Park recreational area is a key recommendation of the Hagåtña Master Plan. The planned Central Park enhancements include a new one-story 30,800 square foot community center. This project involves construction of this planned community center ahead and separate from the main Central Park improvements, and then to utilize this new building as a temporary City Hall for the City of Hagåtña.

During a temporary period of time, this building will be used for municipal offices for new City of Hagåtña staff and public meeting facilities until a permanent location and funding is available to build a permanent City Hall. It is intended that upon construction of a permanent Hagåtña City Hall, the community center will completely occupy the space with expanded community center programs. During this temporary period municipal parking will be provided by the existing parking lot in Central Park.

Some municipal offices and functions may continue to be accommodated at the Mayor's Office building (existing 4,200 square feet) across the street of the south side of Route 7A, to provide adequate space in the new building to continue to accommodate existing community center activities and programs during this temporary period.

This project will include:

- 50 parking spaces;
- City Council Chamber (3,000 square feet);
- 16 offices (10,000 square feet), including;
  - Mayor's Office
  - 7 City Council Offices
- Conference room;
- Common area; and
- Reception counter.



Site Size
1.3 Acres

Building Size
30,800 square feet

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Single-Phase Project	FY 2019-2020	Building Construction	HRRA	DPR	$12,843,230	HRRA, CEDS

Doc. No. 35GL-20-1498.

Project Justification

Construction of temporary City Hall facilities will accommodate the new Mayor, City Council and administrative staff of the new City of Hagåtña until a permanent facility can be constructed.

Doc. No. 35GL-20-1498.

Project 4 Community Center / Hagåtña City Hall Riverwalk District

Project Description

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During a temporary period of time, this building will be used for municipal offices for new City of Hagåtña staff and public meeting facilities until a permanent location and funding is available to build a permanent City Hall. It is intended that upon construction of a permanent Hagåtña City Hall, the community center will completely occupy the space with expanded community center programs. During this temporary period municipal parking will be provided by the existing parking lot in Central Park.

Some municipal offices and functions may continue to be accommodated at the Mayor's Office building (existing 4,200 square feet) across the street of the south side of Route 7A, to provide adequate space in the new building to continue to accommodate existing community center activities and programs during this temporary period.

This project will include:

- 50 parking spaces;
- City Council Chamber (3,000 square feet);
- 16 offices (10,000 square feet), including;
  - Mayor's Office
  - 7 City Council Offices
- Conference room;
- Common area; and
- Reception counter.



Site Size
1.3 Acres

Building Size
30,800 square feet

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Single-Phase Project	FY 2019-2020	Building Construction	HRRA	DPR	$12,843,230	HRRA, CEDS

Doc. No. 35GL-20-1498.

Project Justification

Construction of temporary City Hall facilities will accommodate the new Mayor, City Council and administrative staff of the new City of Hagåtña until a permanent facility can be constructed.

Doc. No. 35GL-20-1498.

Project 5 Pedestrian Overpass Over Marine Corps Drive Capital and Cultural District



Project Description

Marine Corps Drive is the primary highway in Guam and within Hagåtña with a total length of 22 miles. This highway is six lanes in width through the central portion of Hagåtña and presents a significant pedestrian barrier between the activity centers on the north and south sides of the highway. The Hagåtña Master Plan identified an opportunity to improve pedestrian access across Marine Corps Drive and establish a safe and convenient pedestrian connection between the governmental center and downtown area of Hagåtña on the south side of the road and the Paseo (including Chamorro Village) and Marina areas on the north side. This project will construct an attractive and accessible pedestrian bridge over Marine Corps Drive, providing a vital connection between Chamorro Village and Skinner Park.

The bridge will span approximately 150 feet and will be designed with elements of the Chamorro architecture. The pedestrian bridge will stand 21 feet above Marine Corps Drive, creating an iconic community element and sense of arrival for visitors to Hagåtña. Glass walled elevators will be provided on both sides for accessibility and covered stairways and upper walkway will protect pedestrians from the elements. The pedestrian bridge will contain signage identifying the City of Hagåtña and reinforce community identity.

This project includes refinement of the planning concept from the Hagåtña Master Plan, design, project phasing, and construction costs.

Project Justification

The construction of the pedestrian overpass will create a safe pedestrian connection over this primary highway through Hagåtña. The pedestrian overpass will provide a convenient pedestrian connection between the government center, Chamorro Village and the Paseo peninsula.



Site Size
N/A

Building Size
N/A

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Single-Phase	FY 2019-2020	Pedestrian Overpass	HRRA	Chamorro Village, Guam Museum (CAHA), FHA, GVB	$1,112,760	US Economic Development Administration Rural Development Infrastructure Grant – 50%, HRRA, Tourist Attraction Fund, HOT Bond

Doc. No. 35GL-20-1498.


CITY OF HAGÅTÑA
CAPITAL OF GUAM

Project 6 Paseo Beautification Waterfront District

Project Description

The Hagåtña Master Plan identified a number of improvements to the Paseo de Susana peninsula to enhance and unify the many tourist and cultural attractions in the area. The Chamorro Village anchors activities in the area with a marketplace for locally made products and produce and is a major destination for tourists and residents to celebrate the Chamorro culture. The Village comes alive with food, vendors, and dancing and entertainment on its Wednesday Night Market, a big tradition in Hagåtña. The Paseo Stadium is also a significant draw to the area as a community venue for sporting activities and other spectator events.

This project will beautify the Chamorro Village with an enhanced pedestrian connection from the parking area into the north entrance, including gateway elements to define main entrances and create a sense of arrival. Improving the pedestrian connection will provide a more attractive and safe pedestrian linkage from the surface parking area into the village.

The enhanced pedestrian linkage will include a 12-foot wide sidewalk, decorative street crossings, street trees and landscaping, wayfinding signs, lighting, benches and shade structures.

Project Element	Quantity	Total
12-foot wide concreate walkway	650 feet	-
Historic Street Lights	1 every 100 feet	7
Bollard Lights	1 every 50 feet	14
Standard Shade Structures	Specified Locations	2
Royal Palm Street Trees	1 every 20 feet	32
Shade Trees (48" box)	1 every 40 feet	16
Shrubs (5 gal)	1 per 10 feet	65
Enhanced Chamorro Village Gateways	See Design Concept	2
Village Way finding Signs	Specified Locations	5
Interpretative Panels	Specified Locations	4
Benches	1 every 300 feet	2
Trash Receptacles	1 every 300 feet	2
Bike Racks	Specified Locations	2



Site Size

Building Size

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Single-Phase Project	FY 2020-2021	Infrastructure	HRRA	DCA, CVB, GEDA	$405,446	DCA, CVB, TAF, GEDA

Doc. No. 35GL-20-1498.

Project Justification

Chamorro Village is a popular destination for tourists and residents. Providing an attractive entrance will increase the overall pedestrian experience for visitors to the area. The enhanced pedestrian linkage will increase pedestrian safety within the area. The gateways and wayfinding signs will create a sense of arrival and assist in pedestrian orientation.

Doc. No. 35GL-20-1498.

Project 7 Hagåtña River Channelization and Watershed Feasibility Study Riverwalk District

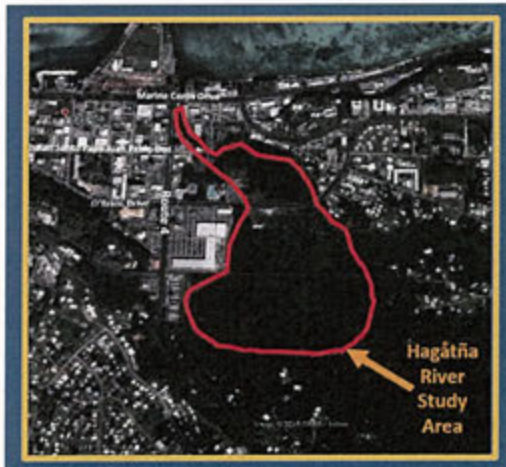
Project Description

The Hagåtña River has had a significant historical presence in this area and once functioned as a central community-unifying element. The river corridor has been altered and much of the corridor is overgrown and inaccessible to residents and tourists. The Hagåtña Master Plan identified a concept to re-establish portions of the historic river corridor and develop a vibrant and pedestrian-focused Riverwalk Esplanade with future mixed-use development opportunities.

This project is a channelization and watershed feasibility study to determine the capabilities to re-establish the Hagåtña River corridor and provide for the future development of the Riverwalk improvements. This project is a Water Resources Authorization and Development Act (WRADA) requirement estimated at $1.2 million for the feasibility study, with GovGuam's share at 50%. This comprehensive study will to determine the overall project costs and recommended course of action in the Hagåtña watershed. This project will determine GovGuam's share of design and construction cost with the United States Army Corp. of Engineers (USACE)-Honolulu District.

Project Justification

Restoration of the historic river corridor will provide for future development opportunities including the Riverwalk esplanade and future mixed-use development areas. Re-establishment of portions of the historic river corridor will restore this area of cultural significance to the community.



Site Size
0.7 square miles

Building Size
N/A

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Single Phase Study	FY 2020	Study	GovGuam	HRRA, US Army Corps of Engineers	$1,300,000	US Army Corps of Engineers, GovGuam

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Project 8 Streetscape Enhancements
Capital and Cultural District and Citywide





Project Description

Streetscape enhancements improve the pedestrian experience and contribute to an overall positive community image and sense of place. These improvements will unify Hagåtña with street trees, historic street lights, benches, gateway and way finding signs. This project supports pedestrian activity and accessibility along streets through enhanced pedestrian facilities that improve connectivity, safety and comfort.

This project involves the construction and installation of pedestrian oriented street enhancements throughout Hagåtña in two (2) phases. Phase 1 of the project will enhance the streetscapes along approximately 4 miles of streets in the Capital and Cultural District. Phase 2 of the project will involve enhancing the streetscapes throughout the rest of Hagåtña and involves approximately 19 miles of street frontage.

The total lineal feet of street frontages (Phase 1 and 2 combined) which will be enhanced through this project is:

Phase 1 Capital and Cultural District: 21,500 lineal feet (4 miles) of enhanced streetscape in the Capital and Cultural District

Phase 2 Citywide: 99,940 linear feet (19 miles) of enhanced streetscape citywide outside of the Capital and Cultural District.

Phase 1 Length
21,500 linear feet
(4 miles)

Phase 2 Length
99,940 linear feet
(19 miles)

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Phase 1: Capital and Cultural District Phase 2: Citywide	Phase 1: FY 2020-2021 Phase 2: FY 2021-2022	Streetscape	HRRA	GVB	$12,903,029	HRRA CEDS

Doc. No. 35GL-20-1498.

Hagåtña's two primary streets, Aspinall Avenue and Chalan Santo Papa Juan Pablo Dos link many historical and cultural locations and structures in the heart of Hagåtña, including the new Guam Museum, Dulce Nombre de Maria Cathedral-Basilica, Guam Congress Building, and Plaza de España. These two primary streets in the Capital/Cultural District will be enhanced as primary pedestrian linkages through the governmental center and downtown area. Portions of Aspinall Avenue will be restricted to pedestrian traffic only through the use of retractable bollards as part of the GovGuam governmental complex and costs associated with this portion of Aspinall Avenue are not included within this project.

Streetscape enhancements will also be completed on other primary streets serving the governmental center including the south side of Marine Corps Drive and both sides of the following streets: Murray Boulevard, Seaton Boulevard, Arch Bishop F.C. Flores, Route 4 and O'Brien Drive. Phase 2 will continue the planned street improvements throughout Hagåtña, creating a consistent and unified streetscape.

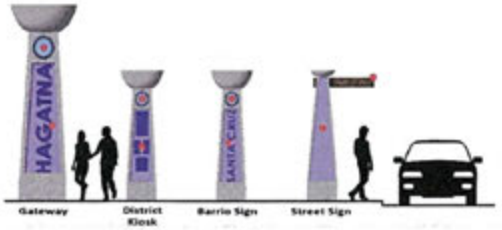
Planned streetscape improvements include street trees, shrubs/groundcover, 10' wide sidewalks (stamped concrete), benches, shade structures, bike racks, trash receptacles, and historic street lighting with customizable banners, street signs, gateways, interpretive panels, and district kiosks.





Project Justification

Streetscape enhancements will create a uniform and attractive pedestrian environment. Expanded sidewalks and street lighting will create safe environment for pedestrians and will improve connectivity, safety and comfort. Uniform streetscape will contribute to the overall pedestrian experience in the downtown area. Wayfinding signs will assist with navigation of downtown area and provide education/information on attractions within Hagåtña.



Phase 1 Capital and Cultural District Streetscape Component	Quantity	Total
10' wide sidewalks	21,500 linear feet	-
Traditional Street Lights	Specified Locations	40
Historic Street Lights	1 every 100 feet	215
Bollard Lights (Specified Streets)	1 every 50 feet	430
Shade Structures	Specified Locations	10
Royal Palm Street Trees	1 every 20 feet	1,075
Shade Trees (48" box)	1 every 40 feet	538
Shrubs (5 gal)	1 per 10 feet	2,150
Street Signs	Specified Locations	17
Special Gateways	Specified Locations	2
District Kiosks	Specified Locations	11
Interpretative Panels	Specified Locations	11
Benches	1 every 300 feet	72
Trash Receptacles	1 every 300 feet	72
Planters	1 every 100 feet	215
Street Intersection Crosswalks	Specified Locations	14
Bike Racks	Specified Locations	10

Phase 2 Citywide Rate Component	Quantity	Total
10' wide sidewalks	99,940 linear feet	-
Traditional Street Lights	Specified Locations	72
Historic Street Lights	1 every 100 feet	1,000
Bollard Lights (Specified Streets)	1 every 50 feet	2,000
Shade Structures	Specified Locations	18
Royal Palm Street Trees	1 every 20 feet	5,000
Shade Trees (48" box)	1 every 40 feet	2,500
Shrubs (5 gal)	1 per 10 feet	9,940
Street Signs	Specified Locations	30
Special Gateways	Specified Locations	2
District Kiosks	Specified Locations	20
Interpretative Panels	Specified Locations	20
Benches	1 every 300 feet	333
Trash Receptacles	1 every 300 feet	333
Planters	1 every 100 feet	999
Street Intersection Crosswalks	Specified Locations	25
Bike Racks	Specified Locations	18

Project 9 Land Resources Building (DLM) Capital and Cultural District

Project Description

Hagåtña has served as the center of government for Guam throughout many parts of its history, including the Spanish colonial era, the American Naval Government era, and during World War II. While several components of GovGuam are located in Hagåtña today, they are not centralized. A key goal and objective of the Hagåtña Master Plan is to re-establish Hagåtña as the historic governmental capital and to consolidate the government offices and functions of Guam's government to a centralized area.

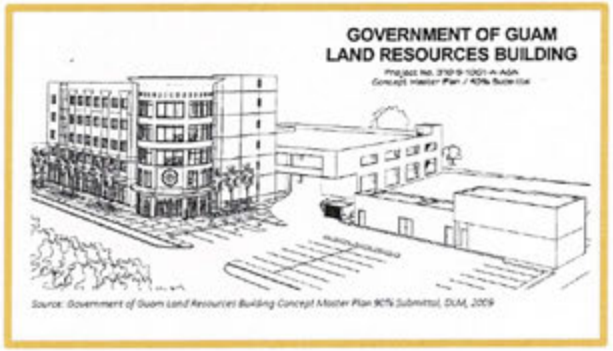
This project involves construction of a new Land Resources Building to house additional GovGuam agencies, including the Department of Land Management (DLM), Guam Environmental Protection Agency (GEPA), and Bureau of Statistics and Plans (BSP). Construction of this government office building in proximity to the government complex will add to the centralization of government agencies and services within the Capital and Cultural District.

This new five-story, 49,600 square-foot building will be constructed in central Hagåtña, near the northwest side of West O'Brien Drive and Padre Palomo Street. Conceptual plans for this building include a three-level parking garage with 121 parking spaces and 51 surface parking spaces, for a total of 172 parking spaces.

This project will include refinement of the Hagåtña Master Plan concept, design and construction costs.

Project Justification

Relocates government agencies to centralized area, increasing the efficiency of governmental functions





Site Size
1.4 acres

Building Size
49,600 square feet, 5 Stories
121 space parking garage

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Single-phase	FY 2020-2021	Building Construction	DLM	HRRA	$13,947,955	US Economic Development Administration Rural Development Infrastructure

Doc. No. 35GL-20-1498.

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Project 10 Underground Electric Lines
Capital and Cultural District and Citywide



Project Description

A key objective established by the Hagåtña Master Plan is the improvement of the overall aesthetic of the streetscapes in the downtown area and the creation of a safe pedestrian environment through the elimination of power poles which compromise the function of the sidewalk. The presence of extensive overhead electric lines and transformers is very visible throughout Hagåtña and diminishes the overall appearance of the streetscapes within the community. In terms of pedestrian access, power poles placed in or next to the sidewalk takes up space in the sidewalk, which causes an unsafe and unpleasant pedestrian experience. Relocating electric lines underground will allow more space to accommodate planned streetscape improvements including wider and uniform sidewalks, street trees, shade structures, planters, urban art, and other pedestrian amenities.

This project involves undergrounding of the above ground electrical lines within the Capital and Cultural District and the overall city to improve the overall appearance of the streetscapes within this important focal area of the community. This project is intended to supplement the planned streetscape enhancement project within the Capital and Cultural District. Phase 1 of the project will underground electric lines in the Capital and Cultural District (9,000 linear feet) and includes both sides of O'Brien Drive, Route 4, Arch Bishop F.C. Flores Street, Aspinall Avenue, portions of Chalan Santo Papa Juan Pablo Dos. Phase 2 improvements will continue the undergrounding of electric throughout Hagåtña and will be completed at a rate of 3 to 5 miles annually.

This project involves two phases as follows:

Phase 1 Capital and Cultural District: Undergrounding 9,000 lineal feet (1.7 miles) of electric lines in the Capital and Cultural District

Phase 2 Citywide: Undergrounding 112,440 linear feet (21.3 miles) of electric lines citywide outside of the Capital and Cultural District. Phase 2 improvements will be completed at a rate of 3 to 5 miles annually.



Phase 1 Length
9,000 linear feet
(1.7 miles)

Phase 2 Length
112,440 linear feet
(21.3 miles)

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Phase 1: 9,000 linear feet Phase 2 112,440 linear feet	Phase 1 FY 2020-2021 Phase 2 FY 2021-2028	Utilities	HRRA	GPA	Phase 1: $860,688 Phase 2: $9,892,177	50% GPA 50% USDA Rural Development Loan and

Doc. No. 35GL-20-1498.

Project Justification

Eliminating power poles will address pedestrian safety issues through the use of expanded and uniform sidewalk areas in the downtown area and throughout Hagåtña. Undergrounding overhead power lines will reduce visual clutter and create an attractive streetscape and reduce the potential for power outages related to power line damage from storm events.

Doc. No. 35GL-20-1498.

Project 11 Governor Manuel F.L. Guerrero Administrative Complex Capital and Cultural District



Project Description

Hagåtña has served as the center of government for Guam throughout many parts of its history, including the Spanish colonial era, the American Naval Government era, and during World War II. A key goal and objective of the Hagåtña Master Plan is to re-establish Hagåtña as the historic capital city and to consolidate the government offices and functions of all three levels (executive, legislative and judicial) of Guam's government. While several components of GovGuam are located in Hagåtña today, they are not centralized. The Judiciary and Legislative branches of GovGuam are located close to the center of Hagåtña, but the Office of the Governor and several administrative functions are located at Adelup, still in Hagåtña, but not centrally located. Additionally, many GovGuam departments and agencies currently lease office space in privately-owned buildings in and outside of Hagåtña.

A key goal and objective of the Hagåtña Master Plan to re-establish Hagåtña as the governmental capital of Guam and to consolidate the offices and functions of the government of Guam. This project involves the construction of four (4) government office buildings and associated parking improvements within and adjacent to the Plaza de España, centralizing government agencies and services within the Capital and Cultural District. Historically, offices for the Governor, Legislature and GovGuam agencies and departments have been located within the heart of Hagåtña and this project will consolidate agencies into a centralized complex within the Plaza de España, recreating the government center that Hagåtña once was.

Four (4) government office buildings are proposed within and adjacent to the Plaza de España with a combined square footage of 111,360 gross square feet. These offices will serve the Governor, Lieutenant Governor, offices for the Legislature, the Mayors Council of Guam, and other GovGuam agencies as follows.

- **Building 1:** Three Story / 47,260 square feet of gross floor area.
- **Building 2:** Two-stories / 20,750 square feet of gross floor area.
- **Building 3:** Two-stories / 20,750 square feet of gross floor area.
- **Building 4:** Two Story / 22,600 square feet of gross floor area. (Governor's Offices)



Site Size
6.2 Acres

Building Size
111,360 sq. ft.

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Phase 1 Phase 2	Phase 1 - FY 2022-2024 Phase 2 – FY 2024-2025	Building Construction	HRRA	GovGuam GEDA GVB	Buildings Cost - $43,815,117 Parking Garage Cost - $9,988,440	GovGuam, GEDA

Doc. No. 35GL-20-1498.

Additional parking (total 461 spaces) will be constructed to meet the increased demand within the government center and downtown area:

- A three story Parking Garage with 329 spaces (attached to Building 3).
- Surface Parking Lot A: 42 spaces
- Surface Parking Lot B: 90 spaces

Construction of these buildings and parking areas will require the demolition and relocation of the existing Guam Police Department building, and federal detention lockup facility on Aspinall Avenue. These buildings requiring relocation are one and two stories in height and total approximately 41,000 square feet in size. This project does not include costs related to the relocation of the Guam Police Department and detention lockup facilities.

As part of this project, Aspinall Avenue will be designed as a pedestrian protected access way between the governmental buildings. To accomplish this, retractable bollards will be installed on Chalan Santo Papa Juan Pablo Dos and O'Brien Drive to restrict this portion of Aspinall Avenue to pedestrian traffic only. The use of retractable bollards will allow for limited vehicular access for public safety vehicles for emergency access. This portion of Aspinall will be constructed with decorative paving to distinguish the unique function of this pedestrian space.

Planned streetscape improvements include street trees, shrubs/groundcover, 10' wide sidewalks (stamped concrete), benches, shade structures, bike racks, trash receptacles, and historic street lighting with customizable banners, street signs, gateways, interpretive panels, and district kiosks.

Project Component	Quantity	Total
Aspinall Drive Brick Paving	520 feet/26,000 square feet	26,000
10' wide sidewalks	1,040 feet/10,400 sq. ft.	10,400
Traditional Street Lights	Specified Locations	6
Historic Street Lights	1 every 100 feet	10
Bollard Lights (Specified Streets)	1 every 50 feet	20
Royal Palm Street Trees	1 every 20 feet	52
Benches	1 every 300 feet	4
Trash Receptacles	1 every 300 feet	4
Bike Racks	Specified Locations	4

This project will be conducted in two phases.

- Phase 1 will consist of Buildings 2, 3, and 4, and surface parking lots
- Phase 2 will consist of Building 1 and the parking garage

Project Justification

This project relocates the executive, legislative, and judicial branches of government to the Capital and Cultural District, increasing the efficiency and function of government and restoring Hagåtña as the historic capital city of Guam. This project will establish a uniform streetscape in the centralized area, enhancing the pedestrian experience consistent with planned streetscape improvements in this area.



Project 12 Agaña Wastewater Treatment Plant Relocation
Paseo / Marina District



Future use of current Wastewater Treatment Plant Site

Project Description

The Agaña Bay exemplifies the beauty of Guam with picturesque beaches, fragile reef areas and dramatic coastal views. A significant opportunity identified in the Hagåtña Master Plan is the expansion of the existing marina and construction of a cruise ship dock with associated vibrant mixed-use development.

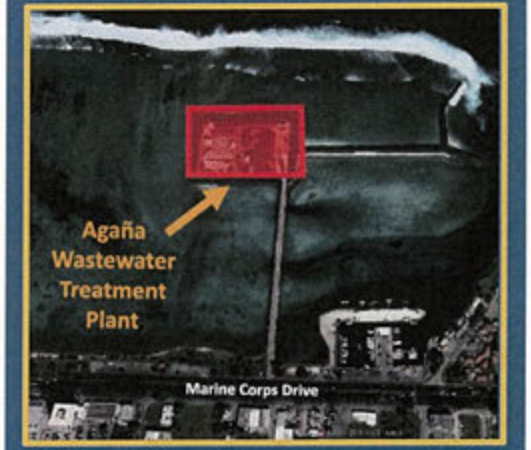
The Agaña Sewage Treatment Plant, located adjacent to the existing marina area, is unattractive, odorous and takes away from the natural beauty of the waterfront. This location is not compatible with the future character of this focal area of the community as envisioned by the Hagåtña Master Plan. In order to facilitate the expansion of the marina area and provide for the cruise ship dock and associated mixed use development, the existing wastewater treatment facility must be relocated.

The existing Agaña Sewage Treatment Plant is located on a 500 foot by 700-foot man-made island in the Agaña Bay. The plant currently requires many upgrades to bring it into compliance with Federal standards. Alternative sites for the relocation of the treatment plant have been explored, with a possible new location in Piti mentioned in previous capital planning efforts. The average daily and peak design flow capacities of the facility are estimated at 12 and 34 million gallons per day (mgd) respectively.

The project will decommission and deconstruct the existing treatment facility and design/construct a new replacement facility in an alternate location.

Project Justification

Relocation of the treatment plant will eliminate incompatibility of the plant with overall future development plans for the Paseo and Marina areas. This project will accommodate the expansion of the marina, cruise ship dock and related development.



Site Size
8 acres

Building Size
N/A

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Single-Phase	FY 2020-2025	Utilities	GWA	HRRA, EPA (Federal), Guam EPA, CCU	$134,640,000	GPA CIP GWA Surcharge

Doc. No. 35GL-20-1498.



Existing wastewater treatment plant



Proposed future marina upgrades and commercial

Doc. No. 35GL-20-1498.

Project 13 Transit Circulator and Trolley System City-wide





Project Description

Public transit in Hagåtña is minimal and a city-wide transportation system is nonexistent. The current bus system does not always have reliable service and does not serve some parts of Hagåtña. There is an inadequate amount of facilities for buses, both local and tour buses. Tour buses often drop off riders at undesignated bus stops and wait for them while the riders visit locations such as Plaza de España, Latte Stone Park, Dulce Nombre de Maria Cathedral Basilica, and Chamorro Village. Bus parking in undesignated areas can interrupt traffic flow and create unsafe situations.

Implementing a local trolley system in Hagåtña would support enhanced transportation options for tourists, employees, and residents. The proposed trolley system would circulate through Hagåtña's downtown core, providing convenient access to many destinations. This system would run on a continuous cycle with 12 stops encompassing various locations in Hagåtña. This project includes the purchase of ten (10) trolley buses to allow for service at each stop approximately every 15 minutes during the day.

This project will provide for three (3) transit/trolley stations in the Government Center, Chamorro Village and Central Park/Pool areas. These stations will enable transportation between villages, tourist drop-off, and park-and-ride facilities. The transit stations will have a saw-tooth layout to accommodate multiple buses at the same time, without interrupting the flow of traffic. The stations will service both public transit buses and tour buses and the Hagåtña Trolley. In

Site Size
N/A

Building Size
3 Transit Stations
3,200 Sq. Ft. Maintenance Facility

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Singla-Phase Project	FY 2021-2022	Transit	HRRA	GVB, Federal Transit, US Economic Development Administration	$8,009,482	GVB, TAF, CEDS, Federal Transit (10 Trolleys), Public Private O&M, US Economic Development

Doc. No. 35GL-20-1498.

addition, commuter amenities would be provided such as shade structures, rain shelters, covered seating, lighting, ticket kiosks, and park-and-ride facilities.

This project also includes a 3,200 sq. ft. maintenance facility to be located in the Central Park to provide for maintenance of the trolleys.

This project does not include operational and maintenance costs associated with operation of the trolley system.



Example of a stand-alone trolley stop

Project Justification

City of Hagåtña is a popular destination for visitors to Guam. Providing for a transit system will increase mobility for residents and visitors to the area. The project will increase pedestrian safety and enhance access to Hagåtña's many landmarks and destinations. Providing designated bus parking will address safety issues associated with buses parking in undesignated areas. This project will also provide transportation options for employees working in Hagåtña.

Doc. No. 35GL-20-1498.

Project 14 Hagåtña River Wetland and Watershed Restoration Riverwalk District



Project Description

A unique natural resource in Hagåtña is its wetlands, which include swamps, marshes, mangroves, natural ponds, and the historic Spanish Dikes. Wetlands are natural habitats of high biological productivity and significant resource value. They support aquatic plants and animals. Wetlands also act as a source of freshwater or as floodplains. Most importantly, they are a nursery ground for juvenile plants and animals. The mangrove wetlands are not only a wildlife habitat, but are also useful for shoreline protection from wind and waves. Development within wetlands should not involve uses which adversely affect water quality or wildlife.

The main wetland area in the Hagåtña is the Marsh Conservation Reserve, locally known as the "Hagåtña Swamp." The Hagåtña River flows through the marsh, which extends from the mouth of the Agaña Bay to the Agaña Heights area. Vegetation in this wetland is primarily karisso (Phragmites karka), a wetland reed that has gradually encroached into much of the open-water areas. The wetland serves as habitat for the federally-listed endangered Mariana common moorhen (Gallinula chloropus guami), and a candidate species for listing, the Guam tree snail (Partula radiolata). The Guam tree snail is a locally protected endangered species. This wetland conservation area is also noted as the only primary moorhen (known as the "Swamp Chicken") habitat under private or government ownership.

The Hagåtña wetland is protected under the Guam Wetlands Conservation Plan. The Wetland Conservation Plan proposes programmatic changes and refinement to the management and conservation of wetland resources on Guam. This includes the cooperation of the Guam EPA (GEPA) and Guam Department of Agriculture (Division of Aquatic & Wildlife Resources) in operating the existing wetland permit program.

The Hagåtña River has had a significant historical presence in this area and once functioned as a central community unifying element. The river corridor has been altered and much of the corridor is overgrown and inaccessible to residents and tourists to this area. The Hagåtña Master Plan identified a concept to re-establish portions of the historic river corridor and develop a vibrant and pedestrian focused Riverwalk esplanade with future mixed-use development opportunities.



Site Size
N/A

Building Size
N/A

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Single-phase	FY 2021-2024	Wetland Restoration	GEPA, US Army Corps of Engineers	HRRA	$740,124	US Army Corps of Engineers, GovGuam

Doc. No. 35GL-20-1498.

In conjunction with the re-establishment of the river corridor, this project will involve restoration of Hagåtña River watershed area including restoration of the historic Spanish dikes and reintroduction of traditional wetland farming (taro, rice, and other water crops), and walking trails.

The planned walking paths are a total of 6,000 feet in length and are intended to be 8- to 12-foot soft granular trails, shaded bench seating every ¼ to ½ mile and utilizing energy efficient lighting technology. The size and location of the demonstration traditional wetland farming area will be determined in conjunction with river channelization study (Project 3A). The area of study and restoration is comprised of 0.7 square miles, with a perimeter dimension of 4.1 miles.

Project Justification

Restoration of the Hagåtña River watershed will provide necessary watershed restoration to accommodate the planned Riverwalk esplanade and future mixed-use development area. This project will restore historical and traditional structures and farming techniques. Improvement of the walking trail will increase resident and visitor accessibility to appreciate this area of Hagåtña culture and history.

Enhancement Component	Quantity
8-12 ft. Granular Trail	6,000 linear feet
Benches	5

Doc. No. 35GL-20-1498.

Project 15 Central Park Enhancements Riverwalk District





Project Description

The facilities at the Hagåtña Central Park are currently in below average condition and are underutilized, possibly attributed to the location or proximity to the Hagåtña River which often floods. The Hagåtña Master Plan identifies an opportunity to enhance and expand recreational programs and facilities within Central Park to provide for the diverse recreational needs of the community. This park expansion consists of multiple recreational facilities, which will create a dynamic and versatile park when fully completed.

Site Size
740,000 square feet

Building Size
N/A

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Single-Phase Project	FY 2021-2022	Infrastructure	HRRA	GEDA, GVB, US Economic Development Administration	$3,503,957	GEDA, GVB, TAF, CEDS, HRRA, US Economic Development

Doc. No. 35GL-20-1498.

This project will also add multi-use fields and sports courts to serve the residents of Hagåtña. The space adjacent to the proposed playground will be developed into basketball courts and sand volleyball courts. A new soccer / football field will be located east of the existing surface parking lot (planned for new 4 level parking garage) and on the far eastern side of the park, a new softball / baseball field will be constructed. Youth soccer and baseball recreational fields will be located on the north-eastern side of the park. All of the new fields will include lighting and water connections for maintenance. This project will incorporate the existing tennis courts currently within the park and reconstruction of the tennis courts is not part of this project.

The Sirena Monument will be relocated from its position at Sirena Park to the northeastern corner of Central Park. Walking paths will be added throughout the park to connect the fields and community center. The playground in between the community center and the pool will be torn down and will be replaced just north of the community center.

A planned new one story community center (30,800 sq. ft.) is provided for within a separate project (Project 4 Community Center / Temporary Hagåtña City Hall).

A planned new four (4) level parking garage will replace the existing surface parking lot. The parking garage will be a total of 179,600 square feet in size (44,900 square feet per floor) and will accommodate 550 vehicles. This parking garage is planned for within a separate project (Project 22 Paseo and Central Park Parking Garages).

The specific planned recreational facilities as part of this project include:

- 3 Sand Volleyball Courts (Regulation Size: 2,400 square feet);
- 2 Outdoor Basketball Courts (Regulation Size 4,700 square feet);
- Playground (1,000 square feet);
- Multiuse Football/Soccer Field;
- Multipurpose Softball (2)/Soccer Field;
- Baseball Field;
- Walking Paths (2,060 linear feet);
- Concession Stand/Restrooms (3,500 square feet);
- Outdoor Lighting; and
- Sirena Monument.

Project Justification

This project will enhance and expand programs and facilities at the park, meeting needs of resident. The project provides a wide range of facilities to meet the diverse recreational needs of the community. Park improvements will address current flooding issues and will increase use of park facilities by residents. The community park will generate revenue from program fees and other paid attraction events such as cultural dance events.

Doc. No. 35GL-20-1498.

Project 16 Chalan Santo Papa Juan Pablo Dos Street Extension and Streetscape Riverwalk District

Project Description

The Hagåtña Master Plan established a vision for a vibrant and revitalized downtown area, including streetscape enhancements which unify the area and connect main activity centers within the community. This project will continue the streetscape enhancements from the downtown area to the planned Riverwalk Esplanade, creating a connected, walkable and inviting streetscape.

This project involves the design and construction of Chalan Santo Papa Juan Pablo Dos extension east of Route 4 into the Riverwalk District. This planned street is 4 lanes at the intersection (for a length of 150 feet), reducing to 2 lanes (for a length of 550 feet) to the east of the intersection.

This streetscape enhancement project will connect the historic and revitalized downtown governmental center with the historic Hagåtña River and the planned Esplanade Riverwalk. The existing vehicular and pedestrian bridge over the river will provide vital access to the planned mixed use Riverwalk development on the north side of the river, connecting this future vibrant development core with the downtown area of Hagåtña. Planned streetscape improvements include the 10-foot-wide sidewalks, Royal Palm street trees, shade structures, trash receptacles, and street lighting, street signs, way finding signs, and district kiosks.

Project Component	Quantities	Total
10-foot-wide sidewalks	1,400 linear feet	14,000 square feet
Traditional Street Lights	1 every 300 feet	5
Historic Street Lights	1 every 100 feet	14
Bollard Lights (Specified Streets)	1 every 100 feet	14
Shade Structures	Specified Locations	2
Royal Palm Street Trees	1 every 20 feet	70
Shade Trees (48" box)	1 every 40 feet	35
Shrubs (5 gal)	1 per 10 feet	140
District Kiosks	Specified Locations	2
Interpretative Panels	Specified Locations	4
Trash Receptacles	1 every 300 feet	5
Street Intersection Crosswalks	4 per intersection	4



Site Size
1,400 linear feet

Building Size
N/A

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Single-Phase Project	FY 2022	Infastructure	HRRA	GVB	$1,376,461	HRRA, GVB, TAF

Doc. No. 35GL-20-1498.

Project Justification

Streetscape enhancements will create a uniform and attractive pedestrian environment

Expanded sidewalks and street lighting will create safe environment for pedestrians and will improve connectivity, safety and comfort

Uniform streetscape will contribute to the overall pedestrian experience in the Riverwalk area

Wayfinding signs will assist with navigation of Riverwalk area and provide education/information on attractions in this area

Doc. No. 35GL-20-1498.

Project 17 Gateways and Wayfinding Signs City-wide



Project Description

Community signs are an important element to create a sense of place, help in navigation around the community and provide education regarding landmarks and unique areas of Hagåtña. The Hagåtña Design Guidelines establish a hierarchy of signs for identification, wayfinding and direction for residents and visitors to Hagåtña. The proposed signage has been uniformly designed and incorporates symbolic elements of Chamorro culture. This project will provide community signs throughout Hagåtña as follows:

- Gateways are large iconic elements planned at major and minor entryways into the city designed to create a sense of arrival and community identification.
  - Major Gateways: Three (3) major gateways will be provided on the east and west entries of Marine

Site Size	Building Size
N/A	N/A

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Single-Phase Project	FY 2022	Streetscape Enhancement	HRRA	US Economic Development Administration	$1,138,711	CEDS, US Economic Development Administration Grant

Doc. No. 35GL-20-1498.

Corps Drive into Hagåtña and at the southern entry of Route 4 into Hagåtña. Major Gateways are 15 feet in height and 4 feet by 4 feet at the base.

- Minor Gateways: Three (3) minor gateways will be located at Hagåtña's eastern borders along Route 8 and O'Brien Drive, plus one on the southern border along Route 7 near Tatuhan Park. Minor gateways are 10 feet in height and measure 2 feet by 2 feet at the base.

- District kiosks will provide identification of several districts established by the Hagåtña Master Plan. District kiosks are located at intersections with high pedestrian traffic and will identify the district's theme and character, and inform the user about the district and what attractions/destinations are found within that district. District kiosks are 9 feet in height and measure 2 feet by 2 feet at the base.
- Barrio signs will be used to identify the historic barrios in Hagåtña. Barrios Signs are 9 feet in height and measure 2 feet by 2 feet at the base.
- Interpretive Panels are located at cultural and historical sites in Hagåtña and inform pedestrian users about the site's cultural, historical, and natural importance to Hagåtña. They are multilingual to accommodate locals and tourists from other countries. Interpretive Panels are 3.5 feet in height.
- Street Signs will be provided at street intersections through Hagåtña. Street signs are 9 feet in height and measure 2 feet by 2 feet at the base.

The gateway, district kiosk, barrio, interpretative panels and street signs for several districts (Capital and Cultural District and Riverwalk District) are included in separate district-focused projects and are not provided by this overall citywide way finding sign project.

The specific quantities of signs are as follows:

Sign Type	Quantity
Major Gateway	3
Minor Gateway	3
District Kiosk	10
Barrio Sign	12
Interpretive Panel	50
Street Sign	62

Project Justification

This project will enhance pedestrian navigation around Hagåtña establishing a sense of place, designating historical community areas and providing directional information to Hagåtña's many historical and cultural destinations.

Doc. No. 35GL-20-1498.

Project 18 Hagåtña River Channelization Riverwalk District



Project Description

The Hagåtña River has had a significant historical presence in this area and once functioned as a central community unifying element. The river corridor has been altered and much of the corridor is overgrown and inaccessible to residents and tourists to this area. The Hagåtña Master Plan identified a concept to re-establish portions of the historic river corridor and develop a vibrant and pedestrian focused Riverwalk Esplanade with future mixed-use development opportunities. This project will involve the main river channelization, providing for the Riverwalk Esplanade which is provided for within a separate project sheet (Project Sheet 3D).

The planned Riverwalk Esplanade will become a vibrant and active live-work-play destination that merges Hagåtña's natural beauty with its cultural heritage. This project involves channelization of approximately one mile of the Hagåtña River to re-establish the historic river course and reduce the floodplain and floodway to provide new pedestrian areas and development along the river corridor. The re-channelized river course will provide future building areas to support future mixed-use riverfront development. The Riverwalk Esplanade project is approximately 1,500 feet in length and 45-50 feet in width (See Project Sheet 3D).

Project Justification

This project will provide for the channelization of the river, which will be improved as part of a related project. Establishment of a vibrant and active Riverwalk Esplanade will have a positive economic impact on the City of Hagåtña.

The Riverwalk Esplanade will complement existing facilities in the area and enhance the pedestrian experience in downtown Hagåtña.



Site Size
N/A

Project Size
5,280 lineal feet (one mile)

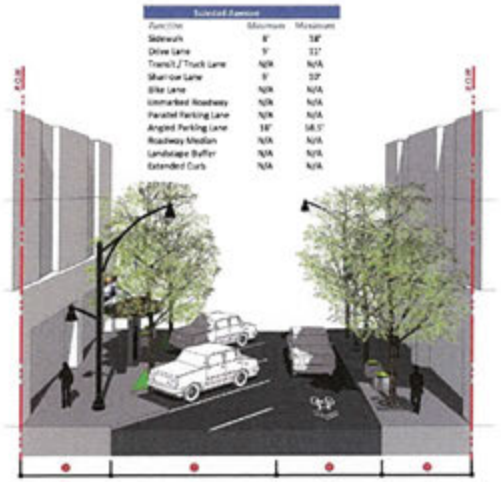
Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Single-phase Project	FY 2022-2023	Infrastructure - River Channelization	HRRA	US Army Corps of Engineers (USACE)	$35,000,000	USACE: $25,000,000 GovGuam $10,000,000 (GovGuam, GEDA, GVB, TAF, US Economic Development

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Project 19 Soledad Avenue Access Road Extension Capital and Cultural District





Site Size

Building Size

Project Description

Marine Corps Drive follows the shoreline while it encircles the entire island. West Soledad Avenue runs parallel to and south of Marine Corps Drive for approximately one and a quarter miles from 9th Street to Route 4. Marine Corps Drive bring high volumes of people into Hagåtña from all around Guam, making it a pivotal connection.

Central medians and landscape buffers are used to break up the 150-foot right-of-way, making the width less daunting to pedestrians and cyclist who will utilize a two-way bike lane and wide sidewalks.

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Single-Phase Project	FY 2024	Building Construction	DPW, HRRA	GovGuam, DPW	$2,370,060	US Economic Development Administration Rural Development Infrastructure

Doc. No. 35GL-20-1498.

Project Justification

Angled parking on Soledad Avenue will ease parking congestion and further buffer the sidewalk. Additional parking will eliminate current parking issues along this street and enhance the function of the street and reduce pedestrian/vehicular conflicts.

Doc. No. 35GL-20-1498.

Project 20 O'Brien Drive Right Lane Expansion Capital and Cultural District







Project Description

This project is to expand a 0.3-mile segment of the right lane of O'Brien Drive West from Aspinall Avenue to Route 4 by 11 feet. The project also includes adding an 80-foot right of way to allow vehicles to turn right onto Route 4. This will help minimize the traffic back-up heading towards Route 4 by providing better traffic flow for the right lane.

Project Justification

Currently O'Brien Drive West between Route 4 and Aspinall Avenue backs up and eventually stalls due to bottle necks at Route 7 (Chalan Palasyu) and Route 4 (Chalan Kanton Tasi). These choke points restrict the flow of traffic and hinder emergency vehicle access and flow. Moreover, the access necessary to the Naval Hospital is currently compromised. By expanding and providing a right turn lane, continued traffic flow would occur.

Site Size
N/A

Building Size
N/A

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Single-phase project	2024	Infrastructure	HRRA		$399,168	FHWA, EDA Rural Development Infrastructure Grant, DPW

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Project 21 Riverwalk Esplanade - Marine Corps to Chalan Santo Papa Juan Pablo Dos
Hagåtña Riverwalk District





Project Description

The Hagåtña Master Plan identified a concept to re-establish portions of the historic river corridor and develop a vibrant and pedestrian focused Riverwalk Esplanade with future mixed-use development opportunities. The planned Riverwalk Esplanade will become a vibrant and active live-work-play destination that merges Hagåtña's natural beauty with its cultural heritage.

Following channelization of the river corridor, this project will construct the new Riverwalk Esplanade on both sides of the Hagåtña River. This pedestrian-oriented Riverwalk (1,500 linear feet, Total Both Sides 3,000 linear feet) will begin at Marine Corps Drive and end at Central Park to the south. The entrance from Marine Corps Drive will be enhanced with an iconic triple-arch entry sign 15 feet in height, with district kiosks and wayfinding signs throughout the esplanade. The Riverwalk will be defined by rows and groupings of Royal Palms, along with groupings of shade trees

Site Size	Building Size
3,000 linear feet (Both Sides)	N/A

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Single-Phase Project	FY 2024-2025	Infrastructure	HRRA	GovGuam, GVB, US Economic Development Administration	$6,554,144	GovGuam, HRRA, GVB, TAF, US Economic Development Administration Grant

Doc. No. 35GL-20-1498.

and landscaped planters areas. Additional improvements include benches, viewing bulb-outs, vegetated shade structures, and lighting to enhance the pedestrian experience. This new trail will require a new pedestrian bridge across the river, connecting the east and west sides of the Riverwalk Esplanade.

Project Component	Quantities	Total
Brick Paving	3,000 feet/74,000 sq. ft.	-
Pedestrian Bridge	Span: 80 feet	-
Historic Street Lights	1 every 50 feet	60
Bollard Lights	1 every 25 feet	120
Entrance Fountain	Based on Design Concept	1
Fountain/Seating Area	Based on Design Concept	1
Riverwalk Pergola	Based on Design Concept	1
Archway Shade Structure	Based on Design Concept	1
Standard Shade Structures	Specified Locations	10
Royal Palm Street Trees	1 every 20 feet	150
Shade Trees (48" box)	1 every 40 feet	75
Shrubs (5 gal)	1 per 10 feet	300
Riverwalk Entry Sign	Based on Design Concept	1
Riverwalk Way finding Signs	1 every 100 feet	30
District Kiosks	Specified Locations	6
Interpretative Panels	Specified Locations	8
Benches	1 every 150 feet	20
Trash Receptacles	1 every 300 feet	10
Bike Racks	Specified Locations	4

Project Justification

This project will establish a vibrant, pedestrian focused Riverwalk Esplanade that will have a positive economic impact for the City of Hagåtña

The Riverwalk Esplanade will complement existing facilities in the area and enhance the pedestrian experience in downtown Hagåtña.

Doc. No. 35GL-20-1498.

Project 22 Paseo and Central Park Parking Garages
Waterfront and Riverwalk Districts





Project Description

The Hagåtña Master Plan identified a number of improvements to the Paseo de Susana peninsula to enhance and unify the many tourist and cultural attractions in the area. Existing destinations in the Paseo area include the Paseo Stadium, Chamorro Village, the Great Seal of Guam Park and Statue of Liberty. Planned future improvements to the area include a new stadium, Fort Rafael replica, and a proa pavilion canoe house. This area is one of the most heavily visited area in Hagåtña by residents and tourists due to the many cultural and recreational attractions in this area.

The Master Plan also identifies new development and amenities at Central Park, including increased recreational facilities, an enhanced community center, and connection to the Riverwalk. A new parking garage is also proposed to support this area.

Site Size
1.2 acres each

Building Size
179,600 square feet, Four stories (44,900 sq. ft. per floor) each

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Single-Phase Project	FY 2024-2025	Infrastructure	HRRA	GEDA, CEDS, GVB, US Economic Development Administration	$33,432,280	HRRA, GEDA, CEDS, GVB, TAF, US Economic Development

Doc. No. 35GL-20-1498.

To accommodate existing parking demand as well as increases anticipated in the future, this project involves the construction of multi-level parking garages to serve these popular areas of Hagåtña. Each parking garage will be four (4) levels and will replace the existing surface parking lots at both the Paseo and Central Park locations. Each new parking garage will be a total of 179,600 square feet in size (44,900 square feet per floor) and will accommodate 550 vehicles.

Project Justification

This project will provide necessary parking to address existing and planned uses within the Hagåtña. Proximate parking to Chamorro Village and Central Park will increase pedestrian safety for tourists and visitors to the areas. The public parking garages will generate revenues in the form of parking fees.



Paseo de Susana with Parking Garage



Central Park with Parking Garage

Doc. No. 35GL-20-1498.

Project 23 Statue of Liberty Relocation Paseo District





Project Description

A key element of the Hagåtña Master Plan is the enhancement and redevelopment of the Paseo de Susana peninsula. These enhancements include a pedestrian promenade around the perimeter of the peninsula, connecting many of the area's attractions such as Chamorro Village, the Great Seal of Guam Park and new planned facilities such as the proa pavilion canoe house. The enhancements to the Paseo peninsula include the construction of the San Rafael Fort replica and additional of picnic and activity areas which will necessitate the relocation of the existing Statute of Liberty replica.

The replica of the Statute of Liberty currently stands at the entrance to the Hagåtña harbor and was constructed by members of the Boy Scouts of America in 1950 in observance of their 40th anniversary. The 1,200-pound statue stands 8 feet tall and is carved from solid white jade. The statute will be relocated to the tip of the extended jetty at the harbor entrance. This prominent location will be visible from boats as they first enter the harbor and will be located along the enhanced pedestrian promenade linking the many cultural and tourist sites on the Paseo de Susana peninsula.

Site Size
800 sq. ft.

Building Size
N/A

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Single-Phase Project	FY 2025-2026	Other	HRRA, DPR	GVB	$30,888	DPR, GVB, TAF

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This project will involve relocation and reconstruction of the Statute of Liberty to the tip of the Paseo peninsula. The new location on the tip of the planned peninsula extension is approximately 300 feet from its present location.

Project Justification

This project will preserve and relocate an element of historical significance for the enjoyment of visitors to the Paseo area. This project will maintain an iconic element that welcomes mariners into the marina from the sea.

Doc. No. 35GL-20-1498.

Project 24 Riverwalk Esplanade Central Park Pond Riverwalk District





Project Description

The Hagåtña Master Plan identified a concept to re-establish portions of the historic river corridor and develop a vibrant and pedestrian focused Riverwalk Esplanade with future mixed-use development opportunities. The planned Riverwalk Esplanade will become a vibrant and active live-work-play destination that merges Hagåtña's natural beauty with its cultural heritage. This project involves extension of the main Riverwalk improvements to Central Park with a large pond area and brick paved walkway.

Following channelization of the river corridor and construction of the main Riverwalk Esplanade improvements, this project will extend the Riverwalk improvements southeast connecting the esplanade to Central Park. The Riverwalk extension in this location will be comprised on a large pond area with an enhanced pedestrian boardwalk with lighting, bench seating and other amenities. An outdoor amphitheater will be constructed adjacent to the walkway at the terminus with the main Riverwalk Esplanade. A pedestrian bridge will be constructed over the side channel to provide for pedestrian access to the main Riverwalk improvements to the east.

Site Size	Building Size
30,000 square feet (pond)	N/A

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Single-Phase Project	FY 2025-2026	Infrastructure	HRRA	GovGuam, GVB, GEDA	$3,705,284	GovGuam, HRRA, GVB, TAF, GEDA

Doc. No. 35GL-20-1498.

Project Component	Quantities	Total
Brick Paving	8,500 sq. ft.	-
Pond	725 ft. Length/30,000 sq. ft.	-
Pedestrian Bridge	Span: 60 feet	-
Historic Street Lights	1 every 50 feet	15
Bollard Lights	1 every 25 feet	30
Royal Palm Street Trees	1 every 20 feet	36
Shade Trees (48" box)	1 every 40 feet	18
Shrubs (5 gal)	1 per 10 feet	72
District Kiosks	Specified Locations	2
Interpretative Panels	Specified Locations	2
Benches	1 every 150 feet	5
Trash Receptacles	1 every 300 feet	2
Bike Racks	Specified Locations	2

Project Justification

This project will establish a vibrant, pedestrian focused Riverwalk Esplanade which will have a positive economic impact for the City of Hagåtña. The Riverwalk will complement existing facilities in the area and enhance the pedestrian experience in downtown Hagåtña.

Doc. No. 35GL-20-1498.

Project 25 Paseo de Susana Planned Development District Phase 1
Paseo / Marina District



Project Description

A significant opportunity identified in the Hagåtña Master Plan was the expansion of the existing marina and the establishment of a cruise ship dock with vibrant mixed-use development areas. This vision requires relocation of the existing Agaña Wastewater Treatment Plant and reclamation and reconfiguration of the shoreline to accommodate the cruise ship dock and marina expansion. Establishment of cruise line service to Guam via Hagåtña will have a significant impact in terms of increased tourism and support for the mixed-use commercial development envisioned by the Master Plan. Expansion of the marina will increase its use for recreational and sporting activities, resulting in increased tourism and economic activity in the area.

Following relocation of the wastewater treatment facility, this project will reclaim and prepare land for the future expansion and redevelopment of the marina area, construction of a cruise ship dock. The reclaimed area will also provide for future building areas to accommodate private commercial seaside development, boardwalk, restaurants, boat supply shop, and leisure spaces.

The existing wastewater treatment plant and marina occupy approximately 20 acres. The proposed reclamation and shoreline reconfiguration will result in approximately 34 new acres of land area to accommodate the expanded marina, cruise ship dock and future mixed-use areas envisioned within the Hagåtña Master Plan. The total acreage of the reconfigured land is 54 acres

This project will also improve the roadway connection to the marina area and accommodate increased pedestrian and vehicular traffic associated with the marina, cruise ship dock and mixed-use development planned for the area. The improved roadway connection is approximately 2,200 linear feet in length and includes an expanded roadway, 12-foot-wide sidewalks and street trees placed on 40-foot centers.



Site Size
WWTP Site:20 Acres
New Land: 34 Acres
Total: 54 Acres

Building Size
N/A

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Phase 1: Land Reclamation Phase 2: See Project 33	FY 2025-2028	Infrastructure – Land Reclamation	GWA, Port Authority, HRRA	DPR, GEDA	$115,143,240	GWA rate surcharge, Port Authority, Public Private Partnerships

Doc. No. 35GL-20-1498.

Project Justification

Reconfiguring the shoreline will provide for the cruise ship dock and associated facilities and provide mixed-use development opportunities, resulting in a significant impact to the local economy. Providing for the expansion of the marina will increase its use for recreational and sporting activities, increasing tourism and economic activity in the area.

Streetscape Element	Quantity	Total
Roadway	2,200 linear feet/80 feet wide	-
Traditional Street Lights	1 every 300 feet	15
Historic Street Lights	1 every 100 feet	44
Bollard Lights	1 every 100 feet	44
Shade Structures	Specified Locations	6
Royal Palm Street Trees	1 every 20 feet	220
Shade Trees (48" box)	1 every 40 feet	110
Shrubs (5 gal)	1 per 10 feet	440
Street Signs	Specified Locations	4
Interpretative Panels	Specified Locations	4
Trash Receptacles	1 every 300 feet	15

Doc. No. 35GL-20-1498.

Project 26 Multi-purpose Sports and Entertainment Venue Paseo/Marina District



Project Description

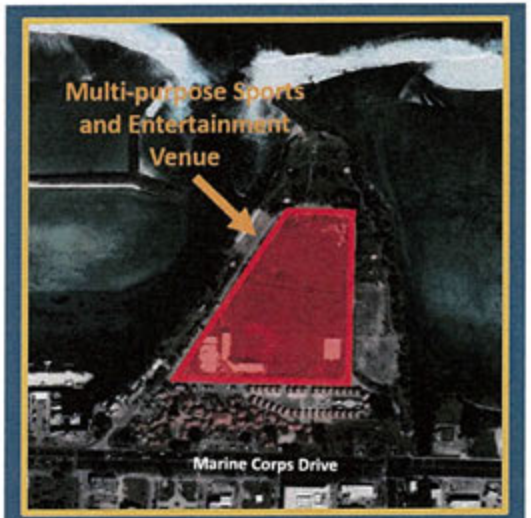
In conjunction with the Paseo de Susana Planned Development District, a new first tier multi-purpose sports facility and entertainment venue will be reconstructed on 22 acres of land on the Paseo peninsula.

The Paseo Stadium serves as one not only Hagåtña's, but also Guam's anchor institutions and defines the inter-connectedness of Guam's people the diverse community. The reconstruction of the Paseo Stadium will contribute to the economic diversity by providing a new attraction segment to Guam's portfolio. The Paseo Stadium is an opportunity to engage all sectors of the island and regional community providing for a morale, welfare and recreational outlet and serves as link to the local, military and regional communities.

The benefits to reconstruction would create new, non-competitive, complimentary revenue streams; contribute to revitalization of Guam's capital city; serves as a new economic zone; provide for cultural preservation, promotion, and restoration of historical landmarks; helps to bring Guam's heritage to the masses of all ages and backgrounds; assists those who create, share, and yearn for the arts; and introduce new economic activity on Guam along with expanded economic growth in the areas of tourism and education for the island. The reconstruction would also result in creation of jobs and numerous employment opportunities and provides access and better conditions for the community to utilize for special events.

Project Justification

Paseo Stadium is the only public facility of its size on Guam and provides many unique features such as ocean frontage, location within the Capital City, and providing a sense of place. Moreover, this facility has the capacity to support major regional and local outdoor events. Currently, the facility is underutilized and in dire need of repair and upgrade. The project entails constructing a multi-use complex that would allow events for concerts, car shows, home shows, conventions and meetings; baseball and softball;



Site Size
22 Acres

Building Size
N/A

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Single-phase project	2025-2028	Building Construction	HRRA	GVB, US Economic Development Administration	$41,200,000	HRRA, GVB, TAF, US Economic Development Administration Rural Development Infrastructure Grant

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football, soccer and rugby; basketball and lacrosse; track and field; tennis and volleyball; extreme sports; and other events. The facility would be an open-air structure that could be closed, with multiple artificial turf options allowing for various configurations and mix uses. Also located in the complex would be meeting rooms, concessions and retail shops. The surrounding area would be developed to maintain the current walk and run activity and picnic grounds.



Project 27 Proa Pavilion Canoe House Paseo District

Project Description

The Chamorro culture has had a long seafaring history on the island of Guam. The use of the proa has declined over time, but the proa is still acknowledged today in Chamorro culture and as a symbol for Guam. The existing shoreline does not have a large seafaring presence despite Hagåtña's seafaring culture. The shoreline at the Paseo de Susana peninsula is recognized for canoeing opportunities, or proas, which are designed with a narrow keel and wider top area, giving the boat speed and agility.

This project involves design and construction of a 1,000 square foot, single-story building for a proa pavilion canoe house, including areas to demonstrate historical proa construction techniques. The demonstration area will accommodate approximately 6-10 forty foot canoes. The coastline adjacent to Hagåtña is frequently used for practice and racing of proas and this project will construct proa launch sites to support and expand this cultural activity. The boathouse/museum will showcase the traditional canoeing culture through education, recreation, and hands-on training. Recreational proas can be incorporated into the marina along with canoeing lessons for residents or tourists who wish to experience this cultural activity.

Project Justification

This project will support and celebrate a significant element of Chamorro culture and provide educational and recreational opportunities for visitors and residents.



Proposed proa pavilion canoe house with other proposed Paseo and Marina enhancements



Site Size
6,000 square feet

Building Size
1,000 square feet (One-story)

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Single-Phase Project	FY 2026-2027	Building Construction	HRRA	GEDA, CEDS, GVB, National Parks Service, US Economic Development	$1,589,188	GEDA, CEDS, GVB, TAF, National Parks Service, US Economic Development

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Project 28 San Rafael Fort Replica Paseo District





Project Description

The San Rafael Fort has a prominent place in Hagåtña and Guam's history. Built in 1799, San Rafael was the last of Hagåtña's three shoreline forts and was designed to hold seventeen cannons. All three forts were constructed in the location of the present-day Skinner Plaza and have been subsequently destroyed.

A key element of the Hagåtña Master Plan is the enhancement and redevelopment of the Paseo de Susana peninsula. These enhancements include a pedestrian promenade around the perimeter of the peninsula, connecting many of the area's attractions such as Chamorro Village, the Great Seal of Guam Park and new planned facilities such as the proa pavilion canoe house. The concept established by the Hagåtña Master Plan also includes constructing a 9,600-square foot replica of San Rafael Fort near the

Site Size
12,000 sq. ft.

Building Size
9,600 square feet (Single-story)

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Single-Phase Project	FY 2027-2028	Building Construction	HRRA	Guam Preservation Trust, GVB	$6,356,750	Guam Preservation Trust, GVB, TAF

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tip of the Paseo peninsula along this active pedestrian promenade. The replica is a single-story building with a wall height of 26 feet. The location of the fort replica on the peninsula will enhance the cultural experience of visitors and tourists to this area and provide education on one of Hagåtña's many historical buildings.

Project Justification

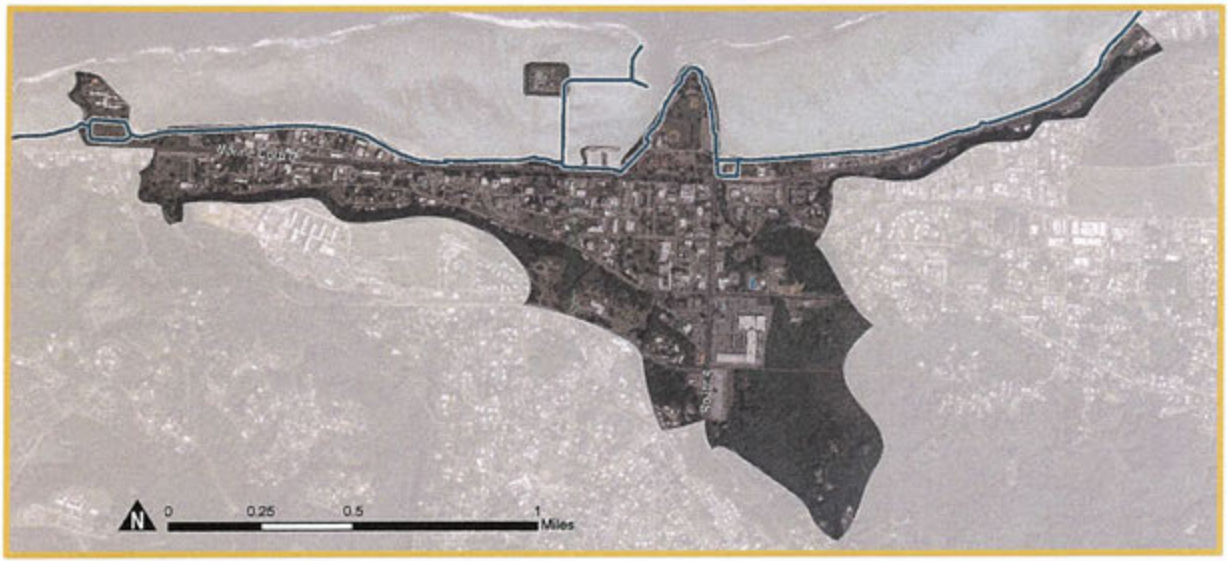
This project will enhance the cultural experience of visitors and tourists to this area. This project will increase educational and recreational opportunities, resulting in increased tourism and economic activity in the area. This project will generate revenue in the form of entrance and tour fees.



Proposed San Rafael Fort replica in relation to other proposed Paseo and Marina enhancements

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Project 29 Waterfront Trail Enhancement
Waterfront District





Site Size
2.6 miles

Building Size
N/A

Project Description

The Waterfront District has significant scenic and beach-front assets, providing substantial recreational and economic potential and driving forces for development. The Waterfront Trail, which follows the shoreline's edge east to west, generates pedestrian activity that could support commercial frontage along the trail.

The waterfront also provides economic potential for new, high-quality housing with scenic, uninterrupted views into the Philippine Sea, enhancing property values in Hagåtña. This existing trail leads pedestrians to culturally significant sites from the Latte of Freedom to the Great Seal of Guam Park and provides scenic views. The

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Two Phases	FY 2028-2029	Trails	HRRA	DPR, National Parks Service	$9,581,726	DPR, National Parks Service

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eastern side of the trail serves a more tourist focused purpose, with the beaches and recreational areas on that side of the shoreline.

The existing Waterfront Trail and associated parks will be enhanced to include improved lighting, safer pavement, pedestrian access upgrades, improved pedestrian amenities and picnic areas, and linkages to recreational areas such as Paseo de Susana and Adelup Park. The Waterfront Trail will be constructed with shoreline protection measures to withstand strong tidal events. The trail will consist of a 2.6 mile, 14-foot-wide concrete path with exercise stations placed every quarter-mile which will encourage active, healthy lifestyles. The exercise stations will include various exercise equipment with instruction signs designed to accommodate all abilities.

Project Justification

The Waterfront Trail will increase pedestrian activity that will support commercial and resort development in the area. The trail will enhance recreational opportunities along Hagåtña's Waterfront.

Enhancement Component	Quantity
14' wide sidewalks	13,728 linear feet
Exercise Stations	10 Stations

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Project 30 Gregorio D. Perez Marina Expansion
Paseo/Marina District



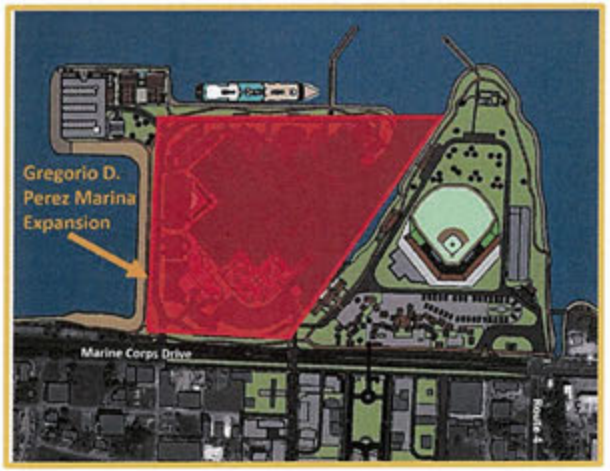
Project Description

The Hagåtña Master Plan identifies a key strategy to revitalize and redevelop this important community area with the expansion of the existing Gregorio D. Perez Marina and the establishment of a cruise ship dock with vibrant mixed-use development areas. This vision requires relocation of the existing Agaña Wastewater Treatment Plant and reclamation and reconfiguration of the shoreline to accommodate the cruise ship dock and marina expansion.

The existing marina is approximately 12 acres in size and the planned expansion will increase the size to approximately 28 acres. The expanded area will provide for the addition of 144 additional boat slips and a new boat launch, increasing the use of the marina for both economic and recreational purposes.

Project Justification

Expansion of the marina will increase its use for recreational and sporting activities, resulting in increased tourism and economic activity in the area.



Proposed enhanced marina area



Site Size
28 acres

Building Size
N/A

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Single-Phase Project	FY 2028-2030	Marina	HRRA, Port Authority	Public Private Partnerships	$1,743,984	Port Authority, Public Private Partnerships

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Project 31 Cruise Ship Dock
Paseo/Marina District



Project Description

The establishment of a cruise ship dock with adjacent vibrant mixed-use development areas is a central element envisioned by the Hagåtña Master Plan for the future enhancement of this key focal area of the community. Establishing a cruise line service to Guam via Hagåtña will have a significant positive impact on the city and bring tourists to the many attractions in the area.

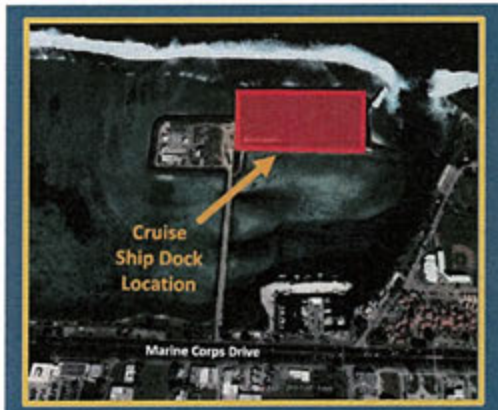
Following relocation of the Agaña Wastewater Treatment Plant and reclamation/reconfiguration of the shoreline to accommodate the cruise ship dock and marina expansion, this project will construct the cruise ship dock and provide building areas for future private mixed-use tourism based development. The newly configured peninsula will provide a deep-water dock and waterfront for cruise ship transit activities.

In order to support the cruise industry, it will be necessary to construct a dock, estimated to be 800 feet long and 30 feet deep. In addition, a gangway will be required to support access to ships, and a small terminal building to support security operations, passenger check-in and luggage services will also be required. It will also be necessary to dredge the area to support the ability of cruise ships to access the dock.

This project will involve refinement of the Hagåtña Master Plan concept, design and construction costs.

Project Justification

Development of a cruise ship dock and related development will have a positive economic impact on Hagåtña through increased tourism and economic activity. Development of a cruise ship dock will be consistent with planned land uses envisioned for the area within the Hagåtña Master Plan.

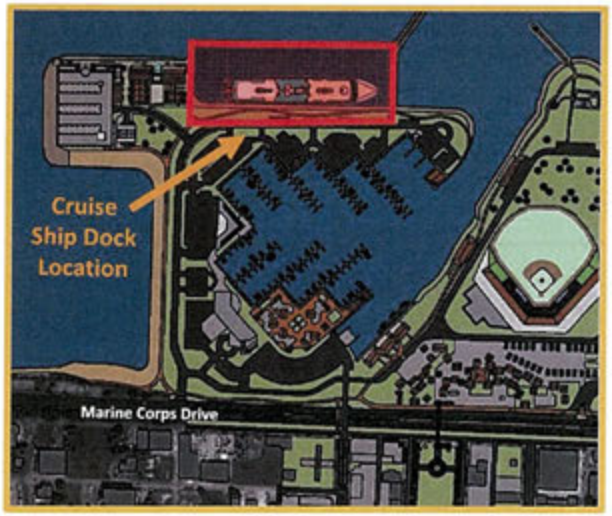


Site Size
N/A

Building Size
N/A

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Single-phase Project	FY 2028-2035	Infrastructure	HRRA, Port Authority	Public Private Partnership	$42,343,884	Public Private Partnership

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Proposed enhanced marina, commercial areas, and cruise ship dock

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HAGÅTÑA MASTER PLAN PROJECTS - November 2018

PROJECT #	PROJECT TITLE	PROJECT DISTRICT	Previous Project #	PROJECT DESCRIPTION
1	Palacio Restoration	Hagåtña City Center District - Capital and Cultural Sub Area	1A	Restore 12,000 square-foot historic Palacio
2	Solar Powered Parking Meters	Hagåtña City Center District	1D	Main Streets in City Center District
3	Heritage Trail Enhancements	Hagåtña City Center District and Waterfront District - Paseo / Marina Sub Area	3B	Trail realignment to unify all historic/cultural site, pedestrian enhancements, wayfinding
4	Community Center / Hagåtña City Hall	Hagåtña Riverwalk District - North Riverwalk Sub Area	1F	Temporary use of Community Center expansion until permanent City Hall built
5	Pedestrian Overpass Over Marine Corps Drive	Hagåtña City Center District and Waterfront District - Paseo / Marina Sub Area	1G	From Skinner Plaza to Chamorro Village
6	Paseo Beautification	Waterfront District - Paseo / Marina Sub Area	2F	Pedestrian enhancements, entry features, way finding, picnic pavilions and promenade
7	Hagåtña River Channelization and Watershed Feasibility Study	Hagåtña Riverwalk District - North Riverwalk Sub Area	5A	Study / establish parameters for channelization / restoration
8	Streetscape Enhancements	Hagåtña City Center District and City-wide	1C	Streetlights, street trees, street furniture, signs and gateways
9	Land Resources Building (DLM)	Hagåtña City Center District - Mixed Use Commercial Sub Area	1H	New 24,500 square-foot building and parking garage
10	Underground Electric Lines	Hagåtña City Center District and City-wide	1E	Along main streets
11	Governor Manuel F.L. Guerrero Administrative Complex	Hagåtña City Center District - Capital and Cultural Sub Area	1B	Govenor's Office and 3 GovGuam Agency buildings (4 buildings total: 111,360 square feet)
12	Agaña Wastewater Treatment Plant Relocation	Waterfront District - Paseo / Marina Sub Area	2A	Move Wastewater Treatment Plant to allow for marina expansion and cruise ship dock
13	Transit Circulator and Trolley System	City-Wide	4A	3 transit stations and 9 transit stops, purchase 10 trolleys
14	Hagåtña River Wetland and Watershed Restoration	Hagåtña Riverwalk District - North Riverwalk Sub Area	5B	Restoration of watershed, including Spanish dikes and traditional farming
15	Central Park Enhancements	Hagåtña Riverwalk District - North Riverwalk Sub Area	5G	
16	Chalan Santo Papa Juan Pablo Dos Street Extension and Streetscape	Hagåtña Riverwalk District - North Riverwalk Sub Area	5F	Road extension and streetscape improvements from Route 4 over Hagåtña River
17	Gateways and Wayfinding Signs	City-Wide	4B	Install gateway and way finding signage along key pedestrian and vehicle corridors
18	Hagåtña River Channelization	Hagåtña Riverwalk District - North Riverwalk Sub Area	5C	Rechannelize river to provide for Riverwalk Esplanade and future development building sites
19	Soledad Avenue Access Road Extension	Hagåtña City Center District	4C	control points
20	O'Brien Drive Right Lane Expansion	Hagåtña Riverwalk District - North Riverwalk Sub Area	4D	Streetlights, street trees, street furniture, signs and gateways
21	Riverwalk Esplanade - Marine Corps to Chalan Santo Papa Juan Pablo Dos	Hagåtña Riverwalk District - North Riverwalk Sub Area	5D	Main Riverwalk improvements from Marine Corps to Chalan Santo Papa Juan Pablo Dos East
22	Paseo and Central Park Parking Garage	Waterfront District - Paseo / Marina Sub Area and Hagåtña Riverwalk District - North Riverwalk Sub Area	2G	To serve stadium, village and planned peninisula attractions
23	Statue of Liberty Relocation	Waterfront District - Paseo / Marina Sub Area	2J	Relocation of Statue of Liberty to tip of new jetty on Paseo peninsula
24	Riverwalk Esplanade Central Park Pond	Hagåtña Riverwalk District - North Riverwalk Sub Area	5E	Extension of riverwalk improvements to Central Park
25	Paseo de Susana Planned Development District Phase 1	Waterfront District - Paseo / Marina Sub Area	2B	Develop a Feasibility Study to consider expanded uses at Paseo
26	Multi-purpose Sports and Entertainment Venue	Waterfront District - Paseo / Marina Sub Area	2E	New first tier sports facility on Paseo peninsula
27	Proa Pavilion Canoe House	Waterfront District - Paseo / Marina Sub Area	2H	4,200 square-foot museum and cultural center, including demonstration of proa building techniques
28	San Rafael Fort Replica	Waterfront District - Paseo / Marina Sub Area	2I	9,600 square-foot replica of historic fort on tip of Paseo peninsula
29	Waterfront Trail Enhancement	Waterfront District	3A	14-foot wide path with pedestrian improvements, shoreline protection and way finding
30	Gregorio D. Perez Marina Expansion	Waterfront District - Paseo / Marina Sub Area	2D	Add 144 boat slips and boat launch
31	Cruise Ship Dock	Waterfront District - Paseo / Marina Sub Area	2C	Establish cruise ship dock and future development building sites

Project 1 Palacio Restoration Capital and Cultural District



Project Description

The Hagåtña Master Plan established a detailed concept to re-establish historic buildings and elements of the Plaza de España, which was the location of the Governor's Palace during the island's period of Spanish occupation. This project involves the restoration of the two-story 12,000 square-foot replica of the historic Palacio within the Plaza de España. The historic Palacio, destroyed in 1944 during World War II, will be restored as it once stood over 70 years ago.

The newly restored Palacio will become the center piece to the Plaza de España and will be used as a welcome center for residents and visitors to familiarize them with the Government Civic Center Complex. It will also include a small Hall of Governors museum and information on Guam and Hagåtña's history and redevelopment of the Government Civic Center Complex. Historic design features for the Palacio will be incorporated and will include sloped roofs with clay tiles, railing with covered walkways paved with stone pavers, and punched windows with balconies.

There are several existing historic structures within the plaza that will be preserved and incorporated into the site design of the Palacio restoration. These existing structures include the iconic three-arch gate, the Garden House, the azotea or back porch, and the Chocolate House, which was used by governors to entertain guests.

This project will also construct an 8,000-square foot garden with bench seating and shade structure within the Plaza de España. A portion of the wall will replicate the historic three-arch iconic feature found throughout the downtown area. The garden will foster community interaction and education on native plants and agricultural products of the region.

Additionally, the design concept includes a tree lined cul-de-sac extension providing a formalized entrance to the Palacio, creating a sense of arrival and providing opportunities for visitor viewing and appreciation of the historic building and revitalized



Site Size
4.13 Acres

Building Size
12,000 sq. ft.

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Single-Phase Project	FY 2019-2020	Building Restoration	Guam Preservation Trust	HRRA GEDA	$5,156,985	GEDA, Hotel Occupancy Tax (HOT) Bonds

Doc. No. 35GL-20-1498.

Plaza de España. The cul-de sac extension will include Royal Palm street trees on 20-foot centers and matching planned streetscape improvements in the Capital and Cultural District. Other streetscape and project elements include site landscaping, historic lighting, bollard lighting, benches and wayfinding and informational signs.



Proposed community garden

Project Justification

This project restores the historic Palacio and the site elements of the Plaza de España, reinforcing the history and culture of Hagåtña. The existing historical buildings on site will be preserved and incorporated into the project design. The restoration project will include a welcome center for visitors. The projects will also involve enhancement of the cul-de-sac entrance consistent with the planned streetscape in the Capital and Cultural District.

The new garden will foster community interaction and education on native plants to the region. The garden will contribute to the revitalization of the Plaza de España as the historic open space in the downtown area

Project Component	Quantity	Total
Palacio Building	12,000 square feet	12,000 square feet
Cul-de-sac/Entrance Street	260 feet	260 feet
10-foot wide sidewalks	520 feet	520 feet
Traditional Street Lights	Specified Locations	4
Historic Street Lights	1 every 50 feet	10
Bollard Lights (Specified Streets)	1 every 25 feet	21
Royal Palm Street Trees	1 every 20 feet	26
Shade Trees (48" box)	Based on Design Concept	30
Shrubs (5 gal)	Based on Design Concept	150
District Kiosks	Specified Locations	1
Interpretative Panels	Specified Locations	4
Benches	1 every 100 feet	6
Trash Receptacles	Specified Locations	2
Street Intersection Crosswalks	Specified Locations	1
Bike Racks	Specified Locations	1
Community Garden	8,000 sq. ft.	1

Doc. No. 35GL-20-1498.

Project 2 Solar Powered Parking Meters Capital and Cultural District



Solar Powered Parking Kiosk Example

Project Description

An issue identified by the Hagåtña Master Plan is the impact of unregulated parking in the downtown area. Given the many attractions and destinations in the downtown area, parking has historically been an issue in terms of availability to residents and visitors. Many on-street parking areas are not properly striped, resulting in safety issues with parking occurring in travel lanes or areas where parking is not intended. To address this issue, this project involves the installation of solar powered self-pay parking kiosks in specified areas within the Capital and Cultural District. Installation of a solar powered parking kiosk system will reduce current parking issues in the government center area and provide needed revenue for parking enforcement and other municipal services. The use of solar energy reduces energy usage and promotes sustainability within Hagåtña.

This project will install solar powered parking kiosks on the primary streets utilizing on-street parking in the downtown area. Solar parking meters utilize solar panels with back up batteries for power supply. Typical solar parking meters utilize wireless technology enabling the use of credit cards and the transmission of data, statistics and reports wirelessly.

These primary streets include portions of Aspinall Avenue, Murray Boulevard, Seaton Boulevard, Arch Bishop F.C. Flores, Martyr and Chalan Santo Papa Juan Pablo Dos. In total, these streets constitute 7,360 linear feet of street frontage. The Hagåtña Design Guidelines establish parking kiosks every 200 feet. Utilizing this standard, this project will construct 36 solar powered parking kiosks throughout the primary streets in the Capital and Cultural District to address current parking issues.

Project Justification

Installation of solar powered parking meters will address current unregulated parking in the Capital and Cultural District and provide revenue for parking enforcement and other municipal services.



Site Size
7,340 linear feet
Kiosk Every 200 feet

Project Size
36 Solar Powered Parking Kiosks

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Single-Phase Project	FY 2019-2020	Transportation Infrastructure	HRRA	N/A	$427,680	50% US Economic Development Administration Grant

Doc. No. 35GL-20-1498.

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Project 3 Heritage Trail Enhancements Capital and Cultural District

Project Description

The Heritage Trail currently exists throughout Hagåtña, highlighting some of Guam's prominent and historical landmarks. The current trail misses some key historic and cultural sites and this project would re-route the trail in several locations to connect all prominent sites. The rerouted Heritage Trail will provide a tour of notable monuments, parks, and features throughout the city. This project involves reconfiguration and realignment of the existing Heritage Trail, comprising approximately 10,000 linear feet of new trail, primarily in the Capital and Cultural District area.

Along with the trail realignment, the trail will also be enhanced with better wayfinding signage for direction and identification of the landmarks along the way. The signs are meant to be educational tools to help visitors explore and learn about the historical and cultural sites on the Heritage Trail. These signs will be multi-lingual to accommodate both locals and tourists from other countries. In addition to the signs, renewable energy trail lighting will be installed in specific locations to reduce safety concerns at night.

This vital path will increase connectivity and add to the network of trails and pedestrian links. As the trail becomes improved, there is an opportunity for marketing the trail as a place for leisure, public education, tourism, and pedestrian traffic to and from cultural and historical destinations.

This project will include design costs, trail improvements, landscaping, signage and renewable energy trail lighting using green technology.

Trail segments south of Marine Corps Drive will follow existing and planned streetscape areas and therefore will only involve way finding and interpretative panels. The trail north of Marine Corps Drive on the Paseo de Susana peninsula will include a new trail with enhanced pedestrian amenities and is included as part of the Waterfront Trail project (See Project Sheet 3A).



Site Size
10,000 linear feet

Building Size
N/A

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Single-Phase Project	FY 2019-2020	Trail Enhancement	HRRA	Guam Preservation Trust, GEDA, GVB, US Economic Development	$3,025,561	Guam Preservation Trust, CEDS, GVB, TAF, US Economic Development

Doc. No. 35GL-20-1498.

Project Element	Rate of Frequency	Total
14-foot-wide concrete walkway	10,000 linear feet	10,000 linear feet
Picnic Pavilions	Based on Design Concept	26
Historic Street Lights	1 every 100 feet	100
Bollard Lights	1 every 50 feet	200
Standard Shade Structures	Specified Locations	5
Shade Trees (48" box)	1 every 40 feet	250
Shrubs (5 gal)	1 per 10 feet	1,000
Wayfinding Signs	Specified Locations	40
Interpretative Panels	Specified Locations	25
Benches	1 every 300 feet	33
Trash Receptacles	1 every 300 feet	33
Bike Racks	Specified Locations	4

Project Justification

This project will enhance and augment the existing Heritage Trail, maintaining a significant community element which celebrates the rich history and culture of Hagåtña.

Doc. No. 35GL-20-1498.

Project 4 Community Center / Hagåtña City Hall Riverwalk District

Project Description

The Hagåtña Master Plan establishes a primary goal for the incorporation of Hagåtña as a municipal government to provide local control over the City. Incorporation of the city will involve the addition of City staff and facilities from which to conduct official City business. This project will provide for construction of the planned Central Park Community Center, and then utilize this building temporarily as Hagåtña City Hall facilities to accommodate new City staff and functions until a permanent building can be funded and constructed.

Expansion of the Central Park recreational area is a key recommendation of the Hagåtña Master Plan. The planned Central Park enhancements include a new one-story 30,800 square foot community center. This project involves construction of this planned community center ahead and separate from the main Central Park improvements, and then to utilize this new building as a temporary City Hall for the City of Hagåtña.

During a temporary period of time, this building will be used for municipal offices for new City of Hagåtña staff and public meeting facilities until a permanent location and funding is available to build a permanent City Hall. It is intended that upon construction of a permanent Hagåtña City Hall, the community center will completely occupy the space with expanded community center programs. During this temporary period municipal parking will be provided by the existing parking lot in Central Park.

Some municipal offices and functions may continue to be accommodated at the Mayor's Office building (existing 4,200 square feet) across the street of the south side of Route 7A, to provide adequate space in the new building to continue to accommodate existing community center activities and programs during this temporary period.

This project will include:

- 50 parking spaces;
- City Council Chamber (3,000 square feet);
- 16 offices (10,000 square feet), including;
  - Mayor's Office
  - 7 City Council Offices
- Conference room;
- Common area; and
- Reception counter.



Site Size
1.3 Acres

Building Size
30,800 square feet

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Single-Phase Project	FY 2019-2020	Building Construction	HRRA	DPR	$12,843,230	HRRA, CEDS

Doc. No. 35GL-20-1498.

Project Justification

Construction of temporary City Hall facilities will accommodate the new Mayor, City Council and administrative staff of the new City of Hagåtña until a permanent facility can be constructed.

Doc. No. 35GL-20-1498.

Project 5 Pedestrian Overpass Over Marine Corps Drive Capital and Cultural District



Project Description

Marine Corps Drive is the primary highway in Guam and within Hagåtña with a total length of 22 miles. This highway is six lanes in width through the central portion of Hagåtña and presents a significant pedestrian barrier between the activity centers on the north and south sides of the highway. The Hagåtña Master Plan identified an opportunity to improve pedestrian access across Marine Corps Drive and establish a safe and convenient pedestrian connection between the governmental center and downtown area of Hagåtña on the south side of the road and the Paseo (including Chamorro Village) and Marina areas on the north side. This project will construct an attractive and accessible pedestrian bridge over Marine Corps Drive, providing a vital connection between Chamorro Village and Skinner Park.

The bridge will span approximately 150 feet and will be designed with elements of the Chamorro architecture. The pedestrian bridge will stand 21 feet above Marine Corps Drive, creating an iconic community element and sense of arrival for visitors to Hagåtña. Glass walled elevators will be provided on both sides for accessibility and covered stairways and upper walkway will protect pedestrians from the elements. The pedestrian bridge will contain signage identifying the City of Hagåtña and reinforce community identity.

This project includes refinement of the planning concept from the Hagåtña Master Plan, design, project phasing, and construction costs.

Project Justification

The construction of the pedestrian overpass will create a safe pedestrian connection over this primary highway through Hagåtña. The pedestrian overpass will provide a convenient pedestrian connection between the government center, Chamorro Village and the Paseo peninsula.



Site Size
N/A

Building Size
N/A

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Single-Phase	FY 2019-2020	Pedestrian Overpass	HRRA	Chamorro Village, Guam Museum (CAHA), FHA, GVB	$1,112,760	US Economic Development Administration Rural Development Infrastructure Grant – 50%, HRRA, Tourist Attraction Fund, HOT Bond

Doc. No. 35GL-20-1498.



Doc. No. 35GL-20-1498.

Project 6 Paseo Beautification Waterfront District

Project Description

The Hagåtña Master Plan identified a number of improvements to the Paseo de Susana peninsula to enhance and unify the many tourist and cultural attractions in the area. The Chamorro Village anchors activities in the area with a marketplace for locally made products and produce and is a major destination for tourists and residents to celebrate the Chamorro culture. The Village comes alive with food, vendors, and dancing and entertainment on its Wednesday Night Market, a big tradition in Hagåtña. The Paseo Stadium is also a significant draw to the area as a community venue for sporting activities and other spectator events.

This project will beautify the Chamorro Village with an enhanced pedestrian connection from the parking area into the north entrance, including gateway elements to define main entrances and create a sense of arrival. Improving the pedestrian connection will provide a more attractive and safe pedestrian linkage from the surface parking area into the village.

The enhanced pedestrian linkage will include a 12-foot wide sidewalk, decorative street crossings, street trees and landscaping, wayfinding signs, lighting, benches and shade structures.

Project Element	Quantity	Total
12-foot wide concreate walkway	650 feet	-
Historic Street Lights	1 every 100 feet	7
Bollard Lights	1 every 50 feet	14
Standard Shade Structures	Specified Locations	2
Royal Palm Street Trees	1 every 20 feet	32
Shade Trees (48" box)	1 every 40 feet	16
Shrubs (5 gal)	1 per 10 feet	65
Enhanced Chamorro Village Gateways	See Design Concept	2
Village Way finding Signs	Specified Locations	5
Interpretative Panels	Specified Locations	4
Benches	1 every 300 feet	2
Trash Receptacles	1 every 300 feet	2
Bike Racks	Specified Locations	2



Site Size

Building Size

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Single-Phase Project	FY 2020-2021	Infrastructure	HRRA	DCA, CVB, GEDA	$405,446	DCA, CVB, TAF, GEDA

Doc. No. 35GL-20-1498.

Project Justification

Chamorro Village is a popular destination for tourists and residents. Providing an attractive entrance will increase the overall pedestrian experience for visitors to the area. The enhanced pedestrian linkage will increase pedestrian safety within the area. The gateways and wayfinding signs will create a sense of arrival and assist in pedestrian orientation.

Doc. No. 35GL-20-1498.

Project 7 Hagåtña River Channelization and Watershed Feasibility Study Riverwalk District

Project Description

The Hagåtña River has had a significant historical presence in this area and once functioned as a central community-unifying element. The river corridor has been altered and much of the corridor is overgrown and inaccessible to residents and tourists. The Hagåtña Master Plan identified a concept to re-establish portions of the historic river corridor and develop a vibrant and pedestrian-focused Riverwalk Esplanade with future mixed-use development opportunities.

This project is a channelization and watershed feasibility study to determine the capabilities to re-establish the Hagåtña River corridor and provide for the future development of the Riverwalk improvements. This project is a Water Resources Authorization and Development Act (WRADA) requirement estimated at $1.2 million for the feasibility study, with GovGuam's share at 50%. This comprehensive study will to determine the overall project costs and recommended course of action in the Hagåtña watershed. This project will determine GovGuam's share of design and construction cost with the United States Army Corp. of Engineers (USACE)-Honolulu District.

Project Justification

Restoration of the historic river corridor will provide for future development opportunities including the Riverwalk esplanade and future mixed-use development areas. Re-establishment of portions of the historic river corridor will restore this area of cultural significance to the community.



Site Size
0.7 square miles

Building Size
N/A

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Single Phase Study	FY 2020	Study	GovGuam	HRRA, US Army Corps of Engineers	$1,300,000	US Army Corps of Engineers, GovGuam

Doc. No. 35GL-20-1498.

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Project 8 Streetscape Enhancements
Capital and Cultural District and Citywide





Project Description

Streetscape enhancements improve the pedestrian experience and contribute to an overall positive community image and sense of place. These improvements will unify Hagåtña with street trees, historic street lights, benches, gateway and way finding signs. This project supports pedestrian activity and accessibility along streets through enhanced pedestrian facilities that improve connectivity, safety and comfort.

This project involves the construction and installation of pedestrian oriented street enhancements throughout Hagåtña in two (2) phases. Phase 1 of the project will enhance the streetscapes along approximately 4 miles of streets in the Capital and Cultural District. Phase 2 of the project will involve enhancing the streetscapes throughout the rest of Hagåtña and involves approximately 19 miles of street frontage.

The total lineal feet of street frontages (Phase 1 and 2 combined) which will be enhanced through this project is:

Phase 1 Capital and Cultural District: 21,500 lineal feet (4 miles) of enhanced streetscape in the Capital and Cultural District

Phase 2 Citywide: 99,940 linear feet (19 miles) of enhanced streetscape citywide outside of the Capital and Cultural District.

Phase 1 Length
21,500 linear feet
(4 miles)

Phase 2 Length
99,940 linear feet
(19 miles)

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Phase 1: Capital and Cultural District Phase 2: Citywide	Phase 1: FY 2020-2021 Phase 2: FY 2021-2022	Streetscape	HRRA	GVB	$12,903,029	HRRA CEDS

Doc. No. 35GL-20-1498.

Hagåtña's two primary streets, Aspinall Avenue and Chalan Santo Papa Juan Pablo Dos link many historical and cultural locations and structures in the heart of Hagåtña, including the new Guam Museum, Dulce Nombre de Maria Cathedral-Basilica, Guam Congress Building, and Plaza de España. These two primary streets in the Capital/Cultural District will be enhanced as primary pedestrian linkages through the governmental center and downtown area. Portions of Aspinall Avenue will be restricted to pedestrian traffic only through the use of retractable bollards as part of the GovGuam governmental complex and costs associated with this portion of Aspinall Avenue are not included within this project.

Streetscape enhancements will also be completed on other primary streets serving the governmental center including the south side of Marine Corps Drive and both sides of the following streets: Murray Boulevard, Seaton Boulevard, Arch Bishop F.C. Flores, Route 4 and O'Brien Drive. Phase 2 will continue the planned street improvements throughout Hagåtña, creating a consistent and unified streetscape.

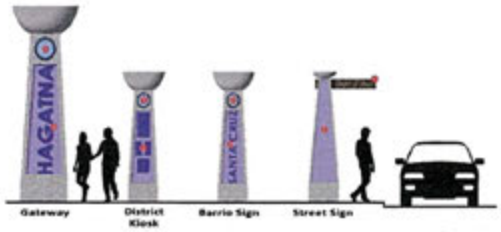
Planned streetscape improvements include street trees, shrubs/groundcover, 10' wide sidewalks (stamped concrete), benches, shade structures, bike racks, trash receptacles, and historic street lighting with customizable banners, street signs, gateways, interpretive panels, and district kiosks.





Project Justification

Streetscape enhancements will create a uniform and attractive pedestrian environment. Expanded sidewalks and street lighting will create safe environment for pedestrians and will improve connectivity, safety and comfort. Uniform streetscape will contribute to the overall pedestrian experience in the downtown area. Wayfinding signs will assist with navigation of downtown area and provide education/information on attractions within Hagåtña.



Phase 1 Capital and Cultural District Streetscape Component	Quantity	Total
10' wide sidewalks	21,500 linear feet	-
Traditional Street Lights	Specified Locations	40
Historic Street Lights	1 every 100 feet	215
Bollard Lights (Specified Streets)	1 every 50 feet	430
Shade Structures	Specified Locations	10
Royal Palm Street Trees	1 every 20 feet	1,075
Shade Trees (48" box)	1 every 40 feet	538
Shrubs (5 gal)	1 per 10 feet	2,150
Street Signs	Specified Locations	17
Special Gateways	Specified Locations	2
District Kiosks	Specified Locations	11
Interpretative Panels	Specified Locations	11
Benches	1 every 300 feet	72
Trash Receptacles	1 every 300 feet	72
Planters	1 every 100 feet	215
Street Intersection Crosswalks	Specified Locations	14
Bike Racks	Specified Locations	10

Phase 2 Citywide Rate Component	Quantity	Total
10' wide sidewalks	99,940 linear feet	-
Traditional Street Lights	Specified Locations	72
Historic Street Lights	1 every 100 feet	1,000
Bollard Lights (Specified Streets)	1 every 50 feet	2,000
Shade Structures	Specified Locations	18
Royal Palm Street Trees	1 every 20 feet	5,000
Shade Trees (48" box)	1 every 40 feet	2,500
Shrubs (5 gal)	1 per 10 feet	9,940
Street Signs	Specified Locations	30
Special Gateways	Specified Locations	2
District Kiosks	Specified Locations	20
Interpretative Panels	Specified Locations	20
Benches	1 every 300 feet	333
Trash Receptacles	1 every 300 feet	333
Planters	1 every 100 feet	999
Street Intersection Crosswalks	Specified Locations	25
Bike Racks	Specified Locations	18

Doc. No. 35GL-20-1498.

Project 9 Land Resources Building (DLM) Capital and Cultural District

Project Description

Hagåtña has served as the center of government for Guam throughout many parts of its history, including the Spanish colonial era, the American Naval Government era, and during World War II. While several components of GovGuam are located in Hagåtña today, they are not centralized. A key goal and objective of the Hagåtña Master Plan is to re-establish Hagåtña as the historic governmental capital and to consolidate the government offices and functions of Guam's government to a centralized area.

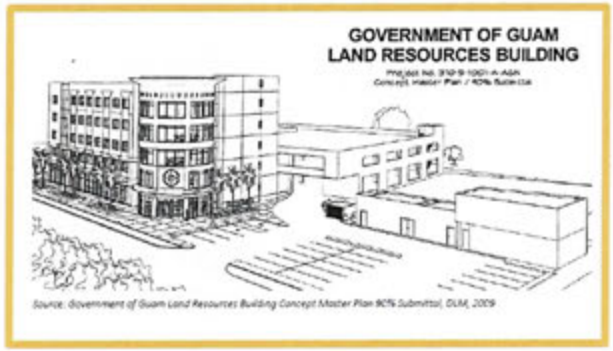
This project involves construction of a new Land Resources Building to house additional GovGuam agencies, including the Department of Land Management (DLM), Guam Environmental Protection Agency (GEPA), and Bureau of Statistics and Plans (BSP). Construction of this government office building in proximity to the government complex will add to the centralization of government agencies and services within the Capital and Cultural District.

This new five-story, 49,600 square-foot building will be constructed in central Hagåtña, near the northwest side of West O'Brien Drive and Padre Palomo Street. Conceptual plans for this building include a three-level parking garage with 121 parking spaces and 51 surface parking spaces, for a total of 172 parking spaces.

This project will include refinement of the Hagåtña Master Plan concept, design and construction costs.

Project Justification

Relocates government agencies to centralized area, increasing the efficiency of governmental functions



Source: Government of Guam Land Resources Building Concept Master Plan 90% Submittal, DLM, 2009



Site Size
1.4 acres

Building Size
49,600 square feet, 5 Stories
121 space parking garage

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Single-phase	FY 2020-2021	Building Construction	DLM	HRRA	$13,947,955	US Economic Development Administration Rural Development Infrastructure

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Project 10 Underground Electric Lines Capital and Cultural District and Citywide



Project Description

A key objective established by the Hagåtña Master Plan is the improvement of the overall aesthetic of the streetscapes in the downtown area and the creation of a safe pedestrian environment through the elimination of power poles which compromise the function of the sidewalk. The presence of extensive overhead electric lines and transformers is very visible throughout Hagåtña and diminishes the overall appearance of the streetscapes within the community. In terms of pedestrian access, power poles placed in or next to the sidewalk takes up space in the sidewalk, which causes an unsafe and unpleasant pedestrian experience. Relocating electric lines underground will allow more space to accommodate planned streetscape improvements including wider and uniform sidewalks, street trees, shade structures, planters, urban art, and other pedestrian amenities.

This project involves undergrounding of the above ground electrical lines within the Capital and Cultural District and the overall city to improve the overall appearance of the streetscapes within this important focal area of the community. This project is intended to supplement the planned streetscape enhancement project within the Capital and Cultural District. Phase 1 of the project will underground electric lines in the Capital and Cultural District (9,000 linear feet) and includes both sides of O'Brien Drive, Route 4, Arch Bishop F.C. Flores Street, Aspinall Avenue, portions of Chalan Santo Papa Juan Pablo Dos. Phase 2 improvements will continue the undergrounding of electric throughout Hagåtña and will be completed at a rate of 3 to 5 miles annually.

This project involves two phases as follows:

Phase 1 Capital and Cultural District: Undergrounding 9,000 lineal feet (1.7 miles) of electric lines in the Capital and Cultural District

Phase 2 Citywide: Undergrounding 112,440 linear feet (21.3 miles) of electric lines citywide outside of the Capital and Cultural District. Phase 2 improvements will be completed at a rate of 3 to 5 miles annually.



Phase 1 Length
9,000 linear feet
(1.7 miles)

Phase 2 Length
112,440 linear feet
(21.3 miles)

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Phase 1: 9,000 linear feet Phase 2 112,440 linear feet	Phase 1 FY 2020-2021 Phase 2 FY 2021-2028	Utilities	HRRA	GPA	Phase 1: $860,688 Phase 2: $9,892,177	50% GPA 50% USDA Rural Development Loan and

Doc. No. 35GL-20-1498.

Project Justification

Eliminating power poles will address pedestrian safety issues through the use of expanded and uniform sidewalk areas in the downtown area and throughout Hagåtña. Undergrounding overhead power lines will reduce visual clutter and create an attractive streetscape and reduce the potential for power outages related to power line damage from storm events.

Doc. No. 35GL-20-1498.

Project 11 Governor Manuel F.L. Guerrero Administrative Complex Capital and Cultural District



Project Description

Hagåtña has served as the center of government for Guam throughout many parts of its history, including the Spanish colonial era, the American Naval Government era, and during World War II. A key goal and objective of the Hagåtña Master Plan is to re-establish Hagåtña as the historic capital city and to consolidate the government offices and functions of all three levels (executive, legislative and judicial) of Guam's government. While several components of GovGuam are located in Hagåtña today, they are not centralized. The Judiciary and Legislative branches of GovGuam are located close to the center of Hagåtña, but the Office of the Governor and several administrative functions are located at Adelup, still in Hagåtña, but not centrally located. Additionally, many GovGuam departments and agencies currently lease office space in privately-owned buildings in and outside of Hagåtña.

A key goal and objective of the Hagåtña Master Plan to re-establish Hagåtña as the governmental capital of Guam and to consolidate the offices and functions of the government of Guam. This project involves the construction of four (4) government office buildings and associated parking improvements within and adjacent to the Plaza de España, centralizing government agencies and services within the Capital and Cultural District. Historically, offices for the Governor, Legislature and GovGuam agencies and departments have been located within the heart of Hagåtña and this project will consolidate agencies into a centralized complex within the Plaza de España, recreating the government center that Hagåtña once was.

Four (4) government office buildings are proposed within and adjacent to the Plaza de España with a combined square footage of 111,360 gross square feet. These offices will serve the Governor, Lieutenant Governor, offices for the Legislature, the Mayors Council of Guam, and other GovGuam agencies as follows.

- **Building 1:** Three Story / 47,260 square feet of gross floor area.
- **Building 2:** Two-stories / 20,750 square feet of gross floor area.
- **Building 3:** Two-stories / 20,750 square feet of gross floor area.
- **Building 4:** Two Story / 22,600 square feet of gross floor area. (Governor's Offices)



Site Size
6.2 Acres

Building Size
111,360 sq. ft.

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Phase 1 Phase 2	Phase 1 - FY 2022-2024 Phase 2 – FY 2024-2025	Building Construction	HRRA	GovGuam GEDA GVB	Buildings Cost - $43,815,117 Parking Garage Cost - $9,988,440	GovGuam, GEDA

Doc. No. 35GL-20-1498.

Additional parking (total 461 spaces) will be constructed to meet the increased demand within the government center and downtown area:

- A three story Parking Garage with 329 spaces (attached to Building 3).
- Surface Parking Lot A: 42 spaces
- Surface Parking Lot B: 90 spaces

Construction of these buildings and parking areas will require the demolition and relocation of the existing Guam Police Department building, and federal detention lockup facility on Aspinall Avenue. These buildings requiring relocation are one and two stories in height and total approximately 41,000 square feet in size. This project does not include costs related to the relocation of the Guam Police Department and detention lockup facilities.

As part of this project, Aspinall Avenue will be designed as a pedestrian protected access way between the governmental buildings. To accomplish this, retractable bollards will be installed on Chalan Santo Papa Juan Pablo Dos and O'Brien Drive to restrict this portion of Aspinall Avenue to pedestrian traffic only. The use of retractable bollards will allow for limited vehicular access for public safety vehicles for emergency access. This portion of Aspinall will be constructed with decorative paving to distinguish the unique function of this pedestrian space.

Planned streetscape improvements include street trees, shrubs/groundcover, 10' wide sidewalks (stamped concrete), benches, shade structures, bike racks, trash receptacles, and historic street lighting with customizable banners, street signs, gateways, interpretive panels, and district kiosks.

Project Component	Quantity	Total
Aspinall Drive Brick Paving	520 feet/26,000 square feet	26,000
10' wide sidewalks	1,040 feet/10,400 sq. ft.	10,400
Traditional Street Lights	Specified Locations	6
Historic Street Lights	1 every 100 feet	10
Bollard Lights (Specified Streets)	1 every 50 feet	20
Royal Palm Street Trees	1 every 20 feet	52
Benches	1 every 300 feet	4
Trash Receptacles	1 every 300 feet	4
Bike Racks	Specified Locations	4

This project will be conducted in two phases.

- Phase 1 will consist of Buildings 2, 3, and 4, and surface parking lots
- Phase 2 will consist of Building 1 and the parking garage

Project Justification

This project relocates the executive, legislative, and judicial branches of government to the Capital and Cultural District, increasing the efficiency and function of government and restoring Hagåtña as the historic capital city of Guam. This project will establish a uniform streetscape in the centralized area, enhancing the pedestrian experience consistent with planned streetscape improvements in this area.



Doc. No. 35GL-20-1498.

Project 12 Agaña Wastewater Treatment Plant Relocation Paseo / Marina District



Future use of current Wastewater Treatment Plant Site

Project Description

The Agaña Bay exemplifies the beauty of Guam with picturesque beaches, fragile reef areas and dramatic coastal views. A significant opportunity identified in the Hagåtña Master Plan is the expansion of the existing marina and construction of a cruise ship dock with associated vibrant mixed-use development.

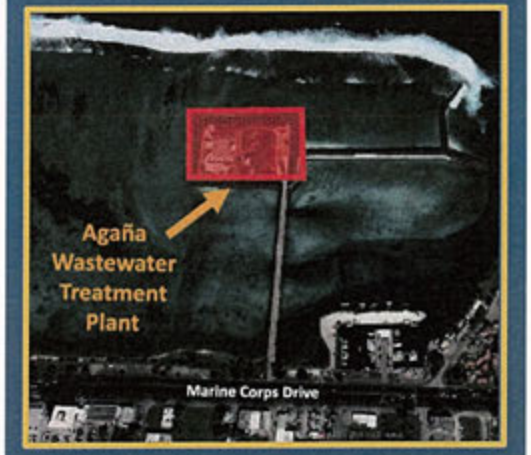
The Agaña Sewage Treatment Plant, located adjacent to the existing marina area, is unattractive, odorous and takes away from the natural beauty of the waterfront. This location is not compatible with the future character of this focal area of the community as envisioned by the Hagåtña Master Plan. In order to facilitate the expansion of the marina area and provide for the cruise ship dock and associated mixed use development, the existing wastewater treatment facility must be relocated.

The existing Agaña Sewage Treatment Plant is located on a 500 foot by 700-foot man-made island in the Agaña Bay. The plant currently requires many upgrades to bring it into compliance with Federal standards. Alternative sites for the relocation of the treatment plant have been explored, with a possible new location in Piti mentioned in previous capital planning efforts. The average daily and peak design flow capacities of the facility are estimated at 12 and 34 million gallons per day (mgd) respectively.

The project will decommission and deconstruct the existing treatment facility and design/construct a new replacement facility in an alternate location.

Project Justification

Relocation of the treatment plant will eliminate incompatibility of the plant with overall future development plans for the Paseo and Marina areas. This project will accommodate the expansion of the marina, cruise ship dock and related development.



Site Size
8 acres

Building Size
N/A

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Single-Phase	FY 2020-2025	Utilities	GWA	HRRA, EPA (Federal), Guam EPA, CCU	$134,640,000	GPA CIP GWA Surcharge

Doc. No. 35GL-20-1498.



Existing wastewater treatment plant



Proposed future marina upgrades and commercial

Doc. No. 35GL-20-1498.

Project 13 Transit Circulator and Trolley System City-wide





Project Description

Public transit in Hagåtña is minimal and a city-wide transportation system is nonexistent. The current bus system does not always have reliable service and does not serve some parts of Hagåtña. There is an inadequate amount of facilities for buses, both local and tour buses. Tour buses often drop off riders at undesignated bus stops and wait for them while the riders visit locations such as Plaza de España, Latte Stone Park, Dulce Nombre de Maria Cathedral Basilica, and Chamorro Village. Bus parking in undesignated areas can interrupt traffic flow and create unsafe situations.

Implementing a local trolley system in Hagåtña would support enhanced transportation options for tourists, employees, and residents. The proposed trolley system would circulate through Hagåtña's downtown core, providing convenient access to many destinations. This system would run on a continuous cycle with 12 stops encompassing various locations in Hagåtña. This project includes the purchase of ten (10) trolley buses to allow for service at each stop approximately every 15 minutes during the day.

This project will provide for three (3) transit/trolley stations in the Government Center, Chamorro Village and Central Park/Pool areas. These stations will enable transportation between villages, tourist drop-off, and park-and-ride facilities. The transit stations will have a saw-tooth layout to accommodate multiple buses at the same time, without interrupting the flow of traffic. The stations will service both public transit buses and tour buses and the Hagåtña Trolley. In

Site Size
N/A

Building Size
3 Transit Stations
3,200 Sq. Ft. Maintenance Facility

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Singla-Phase Project	FY 2021-2022	Transit	HRRA	GVB, Federal Transit, US Economic Development Administration	$8,009,482	GVB, TAF, CEDS, Federal Transit (10 Trolleys), Public Private O&M, US Economic Development

Doc. No. 35GL-20-1498.

addition, commuter amenities would be provided such as shade structures, rain shelters, covered seating, lighting, ticket kiosks, and park-and-ride facilities.

This project also includes a 3,200 sq. ft. maintenance facility to be located in the Central Park to provide for maintenance of the trolleys.

This project does not include operational and maintenance costs associated with operation of the trolley system.



Example of a stand-alone trolley stop

Project Justification

City of Hagåtña is a popular destination for visitors to Guam. Providing for a transit system will increase mobility for residents and visitors to the area. The project will increase pedestrian safety and enhance access to Hagåtña's many landmarks and destinations. Providing designated bus parking will address safety issues associated with buses parking in undesignated areas. This project will also provide transportation options for employees working in Hagåtña.

Doc. No. 35GL-20-1498.

Project 14 Hagåtña River Wetland and Watershed Restoration Riverwalk District



Project Description

A unique natural resource in Hagåtña is its wetlands, which include swamps, marshes, mangroves, natural ponds, and the historic Spanish Dikes. Wetlands are natural habitats of high biological productivity and significant resource value. They support aquatic plants and animals. Wetlands also act as a source of freshwater or as floodplains. Most importantly, they are a nursery ground for juvenile plants and animals. The mangrove wetlands are not only a wildlife habitat, but are also useful for shoreline protection from wind and waves. Development within wetlands should not involve uses which adversely affect water quality or wildlife.

The main wetland area in the Hagåtña is the Marsh Conservation Reserve, locally known as the "Hagåtña Swamp." The Hagåtña River flows through the marsh, which extends from the mouth of the Agaña Bay to the Agaña Heights area. Vegetation in this wetland is primarily karisso (Phragmites karka), a wetland reed that has gradually encroached into much of the open-water areas. The wetland serves as habitat for the federally-listed endangered Mariana common moorhen (Gallinula chloropus guami), and a candidate species for listing, the Guam tree snail (Partula radiolata). The Guam tree snail is a locally protected endangered species. This wetland conservation area is also noted as the only primary moorhen (known as the "Swamp Chicken") habitat under private or government ownership.

The Hagåtña wetland is protected under the Guam Wetlands Conservation Plan. The Wetland Conservation Plan proposes programmatic changes and refinement to the management and conservation of wetland resources on Guam. This includes the cooperation of the Guam EPA (GEPA) and Guam Department of Agriculture (Division of Aquatic & Wildlife Resources) in operating the existing wetland permit program.

The Hagåtña River has had a significant historical presence in this area and once functioned as a central community unifying element. The river corridor has been altered and much of the corridor is overgrown and inaccessible to residents and tourists to this area. The Hagåtña Master Plan identified a concept to re-establish portions of the historic river corridor and develop a vibrant and pedestrian focused Riverwalk esplanade with future mixed-use development opportunities.



Site Size
N/A

Building Size
N/A

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Single-phase	FY 2021-2024	Wetland Restoration	GEPA, US Army Corps of Engineers	HRRA	$740,124	US Army Corps of Engineers, GovGuam

Doc. No. 35GL-20-1498.

In conjunction with the re-establishment of the river corridor, this project will involve restoration of Hagåtña River watershed area including restoration of the historic Spanish dikes and reintroduction of traditional wetland farming (taro, rice, and other water crops), and walking trails.

The planned walking paths are a total of 6,000 feet in length and are intended to be 8- to 12-foot soft granular trails, shaded bench seating every ¼ to ½ mile and utilizing energy efficient lighting technology. The size and location of the demonstration traditional wetland farming area will be determined in conjunction with river channelization study (Project 3A). The area of study and restoration is comprised of 0.7 square miles, with a perimeter dimension of 4.1 miles.

Project Justification

Restoration of the Hagåtña River watershed will provide necessary watershed restoration to accommodate the planned Riverwalk esplanade and future mixed-use development area. This project will restore historical and traditional structures and farming techniques. Improvement of the walking trail will increase resident and visitor accessibility to appreciate this area of Hagåtña culture and history.

Enhancement Component	Quantity
8-12 ft. Granular Trail	6,000 linear feet
Benches	5

Doc. No. 35GL-20-1498.

Project 15 Central Park Enhancements Riverwalk District





Project Description

The facilities at the Hagåtña Central Park are currently in below average condition and are underutilized, possibly attributed to the location or proximity to the Hagåtña River which often floods. The Hagåtña Master Plan identifies an opportunity to enhance and expand recreational programs and facilities within Central Park to provide for the diverse recreational needs of the community. This park expansion consists of multiple recreational facilities, which will create a dynamic and versatile park when fully completed.

Site Size
740,000 square feet

Building Size
N/A

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Single-Phase Project	FY 2021-2022	Infrastructure	HRRA	GEDA, GVB, US Economic Development Administration	$3,503,957	GEDA, GVB, TAF, CEDS, HRRA, US Economic Development

This project will also add multi-use fields and sports courts to serve the residents of Hagåtña. The space adjacent to the proposed playground will be developed into basketball courts and sand volleyball courts. A new soccer / football field will be located east of the existing surface parking lot (planned for new 4 level parking garage) and on the far eastern side of the park, a new softball / baseball field will be constructed. Youth soccer and baseball recreational fields will be located on the north-eastern side of the park. All of the new fields will include lighting and water connections for maintenance. This project will incorporate the existing tennis courts currently within the park and reconstruction of the tennis courts is not part of this project.

The Sirena Monument will be relocated from its position at Sirena Park to the northeastern corner of Central Park. Walking paths will be added throughout the park to connect the fields and community center. The playground in between the community center and the pool will be torn down and will be replaced just north of the community center.

A planned new one story community center (30,800 sq. ft.) is provided for within a separate project (Project 4 Community Center / Temporary Hagåtña City Hall).

A planned new four (4) level parking garage will replace the existing surface parking lot. The parking garage will be a total of 179,600 square feet in size (44,900 square feet per floor) and will accommodate 550 vehicles. This parking garage is planned for within a separate project (Project 22 Paseo and Central Park Parking Garages).

The specific planned recreational facilities as part of this project include:

- 3 Sand Volleyball Courts (Regulation Size: 2,400 square feet);
- 2 Outdoor Basketball Courts (Regulation Size 4,700 square feet);
- Playground (1,000 square feet);
- Multiuse Football/Soccer Field;
- Multipurpose Softball (2)/Soccer Field;
- Baseball Field;
- Walking Paths (2,060 linear feet);
- Concession Stand/Restrooms (3,500 square feet);
- Outdoor Lighting; and
- Sirena Monument.

Project Justification

This project will enhance and expand programs and facilities at the park, meeting needs of resident. The project provides a wide range of facilities to meet the diverse recreational needs of the community. Park improvements will address current flooding issues and will increase use of park facilities by residents. The community park will generate revenue from program fees and other paid attraction events such as cultural dance events.

Project 16 Chalan Santo Papa Juan Pablo Dos Street Extension and Streetscape Riverwalk District

Project Description

The Hagåtña Master Plan established a vision for a vibrant and revitalized downtown area, including streetscape enhancements which unify the area and connect main activity centers within the community. This project will continue the streetscape enhancements from the downtown area to the planned Riverwalk Esplanade, creating a connected, walkable and inviting streetscape.

This project involves the design and construction of Chalan Santo Papa Juan Pablo Dos extension east of Route 4 into the Riverwalk District. This planned street is 4 lanes at the intersection (for a length of 150 feet), reducing to 2 lanes (for a length of 550 feet) to the east of the intersection.

This streetscape enhancement project will connect the historic and revitalized downtown governmental center with the historic Hagåtña River and the planned Esplanade Riverwalk. The existing vehicular and pedestrian bridge over the river will provide vital access to the planned mixed use Riverwalk development on the north side of the river, connecting this future vibrant development core with the downtown area of Hagåtña. Planned streetscape improvements include the 10-foot-wide sidewalks, Royal Palm street trees, shade structures, trash receptacles, and street lighting, street signs, way finding signs, and district kiosks.

Project Component	Quantities	Total
10-foot-wide sidewalks	1,400 linear feet	14,000 square feet
Traditional Street Lights	1 every 300 feet	5
Historic Street Lights	1 every 100 feet	14
Bollard Lights (Specified Streets)	1 every 100 feet	14
Shade Structures	Specified Locations	2
Royal Palm Street Trees	1 every 20 feet	70
Shade Trees (48" box)	1 every 40 feet	35
Shrubs (5 gal)	1 per 10 feet	140
District Kiosks	Specified Locations	2
Interpretative Panels	Specified Locations	4
Trash Receptacles	1 every 300 feet	5
Street Intersection Crosswalks	4 per intersection	4



Site Size
1,400 linear feet

Building Size
N/A

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Single-Phase Project	FY 2022	Infastructure	HRRA	GVB	$1,376,461	HRRA, GVB, TAF

Doc. No. 35GL-20-1498.

Project Justification

Streetscape enhancements will create a uniform and attractive pedestrian environment

Expanded sidewalks and street lighting will create safe environment for pedestrians and will improve connectivity, safety and comfort

Uniform streetscape will contribute to the overall pedestrian experience in the Riverwalk area

Wayfinding signs will assist with navigation of Riverwalk area and provide education/information on attractions in this area

Doc. No. 35GL-20-1498.

Project 17 Gateways and Wayfinding Signs City-wide



Project Description

Community signs are an important element to create a sense of place, help in navigation around the community and provide education regarding landmarks and unique areas of Hagåtña. The Hagåtña Design Guidelines establish a hierarchy of signs for identification, wayfinding and direction for residents and visitors to Hagåtña. The proposed signage has been uniformly designed and incorporates symbolic elements of Chamorro culture. This project will provide community signs throughout Hagåtña as follows:

- Gateways are large iconic elements planned at major and minor entryways into the city designed to create a sense of arrival and community identification.
  - Major Gateways: Three (3) major gateways will be provided on the east and west entries of Marine

Site Size	Building Size
N/A	N/A

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Single-Phase Project	FY 2022	Streetscape Enhancement	HRRA	US Economic Development Administration	$1,138,711	CEDS, US Economic Development Administration Grant

Doc. No. 35GL-20-1498.

Corps Drive into Hagåtña and at the southern entry of Route 4 into Hagåtña. Major Gateways are 15 feet in height and 4 feet by 4 feet at the base.

- Minor Gateways: Three (3) minor gateways will be located at Hagåtña's eastern borders along Route 8 and O'Brien Drive, plus one on the southern border along Route 7 near Tatuhan Park. Minor gateways are 10 feet in height and measure 2 feet by 2 feet at the base.

- District kiosks will provide identification of several districts established by the Hagåtña Master Plan. District kiosks are located at intersections with high pedestrian traffic and will identify the district's theme and character, and inform the user about the district and what attractions/destinations are found within that district. District kiosks are 9 feet in height and measure 2 feet by 2 feet at the base.
- Barrio signs will be used to identify the historic barrios in Hagåtña. Barrios Signs are 9 feet in height and measure 2 feet by 2 feet at the base.
- Interpretive Panels are located at cultural and historical sites in Hagåtña and inform pedestrian users about the site's cultural, historical, and natural importance to Hagåtña. They are multilingual to accommodate locals and tourists from other countries. Interpretive Panels are 3.5 feet in height.
- Street Signs will be provided at street intersections through Hagåtña. Street signs are 9 feet in height and measure 2 feet by 2 feet at the base.

The gateway, district kiosk, barrio, interpretative panels and street signs for several districts (Capital and Cultural District and Riverwalk District) are included in separate district-focused projects and are not provided by this overall citywide way finding sign project.

The specific quantities of signs are as follows:

Sign Type	Quantity
Major Gateway	3
Minor Gateway	3
District Kiosk	10
Barrio Sign	12
Interpretive Panel	50
Street Sign	62

Project Justification

This project will enhance pedestrian navigation around Hagåtña establishing a sense of place, designating historical community areas and providing directional information to Hagåtña's many historical and cultural destinations.

Doc. No. 35GL-20-1498.

Project 18 Hagåtña River Channelization Riverwalk District



Project Description

The Hagåtña River has had a significant historical presence in this area and once functioned as a central community unifying element. The river corridor has been altered and much of the corridor is overgrown and inaccessible to residents and tourists to this area. The Hagåtña Master Plan identified a concept to re-establish portions of the historic river corridor and develop a vibrant and pedestrian focused Riverwalk Esplanade with future mixed-use development opportunities. This project will involve the main river channelization, providing for the Riverwalk Esplanade which is provided for within a separate project sheet (Project Sheet 3D).

The planned Riverwalk Esplanade will become a vibrant and active live-work-play destination that merges Hagåtña's natural beauty with its cultural heritage. This project involves channelization of approximately one mile of the Hagåtña River to re-establish the historic river course and reduce the floodplain and floodway to provide new pedestrian areas and development along the river corridor. The re-channelized river course will provide future building areas to support future mixed-use riverfront development. The Riverwalk Esplanade project is approximately 1,500 feet in length and 45-50 feet in width (See Project Sheet 3D).

Project Justification

This project will provide for the channelization of the river, which will be improved as part of a related project. Establishment of a vibrant and active Riverwalk Esplanade will have a positive economic impact on the City of Hagåtña.

The Riverwalk Esplanade will complement existing facilities in the area and enhance the pedestrian experience in downtown Hagåtña.



Site Size
N/A

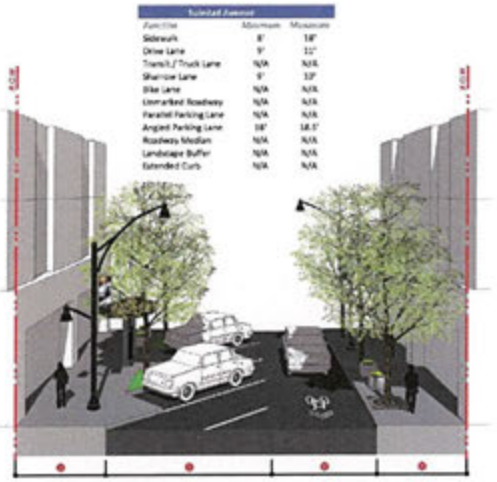
Project Size
5,280 lineal feet (one mile)

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Single-phase Project	FY 2022-2023	Infrastructure - River Channelization	HRRA	US Army Corps of Engineers (USACE)	$35,000,000	USACE: $25,000,000 GovGuam $10,000,000 (GovGuam, GEDA, GVB, TAF, US Economic Development

Doc. No. 35GL-20-1498.

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Project 19 Soledad Avenue Access Road Extension Capital and Cultural District





Site Size

Building Size

Project Description

Marine Corps Drive follows the shoreline while it encircles the entire island. West Soledad Avenue runs parallel to and south of Marine Corps Drive for approximately one and a quarter miles from 9th Street to Route 4. Marine Corps Drive bring high volumes of people into Hagåtña from all around Guam, making it a pivotal connection.

Central medians and landscape buffers are used to break up the 150-foot right-of-way, making the width less daunting to pedestrians and cyclist who will utilize a two-way bike lane and wide sidewalks.

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Single-Phase Project	FY 2024	Building Construction	DPW, HRRA	GovGuam, DPW	$2,370,060	US Economic Development Administration Rural Development Infrastructure

Doc. No. 35GL-20-1498.

Project Justification

Angled parking on Soledad Avenue will ease parking congestion and further buffer the sidewalk. Additional parking will eliminate current parking issues along this street and enhance the function of the street and reduce pedestrian/vehicular conflicts.

Doc. No. 35GL-20-1498.

Project 20 O'Brien Drive Right Lane Expansion
Capital and Cultural District







Project Description

This project is to expand a 0.3-mile segment of the right lane of O'Brien Drive West from Aspinall Avenue to Route 4 by 11 feet. The project also includes adding an 80-foot right of way to allow vehicles to turn right onto Route 4. This will help minimize the traffic back-up heading towards Route 4 by providing better traffic flow for the right lane.

Project Justification

Currently O'Brien Drive West between Route 4 and Aspinall Avenue backs up and eventually stalls due to bottle necks at Route 7 (Chalan Palasyu) and Route 4 (Chalan Kanton Tasi). These choke points restrict the flow of traffic and hinder emergency vehicle access and flow. Moreover, the access necessary to the Naval Hospital is currently compromised. By expanding and providing a right turn lane, continued traffic flow would occur.

Site Size
N/A

Building Size
N/A

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Single-phase project	2024	Infrastructure	HRRA		$399,168	FHWA, EDA Rural Development Infrastructure Grant, DPW

Doc. No. 35GL-20-1498.

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Doc. No. 35GL-20-1498.

Project 21 Riverwalk Esplanade - Marine Corps to Chalan Santo Papa Juan Pablo Dos
Hagåtña Riverwalk District





Project Description

The Hagåtña Master Plan identified a concept to re-establish portions of the historic river corridor and develop a vibrant and pedestrian focused Riverwalk Esplanade with future mixed-use development opportunities. The planned Riverwalk Esplanade will become a vibrant and active live-work-play destination that merges Hagåtña's natural beauty with its cultural heritage.

Following channelization of the river corridor, this project will construct the new Riverwalk Esplanade on both sides of the Hagåtña River. This pedestrian-oriented Riverwalk (1,500 linear feet, Total Both Sides 3,000 linear feet) will begin at Marine Corps Drive and end at Central Park to the south. The entrance from Marine Corps Drive will be enhanced with an iconic triple-arch entry sign 15 feet in height, with district kiosks and wayfinding signs throughout the esplanade. The Riverwalk will be defined by rows and groupings of Royal Palms, along with groupings of shade trees

Site Size
3,000 linear feet (Both Sides)

Building Size
N/A

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Single-Phase Project	FY 2024-2025	Infrastructure	HRRA	GovGuam, GVB, US Economic Development Administration	$6,554,144	GovGuam, HRRA, GVB, TAF, US Economic Development Administration Grant

Doc. No. 35GL-20-1498.

and landscaped planters areas. Additional improvements include benches, viewing bulb-outs, vegetated shade structures, and lighting to enhance the pedestrian experience. This new trail will require a new pedestrian bridge across the river, connecting the east and west sides of the Riverwalk Esplanade.

Project Component	Quantities	Total
Brick Paving	3,000 feet/74,000 sq. ft.	-
Pedestrian Bridge	Span: 80 feet	-
Historic Street Lights	1 every 50 feet	60
Bollard Lights	1 every 25 feet	120
Entrance Fountain	Based on Design Concept	1
Fountain/Seating Area	Based on Design Concept	1
Riverwalk Pergola	Based on Design Concept	1
Archway Shade Structure	Based on Design Concept	1
Standard Shade Structures	Specified Locations	10
Royal Palm Street Trees	1 every 20 feet	150
Shade Trees (48" box)	1 every 40 feet	75
Shrubs (5 gal)	1 per 10 feet	300
Riverwalk Entry Sign	Based on Design Concept	1
Riverwalk Way finding Signs	1 every 100 feet	30
District Kiosks	Specified Locations	6
Interpretative Panels	Specified Locations	8
Benches	1 every 150 feet	20
Trash Receptacles	1 every 300 feet	10
Bike Racks	Specified Locations	4

Project Justification

This project will establish a vibrant, pedestrian focused Riverwalk Esplanade that will have a positive economic impact for the City of Hagåtña

The Riverwalk Esplanade will complement existing facilities in the area and enhance the pedestrian experience in downtown Hagåtña.

Doc. No. 35GL-20-1498.

Project 22 Paseo and Central Park Parking Garages Waterfront and Riverwalk Districts





Project Description

The Hagåtña Master Plan identified a number of improvements to the Paseo de Susana peninsula to enhance and unify the many tourist and cultural attractions in the area. Existing destinations in the Paseo area include the Paseo Stadium, Chamorro Village, the Great Seal of Guam Park and Statue of Liberty. Planned future improvements to the area include a new stadium, Fort Rafael replica, and a proa pavilion canoe house. This area is one of the most heavily visited area in Hagåtña by residents and tourists due to the many cultural and recreational attractions in this area.

The Master Plan also identifies new development and amenities at Central Park, including increased recreational facilities, an enhanced community center, and connection to the Riverwalk. A new parking garage is also proposed to support this area.

Site Size
1.2 acres each

Building Size
179,600 square feet, Four stories (44,900 sq. ft. per floor) each

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Single-Phase Project	FY 2024-2025	Infrastructure	HRRA	GEDA, CEDS, GVB, US Economic Development Administration	$33,432,280	HRRA, GEDA, CEDS, GVB, TAF, US Economic Development

Doc. No. 35GL-20-1498.

To accommodate existing parking demand as well as increases anticipated in the future, this project involves the construction of multi-level parking garages to serve these popular areas of Hagåtña. Each parking garage will be four (4) levels and will replace the existing surface parking lots at both the Paseo and Central Park locations. Each new parking garage will be a total of 179,600 square feet in size (44,900 square feet per floor) and will accommodate 550 vehicles.

Project Justification

This project will provide necessary parking to address existing and planned uses within the Hagåtña. Proximate parking to Chamorro Village and Central Park will increase pedestrian safety for tourists and visitors to the areas. The public parking garages will generate revenues in the form of parking fees.



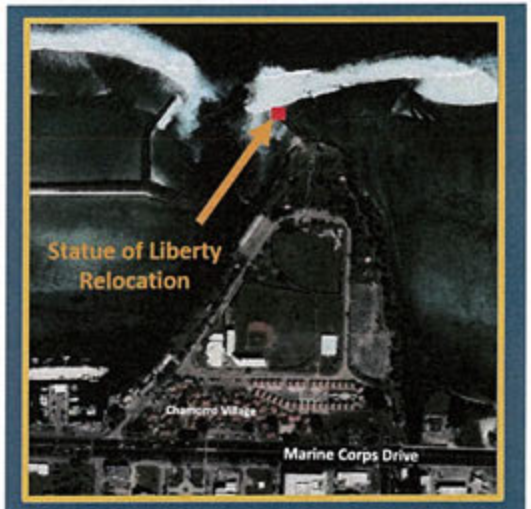
Paseo de Susana with Parking Garage



Central Park with Parking Garage

Project 23 Statue of Liberty Relocation Paseo District





Project Description

A key element of the Hagåtña Master Plan is the enhancement and redevelopment of the Paseo de Susana peninsula. These enhancements include a pedestrian promenade around the perimeter of the peninsula, connecting many of the area's attractions such as Chamorro Village, the Great Seal of Guam Park and new planned facilities such as the proa pavilion canoe house. The enhancements to the Paseo peninsula include the construction of the San Rafael Fort replica and additional of picnic and activity areas which will necessitate the relocation of the existing Statute of Liberty replica.

The replica of the Statute of Liberty currently stands at the entrance to the Hagåtña harbor and was constructed by members of the Boy Scouts of America in 1950 in observance of their 40th anniversary. The 1,200-pound statue stands 8 feet tall and is carved from solid white jade. The statute will be relocated to the tip of the extended jetty at the harbor entrance. This prominent location will be visible from boats as they first enter the harbor and will be located along the enhanced pedestrian promenade linking the many cultural and tourist sites on the Paseo de Susana peninsula.

Site Size
800 sq. ft.

Building Size
N/A

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Single-Phase Project	FY 2025-2026	Other	HRRA, DPR	GVB	$30,888	DPR, GVB, TAF

Doc. No. 35GL-20-1498.

This project will involve relocation and reconstruction of the Statute of Liberty to the tip of the Paseo peninsula. The new location on the tip of the planned peninsula extension is approximately 300 feet from its present location.

Project Justification

This project will preserve and relocate an element of historical significance for the enjoyment of visitors to the Paseo area. This project will maintain an iconic element that welcomes mariners into the marina from the sea.

Doc. No. 35GL-20-1498.

Project 24 Riverwalk Esplanade Central Park Pond
Riverwalk District





Project Description

The Hagåtña Master Plan identified a concept to re-establish portions of the historic river corridor and develop a vibrant and pedestrian focused Riverwalk Esplanade with future mixed-use development opportunities. The planned Riverwalk Esplanade will become a vibrant and active live-work-play destination that merges Hagåtña's natural beauty with its cultural heritage. This project involves extension of the main Riverwalk improvements to Central Park with a large pond area and brick paved walkway.

Following channelization of the river corridor and construction of the main Riverwalk Esplanade improvements, this project will extend the Riverwalk improvements southeast connecting the esplanade to Central Park. The Riverwalk extension in this location will be comprised on a large pond area with an enhanced pedestrian boardwalk with lighting, bench seating and other amenities. An outdoor amphitheater will be constructed adjacent to the walkway at the terminus with the main Riverwalk Esplanade. A pedestrian bridge will be constructed over the side channel to provide for pedestrian access to the main Riverwalk improvements to the east.

Site Size	Building Size
30,000 square feet (pond)	N/A

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Single-Phase Project	FY 2025-2026	Infrastructure	HRRA	GovGuam, GVB, GEDA	$3,705,284	GovGuam, HRRA, GVB, TAF, GEDA

Doc. No. 35GL-20-1498.

Project Component	Quantities	Total
Brick Paving	8,500 sq. ft.	-
Pond	725 ft. Length/30,000 sq. ft.	-
Pedestrian Bridge	Span: 60 feet	-
Historic Street Lights	1 every 50 feet	15
Bollard Lights	1 every 25 feet	30
Royal Palm Street Trees	1 every 20 feet	36
Shade Trees (48" box)	1 every 40 feet	18
Shrubs (5 gal)	1 per 10 feet	72
District Kiosks	Specified Locations	2
Interpretative Panels	Specified Locations	2
Benches	1 every 150 feet	5
Trash Receptacles	1 every 300 feet	2
Bike Racks	Specified Locations	2

Project Justification

This project will establish a vibrant, pedestrian focused Riverwalk Esplanade which will have a positive economic impact for the City of Hagåtña. The Riverwalk will complement existing facilities in the area and enhance the pedestrian experience in downtown Hagåtña.

Doc. No. 35GL-20-1498.

Project 25 Paseo de Susana Planned Development District Phase 1
Paseo / Marina District



Project Description

A significant opportunity identified in the Hagåtña Master Plan was the expansion of the existing marina and the establishment of a cruise ship dock with vibrant mixed-use development areas. This vision requires relocation of the existing Agaña Wastewater Treatment Plant and reclamation and reconfiguration of the shoreline to accommodate the cruise ship dock and marina expansion. Establishment of cruise line service to Guam via Hagåtña will have a significant impact in terms of increased tourism and support for the mixed-use commercial development envisioned by the Master Plan. Expansion of the marina will increase its use for recreational and sporting activities, resulting in increased tourism and economic activity in the area.

Following relocation of the wastewater treatment facility, this project will reclaim and prepare land for the future expansion and redevelopment of the marina area, construction of a cruise ship dock. The reclaimed area will also provide for future building areas to accommodate private commercial seaside development, boardwalk, restaurants, boat supply shop, and leisure spaces.

The existing wastewater treatment plant and marina occupy approximately 20 acres. The proposed reclamation and shoreline reconfiguration will result in approximately 34 new acres of land area to accommodate the expanded marina, cruise ship dock and future mixed-use areas envisioned within the Hagåtña Master Plan. The total acreage of the reconfigured land is 54 acres

This project will also improve the roadway connection to the marina area and accommodate increased pedestrian and vehicular traffic associated with the marina, cruise ship dock and mixed-use development planned for the area. The improved roadway connection is approximately 2,200 linear feet in length and includes an expanded roadway, 12-foot-wide sidewalks and street trees placed on 40-foot centers.



Site Size
WWTP Site:20 Acres
New Land: 34 Acres
Total: 54 Acres

Building Size
N/A

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Phase 1: Land Reclamation Phase 2: See Project 37	FY 2025-2028	Infrastructure – Land Reclamation	GWA, Port Authority, HRRA	DPR, GEDA	$115,143,240	GWA rate surcharge, Port Authority, Public Private Partnerships

Doc. No. 35GL-20-1498.

Project Justification

Reconfiguring the shoreline will provide for the cruise ship dock and associated facilities and provide mixed-use development opportunities, resulting in a significant impact to the local economy. Providing for the expansion of the marina will increase its use for recreational and sporting activities, increasing tourism and economic activity in the area.

Streetscape Element	Quantity	Total
Roadway	2,200 linear feet/80 feet wide	-
Traditional Street Lights	1 every 300 feet	15
Historic Street Lights	1 every 100 feet	44
Bollard Lights	1 every 100 feet	44
Shade Structures	Specified Locations	6
Royal Palm Street Trees	1 every 20 feet	220
Shade Trees (48" box)	1 every 40 feet	110
Shrubs (5 gal)	1 per 10 feet	440
Street Signs	Specified Locations	4
Interpretative Panels	Specified Locations	4
Trash Receptacles	1 every 300 feet	15

Doc. No. 35GL-20-1498.

Project 26 Multi-purpose Sports and Entertainment Venue Paseo/Marina District



Project Description

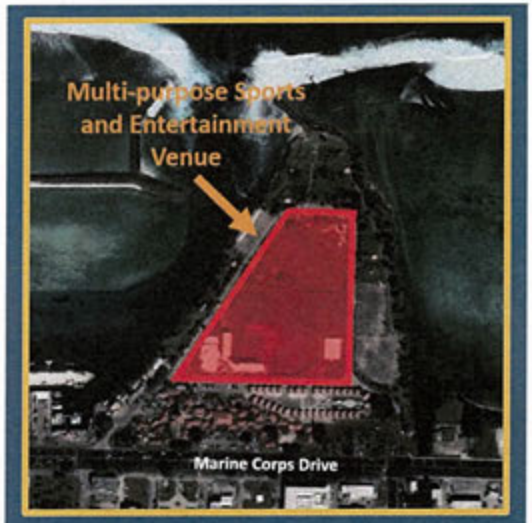
In conjunction with the Paseo de Susana Planned Development District, a new first tier multi-purpose sports facility and entertainment venue will be reconstructed on 22 acres of land on the Paseo peninsula.

The Paseo Stadium serves as one not only Hagåtña's, but also Guam's anchor institutions and defines the inter-connectedness of Guam's people the diverse community. The reconstruction of the Paseo Stadium will contribute to the economic diversity by providing a new attraction segment to Guam's portfolio. The Paseo Stadium is an opportunity to engage all sectors of the island and regional community providing for a morale, welfare and recreational outlet and serves as link to the local, military and regional communities.

The benefits to reconstruction would create new, non-competitive, complimentary revenue streams; contribute to revitalization of Guam's capital city; serves as a new economic zone; provide for cultural preservation, promotion, and restoration of historical landmarks; helps to bring Guam's heritage to the masses of all ages and backgrounds; assists those who create, share, and yearn for the arts; and introduce new economic activity on Guam along with expanded economic growth in the areas of tourism and education for the island. The reconstruction would also result in creation of jobs and numerous employment opportunities and provides access and better conditions for the community to utilize for special events.

Project Justification

Paseo Stadium is the only public facility of its size on Guam and provides many unique features such as ocean frontage, location within the Capital City, and providing a sense of place. Moreover, this facility has the capacity to support major regional and local outdoor events. Currently, the facility is underutilized and in dire need of repair and upgrade. The project entails constructing a multi-use complex that would allow events for concerts, car shows, home shows, conventions and meetings; baseball and softball;



Site Size
22 Acres

Building Size
N/A

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Single-phase project	2025-2028	Building Construction	HRRA	GVB, US Economic Development Administration	$41,200,000	HRRA, GVB, TAF, US Economic Development Administration Rural Development Infrastructure Grant

Doc. No. 35GL-20-1498.

football, soccer and rugby; basketball and lacrosse; track and field; tennis and volleyball; extreme sports; and other events. The facility would be an open-air structure that could be closed, with multiple artificial turf options allowing for various configurations and mix uses. Also located in the complex would be meeting rooms, concessions and retail shops. The surrounding area would be developed to maintain the current walk and run activity and picnic grounds.



Doc. No. 35GL-20-1498.

Project 27 Proa Pavilion Canoe House Paseo District

Project Description

The Chamorro culture has had a long seafaring history on the island of Guam. The use of the proa has declined over time, but the proa is still acknowledged today in Chamorro culture and as a symbol for Guam. The existing shoreline does not have a large seafaring presence despite Hagåtña's seafaring culture. The shoreline at the Paseo de Susana peninsula is recognized for canoeing opportunities, or proas, which are designed with a narrow keel and wider top area, giving the boat speed and agility.

This project involves design and construction of a 1,000 square foot, single-story building for a proa pavilion canoe house, including areas to demonstrate historical proa construction techniques. The demonstration area will accommodate approximately 6-10 forty foot canoes. The coastline adjacent to Hagåtña is frequently used for practice and racing of proas and this project will construct proa launch sites to support and expand this cultural activity. The boathouse/museum will showcase the traditional canoeing culture through education, recreation, and hands-on training. Recreational proas can be incorporated into the marina along with canoeing lessons for residents or tourists who wish to experience this cultural activity.

Project Justification

This project will support and celebrate a significant element of Chamorro culture and provide educational and recreational opportunities for visitors and residents.



Proposed proa pavilion canoe house with other proposed Paseo and Marina enhancements



Site Size
6,000 square feet

Building Size
1,000 square feet (One-story)

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Single-Phase Project	FY 2026-2027	Building Construction	HRRA	GEDA, CEDS, GVB, National Parks Service, US Economic Development	$1,589,188	GEDA, CEDS, GVB, TAF, National Parks Service, US Economic Development

Doc. No. 35GL-20-1498.

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Doc. No. 35GL-20-1498.

Project 28 San Rafael Fort Replica Paseo District





Project Description

The San Rafael Fort has a prominent place in Hagåtña and Guam's history. Built in 1799, San Rafael was the last of Hagåtña's three shoreline forts and was designed to hold seventeen cannons. All three forts were constructed in the location of the present-day Skinner Plaza and have been subsequently destroyed.

A key element of the Hagåtña Master Plan is the enhancement and redevelopment of the Paseo de Susana peninsula. These enhancements include a pedestrian promenade around the perimeter of the peninsula, connecting many of the area's attractions such as Chamorro Village, the Great Seal of Guam Park and new planned facilities such as the proa pavilion canoe house. The concept established by the Hagåtña Master Plan also includes constructing a 9,600-square foot replica of San Rafael Fort near the

Site Size
12,000 sq. ft.

Building Size
9,600 square feet (Single-story)

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Single-Phase Project	FY 2027-2028	Building Construction	HRRA	Guam Preservation Trust, GVB	$6,356,750	Guam Preservation Trust, GVB, TAF

Doc. No. 35GL-20-1498.

tip of the Paseo peninsula along this active pedestrian promenade. The replica is a single-story building with a wall height of 26 feet. The location of the fort replica on the peninsula will enhance the cultural experience of visitors and tourists to this area and provide education on one of Hagåtña's many historical buildings.

Project Justification

This project will enhance the cultural experience of visitors and tourists to this area. This project will increase educational and recreational opportunities, resulting in increased tourism and economic activity in the area. This project will generate revenue in the form of entrance and tour fees.



Proposed San Rafael Fort replica in relation to other proposed Paseo and Marina enhancements

Doc. No. 35GL-20-1498.

Project 29 Waterfront Trail Enhancement
Waterfront District





Project Description

The Waterfront District has significant scenic and beach-front assets, providing substantial recreational and economic potential and driving forces for development. The Waterfront Trail, which follows the shoreline's edge east to west, generates pedestrian activity that could support commercial frontage along the trail.

The waterfront also provides economic potential for new, high-quality housing with scenic, uninterrupted views into the Philippine Sea, enhancing property values in Hagåtña. This existing trail leads pedestrians to culturally significant sites from the Latte of Freedom to the Great Seal of Guam Park and provides scenic views. The

Site Size
2.6 miles

Building Size
N/A

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Two Phases	FY 2028-2029	Trails	HRRA	DPR, National Parks Service	$9,581,726	DPR, National Parks Service

Doc. No. 35GL-20-1498.

eastern side of the trail serves a more tourist focused purpose, with the beaches and recreational areas on that side of the shoreline.

The existing Waterfront Trail and associated parks will be enhanced to include improved lighting, safer pavement, pedestrian access upgrades, improved pedestrian amenities and picnic areas, and linkages to recreational areas such as Paseo de Susana and Adelup Park. The Waterfront Trail will be constructed with shoreline protection measures to withstand strong tidal events. The trail will consist of a 2.6 mile, 14-foot-wide concrete path with exercise stations placed every quarter-mile which will encourage active, healthy lifestyles. The exercise stations will include various exercise equipment with instruction signs designed to accommodate all abilities.

Project Justification

The Waterfront Trail will increase pedestrian activity that will support commercial and resort development in the area. The trail will enhance recreational opportunities along Hagåtña's Waterfront.

Enhancement Component	Quantity
14' wide sidewalks	13,728 linear feet
Exercise Stations	10 Stations

Doc. No. 35GL-20-1498.

Project 30 Gregorio D. Perez Marina Expansion
Paseo/Marina District



Project Description

The Hagåtña Master Plan identifies a key strategy to revitalize and redevelop this important community area with the expansion of the existing Gregorio D. Perez Marina and the establishment of a cruise ship dock with vibrant mixed-use development areas. This vision requires relocation of the existing Agaña Wastewater Treatment Plant and reclamation and reconfiguration of the shoreline to accommodate the cruise ship dock and marina expansion.

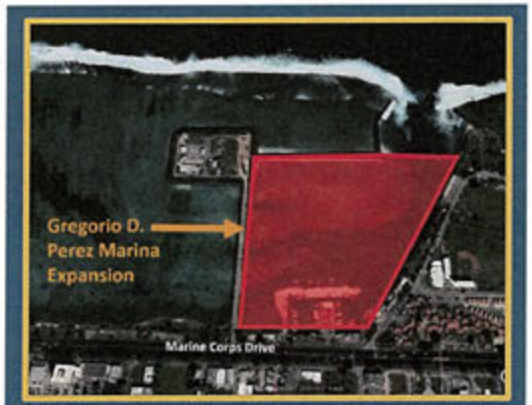
The existing marina is approximately 12 acres in size and the planned expansion will increase the size to approximately 28 acres. The expanded area will provide for the addition of 144 additional boat slips and a new boat launch, increasing the use of the marina for both economic and recreational purposes.

Project Justification

Expansion of the marina will increase its use for recreational and sporting activities, resulting in increased tourism and economic activity in the area.



Proposed enhanced marina area



Site Size
28 acres

Building Size
N/A

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Single-Phase Project	FY 2028-2030	Marina	HRRA, Port Authority	Public Private Partnerships	$1,743,984	Port Authority, Public Private Partnerships

Doc. No. 35GL-20-1498.

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Doc. No. 35GL-20-1498.

Project 31 Cruise Ship Dock
Paseo/Marina District



Project Description

The establishment of a cruise ship dock with adjacent vibrant mixed-use development areas is a central element envisioned by the Hagåtña Master Plan for the future enhancement of this key focal area of the community. Establishing a cruise line service to Guam via Hagåtña will have a significant positive impact on the city and bring tourists to the many attractions in the area.

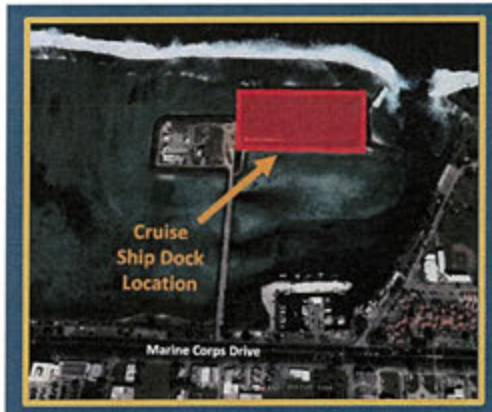
Following relocation of the Agaña Wastewater Treatment Plant and reclamation/reconfiguration of the shoreline to accommodate the cruise ship dock and marina expansion, this project will construct the cruise ship dock and provide building areas for future private mixed-use tourism based development. The newly configured peninsula will provide a deep-water dock and waterfront for cruise ship transit activities.

In order to support the cruise industry, it will be necessary to construct a dock, estimated to be 800 feet long and 30 feet deep. In addition, a gangway will be required to support access to ships, and a small terminal building to support security operations, passenger check-in and luggage services will also be required. It will also be necessary to dredge the area to support the ability of cruise ships to access the dock.

This project will involve refinement of the Hagåtña Master Plan concept, design and construction costs.

Project Justification

Development of a cruise ship dock and related development will have a positive economic impact on Hagåtña through increased tourism and economic activity. Development of a cruise ship dock will be consistent with planned land uses envisioned for the area within the Hagåtña Master Plan.

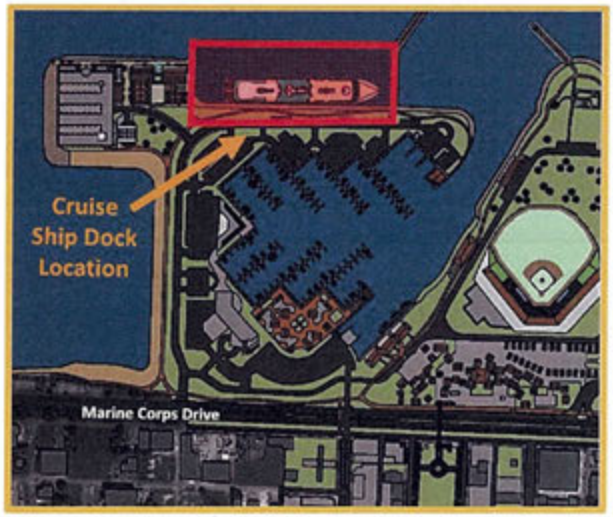


Site Size
N/A

Building Size
N/A

Phase(s)	Timeframe	Type	Lead Agency(ies)	Partner(s)	Project Cost Estimate	Revenue Source(s)
Single-phase Project	FY 2028-2035	Infrastructure	HRRA, Port Authority	Public Private Partnership	$42,343,884	Public Private Partnership

Doc. No. 35GL-20-1498.



Proposed enhanced marina, commercial areas, and cruise ship dock

Doc. No. 35GL-20-1498.

HAGÅTÑA
RESTORATION AND
REDEVELOPMENT
AUTHORITY

Chairman Maria Eugenia Leon Guerrero
Vice-Chair Patricia Ann P. Ada
Commissioner Mayor John E. Cruz
Commissioner Gregory D. Perez
Commissioner Rita T. Franquez
Commissioner Nanick Keswani
Commissioner Eduardo J. Calvo
Commissioner Carlos Madrid Alvarez-Piñer, PhD

The Honorable Lourdes A. Leon Guerrero
Governor of Guam

The Honorable Joshua F. Tenorio
Lieutenant Governor of Guam

PHASE 7: (30% Complete)

HAGATNA RIVER FLOOD PROTECTION

Task 7.1: Data Collection

Task 7.2: Stakeholder Interviews

Task 7.3: Confirm Improvement Performance

Task 7.4: Confirm Costs

Task 7.5: Feasibility Study

Task 7.6: On-Going Coordination and Meetings

GUAM - CONF CALL 1/28/15

COE HAGATNA RIVER FLOOD CONTROL

2007 AUTHORIZED FOR DESIGN - IF NO WORK 5YR - DEAD

5-7 YR PLANNING - 3 YEARS

PLANNING IN COMPRESSED SCHEDULE

GOV GUAM DID NOT WANT TO PARTICIPATE

2012 - KEEP IT ALIVE $200,000

2014 - MONITORING WRDA JUNE

$455,000 WAIVER - 2015 SEC 10.32 INCREASED COST SHARE

2016 $ INTO COST SHARE AGREEMENT

TERMINATE OLD TO LARGER FURTHER U/S

FORMAL ACCEPTANCE - HIGHER COST SHARE WAIVER -

DETENTION U/S

RIVERWALK IS GOV GUAM

SIGN COST SHARE AGREEMENT

GET INTO PLANNING STUDY ONCE COST SHARE SIGNED

SCHEDULE - MILTON YOSHIOKA, PM

CONTRACT COE WORK OUT

H&R ENGINEERING + PRODUCTION TEAM OPEN END NO CONTRACT

AARON MILLER -

TYPHOON 25' - NO SHORELINE PROTECTION

WRDA - PLANNING + DESIGN

SORIANA channel improvements - $25 m

LARGER PROJECT - NEED NEW AUTHORIZATION

WILL THE NEW REQUEST GEOPARDIZE $25m?

COULD PROCEED W/ LOWER CHANNEL WORK

Matrix count as local match

2 months w/ HDR contract

Bob King - Seattle office Planner
Lead team for HDR

COST SHARE

Feasibility Study $3m

50% - 50% Plan 1.5m, GOO 1.5
$455 credit 100% Fed.

COE waiver north -

Des. 65%, 35% local

Const. 65%, 35% local

O+M local

FLOOD ATTENUATION

Land Acq. - Local's responsibility

Values credited as local cost

COE to appraisal, help Acq of land

GUAM 3/24/15

$455,000 WAIVER - DUNCK

50:50 COST SHARE AGREEMENT

MILTON - STUDY ONCE

FIND A WAY TO APPLY FULL $455K

LEGAL - HOW AUTHORIZED ORIGINALLY

NOW UNDER A NEW NAME

DISTRICT -

DESPITE NAME CHANGE, I in the same project

Council opinion - FUNDS in 2009

REVISE MEMO

AUTHORIZED 2 DIFFERENT TIMES

AGANA + HAGATNA

Recommends CONTINUED FED involvement

2007 HAGATNA AUTHORIZATION FOR DESIGN

DECISION DOCUMENT in design phase

1986 - ALLOWED TO WAIVE UP TO $200,000.

increased to $455,000. APRIL 2014

ANNUAL CASH CONTRIBUTION

- LAW WAIVER TO TODAY'S DOLLARS ~~ABR~~ $200K → $455K

MAX THEY CAN WAIVE

FEASIBILITY STUDY / PLANNING

PSE -

NEXT

JUNE 2-4 OIA ROUNDTABLE - CLIMATE CHANGE

LIMITATIONS - HWY BRIDGE 1986

NOW RECONSTRUCTED

GOV GUAM - SUB COMMITTEE

- IF MATRIX -

GET CREDIT LOCAL CONTRIBUTION

OEA - ? NOT OEA - ALL GOV GUAM

3 YR STUDY - NO MORE THAN

INDEPENDENT PEER REVIEW - REVIEW IN DC

- 2 YR

1 YR REVIEW

HDR - BOB KING SHRINK

[redacted]

From:	Robert Krehbiel
Sent:	Tuesday, March 31, 2015 6:36 AM
To:	Dan Barusch
Cc:	Celeste Werner; Rick Rust; Mike Hrapla; Tria Paulino
Subject:	RE: HRRA Phase 7: Hagatna River Flood Study
Attachments:	RE: [EXTERNAL] Hagatna River Flood Hazard Reduction Status update request (UNCLASSIFIED); RE: [EXTERNAL] Re: meeting January 29 2:00pm (UNCLASSIFIED); Guam Conference Call 01-29-15.pdf; HRRA conference call with ACOE 03-24-15.pdf

Conference calls with ACOE:

- January 29 – conference call with Derek Chow, ACOE and Guam
- March 24 – call between Derek Chow and Robert Krehbiel

I do not have a percent complete at this time since we have not yet visited the site.

Robert Krehbiel

Matrix Design Group, Inc.
1601 Blake Street, Suite 200
Denver, CO 80202
303-572-0200 main
720-320-4867 cell
303-226-7818 direct
robertk@matrixdesigngroup.com

From: Dan Barusch
Sent: Monday, March 30, 2015 12:54 PM
To: Robert Krehbiel; Bob Robler; Roberta Schlicher
Cc: Celeste Werner; Rick Rust; Mike Hrapla; Tria Paulino
Subject: HRRA Phase 7: Hagatna River Flood Study

Roberta, Robert, and Bob:

As we are starting our second progress report for the Guam Task Orders, I wanted to inquire as to whether or not we had held any meetings with ACOE regarding the Hagatna River Flood Feasibility Study (Hagatna Master Plan, Phase 7), and if any work has been done on that Phase of the project to date. If meetings happened with ACOE in regards to this task order, please let me know dates and send along notes if you have them. If you could also please let me know if any of the following (below) project tasks are underway (percentage) and what has been completed since January 1st on any of these tasks. This will help me immensely when finalizing the second progress report (and invoice).

Thanks,

PHASE 7 Hagåtña River Flood Protection (10% Complete)..... Future Phase

☐ **Task 7.1 Data Collection (60% Complete) ..... In Progress**

Doc. No. 35GL-20-1498.

During the previous reporting period, Matrix worked with GovGuam agencies/departments in the collection of existing flood protection information. Matrix also collected and reviewed previous studies conducted of the area relative to flood protection. Electronic data for the complete storm drainage system has been requested from DPW, but was outstanding at the time of this report. Current information on flood zones has been collected. During the previous reporting period, Matrix also attempted to contact the Corps of Engineers and establish a date for a meeting regarding flood protection. A date for this discussion is pending.

- ☐ **Task 7.2 Stakeholder Interviews ..... Future Task**
- ☐ **Task 7.3 Confirm Improvement Performance ..... Future Task**
- ☐ **Task 7.4 Confirm Costs ..... Future Task**
- ☐ **Task 7.5 Feasibility Study ..... Future Task**
- ☐ **Task 7.6 On-Going Coordination and Meetings ..... Future Task**

Daniel Barusch, Planner
Matrix Design Group, Inc.
2224 W. Northern Avenue, Suite D240 | Phoenix, AZ 85021 | Office 602.288.8344 | Mobile 518.322.5517
www.matrixdesigngroup.com



From:	Chow, Derek J POH <Derek.J.Chow@usace.army.mil>
Sent:	Wednesday, March 25, 2015 4:40 AM
To:	Joseph Santos; Robert Krehbiel
Cc:	Mike Hrapla; mark.calvo@guam.gov; Tria Paulino; Rick Rust; Yoshimoto, Milton POH; John T Calvo; joseph.cameron@dca.guam.gov; Celeste Werner
Subject:	RE: [EXTERNAL] Hagatna River Flood Hazard Reduction Status update request (UNCLASSIFIED)
Attachments:	CW Project Development.pdf; WRRDA2014 Sec1032.pdf

Classification: UNCLASSIFIED
Caveats: NONE

Robert-
As discussed on 24 Mar 15, I am providing you with information on the project development process, cost share waiver legislation, and pasting information on what we are doing to obtain the approval to proceed with the project and allow the greatest cost share waiver amount.

I will leave it up to you to provide details of our discussions on the status, approach, and arrangements.

Derek

Excerpt cut from an internal email exchange on legislative history and seeking approval to proceed with the feasibility study (I asked for a schedule of the below actions)...
It appears that the Agana River project remains authorized based on legislation and funding histories for Agana River and Hagatna River, Guam (i.e. POH OC opinion that there was budget appropriation in 2003 and obligation of funds in 2009). The CEPOH-PP-C memorandum, dated 20 Feb 2015, did not address meeting of the WRDA 2007 Sec 3179 legislative criteria establishing that the study remains authorized today.

The way ahead is the following.

POH (Milton) will revise the memo to include the complete funding and legislative history making the case that they meet criteria in Sec 3179 of WRDA 07 for project authorization, and provide their proposed process to implement the Hagatna study/project. This will be routed through Programs and OC, and resubmitted to POD.

Upon receipt of the revised memo, POD (Linda) will transmit POH's package and pertinent guidance to HQUSACE requesting concurrence that the project remains authorized, and that POH plans a 50-50 cost-shared GRR in the PED phase and would apply the WRRDA 14 Sec 1032 $455K waiver both to the study and design/construction phases.

The details on funding and initiation processes will be dependent on the outcome of HQUSACE's determination.

V/R
DEREK J. CHOW
Chief, Civil & Public Works Branch (CEPOH-PP-C) Programs & Project Management Division US Army Corps of Engineers, Honolulu District Bldg 230, Fort Shafter, HI 96858 desk (808)835-4026

Doc. No. 35GL-20-1498.

-----Original Message-----
From: Joseph Santos [mailto:joseph.santos@hrra.guam.gov]
Sent: Wednesday, March 18, 2015 1:48 PM
To: Chow, Derek J POH
Cc: Robert Krehbiel; Mike Hrapla; mark.calvo@guam.gov; Tria Paulino; Rick Rust; Yoshimoto, Milton POH; John T Calvo; joseph.cameron@dca.guam.gov; Celeste Werner
Subject: Re: [EXTERNAL] Hagatna River Flood Hazard Reduction Status update request (UNCLASSIFIED)

Hafa Adai,

Yes, I will join in on the call, however, Hawaii time 8 am, Tuesday is Guam time 4 am, Wednesday. Also, for Milton I've confirmed 1:30 p.m., Guam time, Monday, 23 March 2015 at the DCA Office for the courtesy visit. You, Mr. Cameron, and myself are scheduled for the courtesy visit. Safe Journey to Guam.

Joe

JOSEPH C. SANTOS
Planner IV
Hagatna Restoration and Redevelopment Authority (HRRA)
(671) 475-4281
(671) 787-8808
joseph.santos@hrra.guam.gov

On Thu, Mar 19, 2015 at 8:51 AM, Chow, Derek J POH <Derek.J.Chow@usace.army.mil> wrote:

> Classification: UNCLASSIFIED
> Caveats: NONE
>
> Robert-
> That being the case, let me call you next week Tues or Wed at 8am Hawaii time.
>
> ---
> V/R
> DEREK J. CHOW
> Chief, Civil & Public Works Branch (CEPOH-PP-C)
> Programs & Project Management Division
> US Army Corps of Engineers, Honolulu District
> Bldg 230, Fort Shafter, HI 96858
> desk (808)835-4026 <tel:%28808%29835-4026>
>
> -----Original Message-----
> From: Robert Krehbiel [mailto:Robert_Krehbiel@matrixdesigngroup.com]
> Sent: Wednesday, March 18, 2015 10:01 AM
> To: Chow, Derek J POH
> Cc: Mike Hrapla; mark.calvo@guam.gov; joseph.santos@hrra.guam.gov; Tria Paulino; Rick Rust; Yoshimoto, Milton POH; John T Calvo; joseph.cameron@dca.guam.gov; Celeste Werner
> Subject: RE: [EXTERNAL] Hagatna River Flood Hazard Reduction Status update request
>
> Thank you for the response.

It would be best to discuss over the phone or via email since I am not scheduled to be on Guam until the week of April 27.

Robert Krehbiel
Matrix Design Group, Inc.
1601 Blake Street, Suite 200
Denver, CO 80202
303-572-0200 main
720-320-4867 cell
303-226-7818 direct
robertk@matrixdesigngroup.com

-----Original Message-----
From: Chow, Derek J POH [mailto:Derek.J.Chow@usace.army.mil]
Sent: Wednesday, March 18, 2015 1:57 PM
To: Robert Krehbiel
Cc: Mike Hrapla; mark.calvo@guam.gov; joseph.santos@hrra.guam.gov; Tria Paulino; Rick Rust; Yoshimoto, Milton POH; John T Calvo; joseph.cameron@dca.guam.gov; Celeste Werner
Subject: Re: [EXTERNAL] Hagatna River Flood Hazard Reduction Status update request

Robert, I am asking Milton Yoshimoto to meet with you next ween when he is in Guam.

The status is complicated as we are working through an authorization issue but Milton can better explain in person than I can on email.

V/R, Derek J. Chow
Original Message
From: Robert Krehbiel
Sent: Wednesday, March 18, 2015 5:54 AM
To: Chow, Derek J POH
Cc: Mike Hrapla; mark.calvo@guam.gov; joseph.santos@hrra.guam.gov; Tria Paulino; Rick Rust; Yoshimoto, Milton POH; John T Calvo; joseph.cameron@dca.guam.gov; Celeste Werner
Subject: [EXTERNAL] Hagatna River Flood Hazard Reduction Status update request

Hello Derek -

Can I get a status update on this project?

In our January 29 meeting that I attended via phone, you indicated that the Corps would need 2 months to contract with HDR Seattle office (anticipated in March) to initiate the Planning Study. Would it be possible to get a copy of the scope of work for this Study? You were also finalizing the cost share agreement with Guam.

I would like to participate in the technical investigation, analysis and alternatives. Has a kick-off meeting been scheduled?

Tentatively, Matrix is intending to be on-site the week of April 27. I could also meet at your offices in Hawaii with you and Milton if that would be beneficial.

Thank you!

Robert Krehbiel
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Classification: UNCLASSIFIED
Caveats: NONE

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Caveats: NONE

From: Chow, Derek J POH <Derek.J.Chow@usace.army.mil>
Sent: Thursday, February 05, 2015 4:08 AM
To: John T Calvo; joseph.cameron@dca.guam.gov; Celeste Werner
Cc: Robert Krehbiel; Mike Hrapla; mark.calvo@guam.gov; joseph.santos@hrra.guam.gov; Tria Paulino; Rick Rust; Yoshimoto, Milton POH
Subject: RE: [EXTERNAL] Re: meeting January 29 2:00pm (UNCLASSIFIED)

Classification: UNCLASSIFIED
Caveats: NONE

John-
It is always good to meet with the Board and we too look forward to working closely with you on the flood control project's contribution to redevelopment in the Hagatna area.

As I mentioned, we are working through the final details of the cost sharing agreement so that we can apply the higher cost share waiver ($455,000) to Guam's share in the study cost. We are committed to participating in a subcommittee of the Board that will ensure clear lines of communication between the flood project feasibility study and redevelopment progress.

I have also taken note of your questions and recommendations about taking advantage of the old authority ($25M) should that help in implementing the project sooner.

Derek

V/R
DEREK J. CHOW
Chief, Civil & Public Works Branch (CEPOH-PP-C) Programs & Project Management Division US Army Corps of Engineers, Honolulu District Bldg 230, Fort Shafter, HI 96858 desk (808)835-4026

-----Original Message-----
From: John T Calvo [mailto:jtcalvo@midpacguam.com]
Sent: Thursday, January 29, 2015 12:53 PM
To: Chow, Derek J POH; joseph.cameron@dca.guam.gov; celeste_werner@matrixdesigngroup.com
Cc: Robert_Krehbiel@matrixdesigngroup.com; mike_hrapla@matrixdesigngroup.com; mark.calvo@guam.gov; joseph.santos@hrra.guam.gov; Tria_Paulino@matrixdesigngroup.com; rick_rust@matrixdesigngroup.com
Subject: RE: [EXTERNAL] Re: meeting January 29 2:00pm

Derek

Thanks for update yesterday at DCA offices. We hope to be working closely with you and your group in seeing these projects to fruition.

Regards

John

Doc. No. 35GL-20-1498.

John T. Calvo

Board Chairman

HRRA

From: Chow, Derek J POH [mailto:Derek.J.Chow@usace.army.mil]
Sent: Monday, January 26, 2015 5:25 PM
To: 'joseph.cameron@dca.guam.gov'; 'celeste_werner@matrixdesigngroup.com'
Cc: 'Robert_Krehbiel@matrixdesigngroup.com'; 'mike_hrapla@matrixdesigngroup.com'; 'mark.calvo@guam.gov'; 'jtcalvo@midpacguam.com'; 'joseph.santos@hrra.guam.gov'; 'Tria_Paulino@matrixdesigngroup.com'; 'rick_rust@matrixdesigngroup.com'
Subject: Re: [EXTERNAL] Re: meeting January 29 2:00pm

All-
If there is a question about USACE being ok with Matrix attending... Yes we welcome whomever Gov Guam wants us to collaborate in developing the project.
Derek
Sent via Blackberry.

From: joseph.cameron@dca.guam.gov [mailto:joseph.cameron@dca.guam.gov]
Sent: Sunday, January 25, 2015 09:18 PM
To: Celeste Werner <celeste_werner@matrixdesigngroup.com>
Cc: Robert Krehbiel <Robert_Krehbiel@matrixdesigngroup.com>; Chow, Derek J POH; Mike Hrapla <mike_hrapla@matrixdesigngroup.com>; mark.calvo@guam.gov <mark.calvo@guam.gov>; John Thomas Calvo <jtcalvo@midpacguam.com>; Joseph Santos <joseph.santos@hrra.guam.gov>; Tria Paulino <Tria_Paulino@matrixdesigngroup.com>; Rick Rust <rick_rust@matrixdesigngroup.com>
Subject: [EXTERNAL] Re: meeting January 29 2:00pm

yes thanks

Sent from my iPhone

On Jan 26, 2015, at 1:08 PM, Celeste Werner <celeste_werner@matrixdesigngroup.com> wrote:

> Joseph
>
> Could we use the following conference call in number in case myself and other from Matrix can participate?
>
> 760 569 0800

Code 811922#

Celeste Boccieri – Werner, AICP Vice President
Matrix Design Group, Inc. 2224 W. Northern Avenue, Suite D240 | Phoenix, AZ 85021 | Office 602.288.8344 | Mobile 602.315.0736

Celeste_werner@matrixdesigngroup.com

<http://www.matrixdesigngroup.com/>

From: Joseph Cameron [mailto:joseph.cameron@dca.guam.gov]
Sent: Sunday, January 25, 2015 7:13 PM
To: Robert Krehbiel
Cc: Derek.J.Chow@usace.army.mil; Mike Hrapla; Celeste Werner; mark.calvo@guam.gov; John Thomas Calvo; Joseph Santos
Subject: Re: meeting January 29 2:00pm

Robert,

ACOE will be on Guam and mtg with me at my office this Thursday...you are welcomed to attend this very mtg to monitor or provide meaningful input.

Joseph

On Sun, Jan 25, 2015 at 9:54 AM, Robert Krehbiel <Robert_Krehbiel@matrixdesigngroup.com> wrote:

Hello Derek -

I wanted to introduce myself. I will be the Matrix representative on the call next week. I am an engineer who leads Floodplain and River Restoration projects for Matrix. My role will be to work with you to seek opportunities to reduce flood hazards in downtown Hagatna from the Hagatna River as part of the downtown master planning process. Feel free to call or email with any comments or materials that I should review prior to the call.

Thank you!

Robert Krehbiel

Matrix Design Group, Inc.

303-572-0200 main
720-320-4867 cell
303-226-7818 direct
robertk@matrixdesigngroup.com

From: Joseph Cameron [mailto:joseph.cameron@dca.guam.gov]
Sent: Wednesday, January 14, 2015 3:31 PM
To: Chow, Derek J POH; Cell# Patty Fernandez
Cc: Mark Calvo (mark.calvo@guam.gov); Celeste Werner; Mike Hrapla; Joseph Santos; John Thomas Calvo
Subject: Re: [EXTERNAL] Re: meet on either 29 or 30 Jan 15 (UNCLASSIFIED)

Patti:pls schedule the mtg. and confirm with Derek Chow of the ACOE.

Derek:

our consultant Celeste Boccieri-Werner (Matrix) for the completion of the Hagatna Master Plan is inquiring if a representative from her company may sit in on the same meeting to further discuss "moving-forward" opportunities that the Master Plan will produce as necessary component(s) collaborations with the ACOE.

Celeste met with the HRRA Chairman of the Bd of Commissioners (John Calvo), myself and my HRRA staff Joe Santos yesterday and the topic of ACOE came up. Celeste will be directly writing to you.

Cheers and Happy New Year!

Joseph

On Thu, Jan 15, 2015 at 3:42 AM, Chow, Derek J POH <Derek.J.Chow@usace.army.mil> wrote:

> Classification: UNCLASSIFIED
> Caveats: NONE
>
> Joe-
> Can Tony and I meet with you on 29 Jan at 12:30pm or on 30 Jan afternoon?
>
> ---
> V/R
> DEREK J. CHOW
> Chief, Civil & Public Works Branch (CEPOH-PP-C)
> Programs & Project Management Division

US Army Corps of Engineers, Honolulu District
Bldg 230, Fort Shafter, HI 96858
desk (808)835-4026 <tel:%28808%29835-4026>

-----Original Message-----
From: Joseph Cameron [mailto:joseph.cameron@dca.guam.gov]
Sent: Tuesday, January 13, 2015 10:03 PM
To: Chow, Derek J POH
Cc: Mark Calvo (mark.calvo@guam.gov); Celeste Werner; Mike Hrapla; Joseph Santos; John Thomas Calvo
Subject: [EXTERNAL] Re: meet on either 29 or 30 Jan 15 (UNCLASSIFIED)

the 29th or the 30th is good for me. not sure what Mark Calvo's schedule is?

Joseph

On Tue, Jan 13, 2015 at 9:44 AM, Chow, Derek J POH <Derek.J.Chow@usace.army.mil> wrote:

Classification: UNCLASSIFIED
Caveats: NONE

Aloha Joe-
Tony Paresa and I will be traveling through Guam on our way back from Palau and FSM and would like to stop in to update you on any USACE actions. Are you available to meet with us on either 29 or 30 Jan?

Thanks. Derek

V/R
DEREK J. CHOW
Chief, Civil & Public Works Branch (CEPOH-PP-C)
Programs & Project Management Division
US Army Corps of Engineers, Honolulu District
Bldg 230, Fort Shafter, HI 96858
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Classification: UNCLASSIFIED
Caveats: NONE

--

Doc. No. 35GL-20-1498.

Joseph Flores Artero-Cameron, President

1. Department of Chamorro Affairs – a Public Non-Profit Corporation

- Office of the President
- Chamorro Language and Culture
- Research, Publication and Training
- Guam Museum and Archives
- Chamorro Village
- Hagåtña Restoration and Redevelopment Authority
- Guam Council of the Arts and Humanities
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2. Governor of Guam's Point of Contact for (a)Fisheries (b) Oceans Matters

3. Western and Central Pacific Fisheries Commission (WCPFC)

4. US Permanent Advisory Committee (USPAC)

5. Pacific Islands Ocean Observing System Governing Council (PacIOOS)

6. Western Pacific Regional Fishery Management Council - Alternate

7.Guam Academy Charter Schools Council

8. Application Review Committee (ARC)/ Department of Land Management

9. Festival of Pacific Arts (FESTPAC)- Guam/Head of Delegation

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covered by the Electronic Communications Privacy Act, 18 U.S.C. 2510-2521; the Health Insurance Portability and Accountability Act, 45 CFR §§ 164.312(e) and the Federal Alcohol and Other Drug Confidentiality Law, 42 U.S.C. § 290dd-2 and its accompanying regulations, 42 C.F.R. Part 2. The message and attachments are for the sole use of the intended recipient(s) and may contain proprietary, confidential and privileged information. Any unauthorized review, use, disclosure or distribution is prohibited by law. If you are not the intended recipient or a person responsible for delivering this message to an intended recipient, any disclosure, copy, distribution or issue of the contents of this message is prohibited. Please contact the sender by reply email or by phone, delete it from your computer without any copies immediately. Thank you for your cooperation.

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Classification: UNCLASSIFIED
Caveats: NONE

From:	Chow, Derek J POH <Derek.J.Chow@usace.army.mil>
Sent:	Wednesday, March 25, 2015 4:40 AM
To:	Joseph Santos; Robert Krehbiel
Cc:	Mike Hrapla; mark.calvo@guam.gov; Tria Paulino; Rick Rust; Yoshimoto, Milton POH; John T Calvo; joseph.cameron@dca.guam.gov; Celeste Werner
Subject:	RE: [EXTERNAL] Hagatna River Flood Hazard Reduction Status update request (UNCLASSIFIED)
Attachments:	CW Project Development.pdf; WRRDA2014 Sec1032.pdf

Classification: UNCLASSIFIED
Caveats: NONE

Robert-
As discussed on 24 Mar 15, I am providing you with information on the project development process, cost share waiver legislation, and pasting information on what we are doing to obtain the approval to proceed with the project and allow the greatest cost share waiver amount.

I will leave it up to you to provide details of our discussions on the status, approach, and arrangements.

Derek

Excerpt cut from an internal email exchange on legislative history and seeking approval to proceed with the feasibility study (I asked for a schedule of the below actions)...
It appears that the Agana River project remains authorized based on legislation and funding histories for Agana River and Hagatna River, Guam (i.e. POH OC opinion that there was budget appropriation in 2003 and obligation of funds in 2009). The CEPOH-PP-C memorandum, dated 20 Feb 2015, did not address meeting of the WRDA 2007 Sec 3179 legislative criteria establishing that the study remains authorized today.

The way ahead is the following.

POH (Milton) will revise the memo to include the complete funding and legislative history making the case that they meet criteria in Sec 3179 of WRDA 07 for project authorization, and provide their proposed process to implement the Hagatna study/project. This will be routed through Programs and OC, and resubmitted to POD.

Upon receipt of the revised memo, POD (Linda) will transmit POH's package and pertinent guidance to HQUSACE requesting concurrence that the project remains authorized, and that POH plans a 50-50 cost-shared GRR in the PED phase and would apply the WRRDA 14 Sec 1032 $455K waiver both to the study and design/construction phases.

The details on funding and initiation processes will be dependent on the outcome of HQUSACE's determination.

V/R
DEREK J. CHOW
Chief, Civil & Public Works Branch (CEPOH-PP-C) Programs & Project Management Division US Army Corps of Engineers, Honolulu District Bldg 230, Fort Shafter, HI 96858 desk (808)835-4026

Doc. No. 35GL-20-1498.

-----Original Message-----
From: Joseph Santos [mailto:joseph.santos@hrra.guam.gov]
Sent: Wednesday, March 18, 2015 1:48 PM
To: Chow, Derek J POH
Cc: Robert Krehbiel; Mike Hrapla; mark.calvo@guam.gov; Tria Paulino; Rick Rust; Yoshimoto, Milton POH; John T Calvo; joseph.cameron@dca.guam.gov; Celeste Werner
Subject: Re: [EXTERNAL] Hagatna River Flood Hazard Reduction Status update request (UNCLASSIFIED)

Hafa Adai,

Yes, I will join in on the call, however, Hawaii time 8 am, Tuesday is Guam time 4 am, Wednesday. Also, for Milton I've confirmed 1:30 p.m., Guam time, Monday, 23 March 2015 at the DCA Office for the courtesy visit. You, Mr. Cameron, and myself are scheduled for the courtesy visit. Safe Journey to Guam.

Joe

JOSEPH C. SANTOS
Planner IV
Hagatna Restoration and Redevelopment Authority (HRRA)
(671) 475-4281
(671) 787-8808
joseph.santos@hrra.guam.gov

On Thu, Mar 19, 2015 at 8:51 AM, Chow, Derek J POH <Derek.J.Chow@usace.army.mil> wrote:

> Classification: UNCLASSIFIED
> Caveats: NONE
>
> Robert-
> That being the case, let me call you next week Tues or Wed at 8am Hawaii time.
>
> ---
> V/R
> DEREK J. CHOW
> Chief, Civil & Public Works Branch (CEPOH-PP-C)
> Programs & Project Management Division
> US Army Corps of Engineers, Honolulu District
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Doc. No. 35GL-20-1498.

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I would like to participate in the technical investigation, analysis and alternatives. Has a kick-off meeting been scheduled?

Tentatively, Matrix is intending to be on-site the week of April 27. I could also meet at your offices in Hawaii with you and Milton if that would be beneficial.

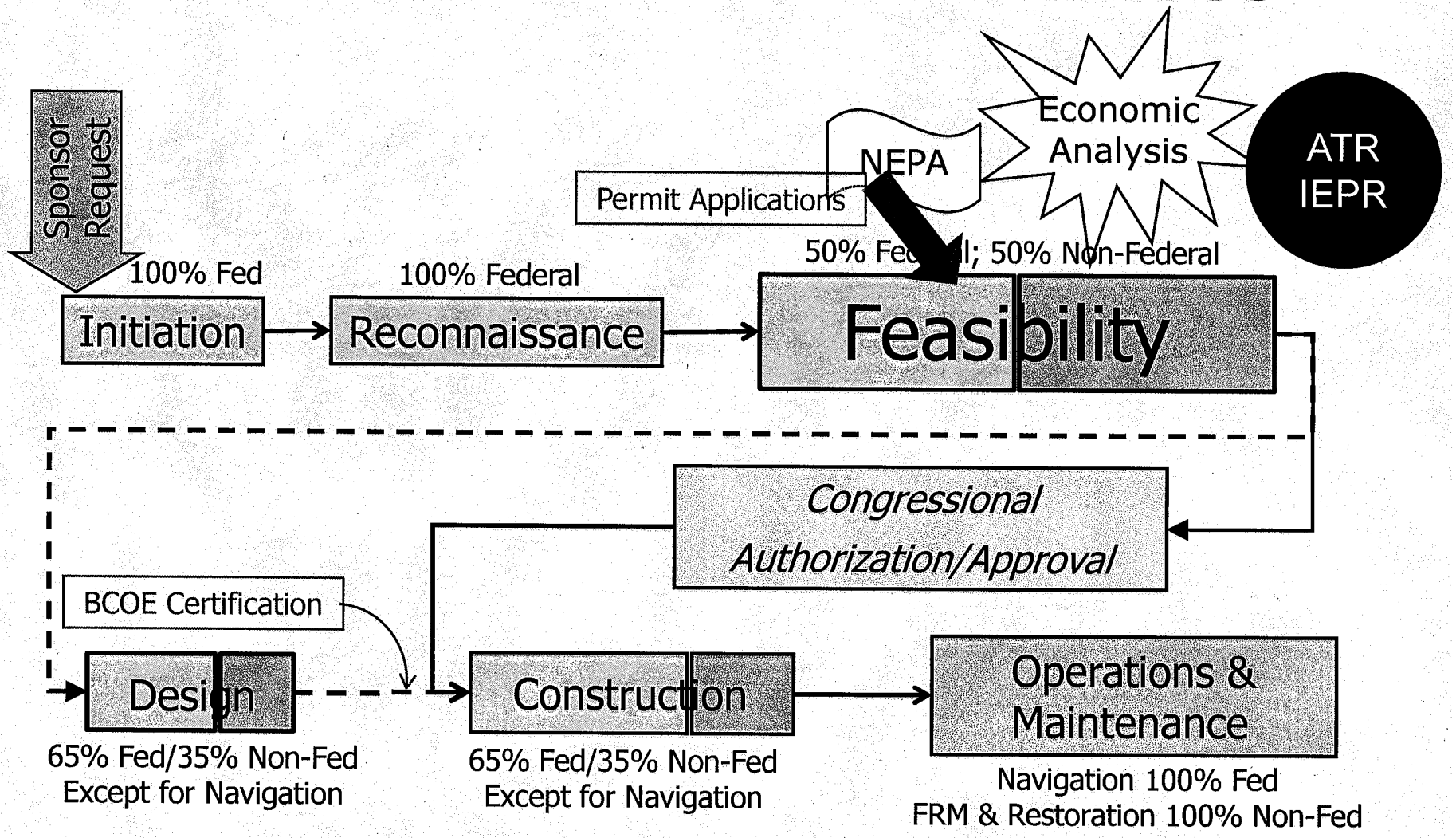
Thank you!

Robert Krehbiel
Matrix Design Group, Inc.
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Classification: UNCLASSIFIED
Caveats: NONE

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Caveats: NONE

PROJECT DEVELOPMENT PROCESS



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shall issue guidance on the procedures described in clause (i).''; and

(2) by striking subsection (e) and inserting the following:

''(e) RESTRICTIONS.—The Secretary is authorized to carry out activities under this section for fiscal years 2015 through 2024.''.

(b) COOPERATIVE AGREEMENTS WITH INDIAN TRIBES.—The Secretary may enter into a cooperative agreement with an Indian tribe (or a designated representative of an Indian tribe) to carry out authorized activities of the Corps of Engineers to protect fish, wildlife, water quality, and cultural resources.

SEC. 1032. TERRITORIES OF THE UNITED STATES.

Section 1156 of the Water Resources Development Act of 1986 (33 U.S.C. 2310) is amended—

(1) by striking ''The Secretary shall waive'' and inserting ''(a) IN GENERAL.—The Secretary shall waive'';

(2) in subsection (a) (as so designated), by inserting ''Puerto Rico,'' before ''and the Trust Territory of the Pacific Islands''; and

(3) by adding at the end the following:

''(b) INFLATION ADJUSTMENT.—The Secretary shall adjust the dollar amount specified in subsection (a) for inflation for the period beginning on November 17, 1986, and ending on the date of enactment of this subsection.''.

SEC. 1033. CORROSION PREVENTION.

(a) IN GENERAL.—To the greatest extent practicable, the Secretary shall encourage and incorporate corrosion prevention activities at water resources development projects.

(b) ACTIVITIES.—In carrying out subsection (a), the Secretary, to the greatest extent practicable, shall ensure that contractors performing work for water resources development projects—

(1) use best practices to carry out corrosion prevention activities in the field;

(2) use industry-recognized standards and corrosion mitigation and prevention methods when—

(A) determining protective coatings;

(B) selecting materials; and

(C) determining methods of cathodic protection, design, and engineering for corrosion prevention;

(3) use certified coating application specialists and cathodic protection technicians and engineers;

(4) use best practices in environmental protection to prevent environmental degradation and to ensure careful handling of all hazardous materials;

(5) demonstrate a history of employing industry-certified inspectors to ensure adherence to best practices and standards; and

(6) demonstrate a history of compliance with applicable requirements of the Occupational Safety and Health Administration.

(c) CORROSION PREVENTION ACTIVITIES DEFINED.—In this section, the term ''corrosion prevention activities'' means—

(1) the application and inspection of protective coatings for complex work involving steel and cementitious structures, including structures that will be exposed in immersion;

From: Chow, Derek J POH <Derek.J.Chow@usace.army.mil>
Sent: Thursday, February 05, 2015 4:08 AM
To: John T Calvo; joseph.cameron@dca.guam.gov; Celeste Werner
Cc: Robert Krehbiel; Mike Hrapla; mark.calvo@guam.gov; joseph.santos@hrra.guam.gov; Tria Paulino; Rick Rust; Yoshimoto, Milton POH
Subject: RE: [EXTERNAL] Re: meeting January 29 2:00pm (UNCLASSIFIED)

Classification: UNCLASSIFIED
Caveats: NONE

John-
It is always good to meet with the Board and we too look forward to working closely with you on the flood control project's contribution to redevelopment in the Hagatna area.

As I mentioned, we are working through the final details of the cost sharing agreement so that we can apply the higher cost share waiver ($455,000) to Guam's share in the study cost. We are committed to participating in a subcommittee of the Board that will ensure clear lines of communication between the flood project feasibility study and redevelopment progress.

I have also taken note of your questions and recommendations about taking advantage of the old authority ($25M) should that help in implementing the project sooner.

Derek

V/R
DEREK J. CHOW
Chief, Civil & Public Works Branch (CEPOH-PP-C) Programs & Project Management Division US Army Corps of Engineers, Honolulu District Bldg 230, Fort Shafter, HI 96858 desk (808)835-4026

-----Original Message-----
From: John T Calvo [mailto:jtcalvo@midpacguam.com]
Sent: Thursday, January 29, 2015 12:53 PM
To: Chow, Derek J POH; joseph.cameron@dca.guam.gov; celeste_werner@matrixdesigngroup.com
Cc: Robert_Krehbiel@matrixdesigngroup.com; mike_hrapla@matrixdesigngroup.com; mark.calvo@guam.gov; joseph.santos@hrra.guam.gov; Tria_Paulino@matrixdesigngroup.com; rick_rust@matrixdesigngroup.com
Subject: RE: [EXTERNAL] Re: meeting January 29 2:00pm

Derek

Thanks for update yesterday at DCA offices. We hope to be working closely with you and your group in seeing these projects to fruition.

Regards

John

Doc. No. 35GL-20-1498.

John T. Calvo

Board Chairman

HRRA

From: Chow, Derek J POH [mailto:Derek.J.Chow@usace.army.mil]
Sent: Monday, January 26, 2015 5:25 PM
To: 'joseph.cameron@dca.guam.gov'; 'celeste_werner@matrixdesigngroup.com'
Cc: 'Robert_Krehbiel@matrixdesigngroup.com'; 'mike_hrapla@matrixdesigngroup.com'; 'mark.calvo@guam.gov'; 'jtcalvo@midpacguam.com'; 'joseph.santos@hrra.guam.gov'; 'Tria_Paulino@matrixdesigngroup.com'; 'rick_rust@matrixdesigngroup.com'
Subject: Re: [EXTERNAL] Re: meeting January 29 2:00pm

All-
If there is a question about USACE being ok with Matrix attending... Yes we welcome whomever Gov Guam wants us to collaborate in developing the project.
Derek
Sent via Blackberry.

From: joseph.cameron@dca.guam.gov [mailto:joseph.cameron@dca.guam.gov]
Sent: Sunday, January 25, 2015 09:18 PM
To: Celeste Werner <celeste_werner@matrixdesigngroup.com>
Cc: Robert Krehbiel <Robert_Krehbiel@matrixdesigngroup.com>; Chow, Derek J POH; Mike Hrapla <mike_hrapla@matrixdesigngroup.com>; mark.calvo@guam.gov <mark.calvo@guam.gov>; John Thomas Calvo <jtcalvo@midpacguam.com>; Joseph Santos <joseph.santos@hrra.guam.gov>; Tria Paulino <Tria_Paulino@matrixdesigngroup.com>; Rick Rust <rick_rust@matrixdesigngroup.com>
Subject: [EXTERNAL] Re: meeting January 29 2:00pm

yes thanks

Sent from my iPhone

On Jan 26, 2015, at 1:08 PM, Celeste Werner <celeste_werner@matrixdesigngroup.com> wrote:

> Joseph
>
> Could we use the following conference call in number in case myself and other from Matrix can participate?
>
> 760 569 0800

Code 811922#

Celeste Boccieri – Werner, AICP Vice President
Matrix Design Group, Inc. 2224 W. Northern Avenue, Suite D240 | Phoenix, AZ 85021 | Office 602.288.8344 | Mobile 602.315.0736

Celeste_werner@matrixdesigngroup.com

<image001.png> <http://www.matrixdesigngroup.com/>

From: Joseph Cameron [mailto:joseph.cameron@dca.guam.gov]
Sent: Sunday, January 25, 2015 7:13 PM
To: Robert Krehbiel
Cc: Derek.J.Chow@usace.army.mil; Mike Hrapla; Celeste Werner; mark.calvo@guam.gov; John Thomas Calvo; Joseph Santos
Subject: Re: meeting January 29 2:00pm

Robert,

ACOE will be on Guam and mtg with me at my office this Thursday...you are welcomed to attend this very mtg to monitor or provide meaningful input.

Joseph

On Sun, Jan 25, 2015 at 9:54 AM, Robert Krehbiel <Robert_Krehbiel@matrixdesigngroup.com> wrote:

Hello Derek -

I wanted to introduce myself. I will be the Matrix representative on the call next week. I am an engineer who leads Floodplain and River Restoration projects for Matrix. My role will be to work with you to seek opportunities to reduce flood hazards in downtown Hagatna from the Hagatna River as part of the downtown master planning process. Feel free to call or email with any comments or materials that I should review prior to the call.

Thank you!

Robert Krehbiel

Matrix Design Group, Inc.

303-572-0200 main
720-320-4867 cell
303-226-7818 direct
robertk@matrixdesigngroup.com

From: Joseph Cameron [mailto:joseph.cameron@dca.guam.gov]
Sent: Wednesday, January 14, 2015 3:31 PM
To: Chow, Derek J POH; Cell# Patty Fernandez
Cc: Mark Calvo (mark.calvo@guam.gov); Celeste Werner; Mike Hrapla; Joseph Santos; John Thomas Calvo
Subject: Re: [EXTERNAL] Re: meet on either 29 or 30 Jan 15 (UNCLASSIFIED)

Patti:pls schedule the mtg. and confirm with Derek Chow of the ACOE.

Derek:

our consultant Celeste Boccieri-Werner (Matrix) for the completion of the Hagatna Master Plan is inquiring if a representative from her company may sit in on the same meeting to further discuss "moving-forward" opportunities that the Master Plan will produce as necessary component(s) collaborations with the ACOE.

Celeste met with the HRRA Chairman of the Bd of Commissioners (John Calvo), myself and my HRRA staff Joe Santos yesterday and the topic of ACOE came up. Celeste will be directly writing to you.

Cheers and Happy New Year!

Joseph

On Thu, Jan 15, 2015 at 3:42 AM, Chow, Derek J POH <Derek.J.Chow@usace.army.mil> wrote:

> Classification: UNCLASSIFIED
> Caveats: NONE
>
> Joe-
> Can Tony and I meet with you on 29 Jan at 12:30pm or on 30 Jan afternoon?
>
> ---
> V/R
> DEREK J. CHOW
> Chief, Civil & Public Works Branch (CEPOH-PP-C)
> Programs & Project Management Division

US Army Corps of Engineers, Honolulu District
Bldg 230, Fort Shafter, HI 96858
desk (808)835-4026 <tel:%28808%29835-4026>

-----Original Message-----
From: Joseph Cameron [mailto:joseph.cameron@dca.guam.gov]
Sent: Tuesday, January 13, 2015 10:03 PM
To: Chow, Derek J POH
Cc: Mark Calvo (mark.calvo@guam.gov); Celeste Werner; Mike Hrapla; Joseph Santos; John Thomas Calvo
Subject: [EXTERNAL] Re: meet on either 29 or 30 Jan 15 (UNCLASSIFIED)

the 29th or the 30th is good for me. not sure what Mark Calvo's schedule is?

Joseph

On Tue, Jan 13, 2015 at 9:44 AM, Chow, Derek J POH <Derek.J.Chow@usace.army.mil> wrote:

Classification: UNCLASSIFIED
Caveats: NONE

Aloha Joe-
Tony Paresa and I will be traveling through Guam on our way back from Palau and FSM and would like to stop in to update you on any USACE actions. Are you available to meet with us on either 29 or 30 Jan?

Thanks. Derek

V/R
DEREK J. CHOW
Chief, Civil & Public Works Branch (CEPOH-PP-C)
Programs & Project Management Division
US Army Corps of Engineers, Honolulu District
Bldg 230, Fort Shafter, HI 96858
desk (808)835-4026 <tel:%28808%29835-4026> <tel:%28808%29835-4026>

Classification: UNCLASSIFIED
Caveats: NONE

--

Joseph Flores Artero-Cameron, President

1. Department of Chamorro Affairs – a Public Non-Profit Corporation

- Office of the President
- Chamorro Language and Culture
- Research, Publication and Training
- Guam Museum and Archives
- Chamorro Village
- Hagåtña Restoration and Redevelopment Authority
- Guam Council of the Arts and Humanities
- Guam Public Library Systems
- Guam Public Broadcasting System

2. Governor of Guam's Point of Contact for (a)Fisheries (b) Oceans Matters

3. Western and Central Pacific Fisheries Commission (WCPFC)

4. US Permanent Advisory Committee (USPAC)

5. Pacific Islands Ocean Observing System Governing Council (PacIOOS)

6. Western Pacific Regional Fishery Management Council - Alternate

7.Guam Academy Charter Schools Council

8. Application Review Committee (ARC)/ Department of Land Management

9. Festival of Pacific Arts (FESTPAC)- Guam/Head of Delegation

10. Board of Directors for Guam Museum Foundation, Incorporated

11. Chairman of the Board - Pacific Islands Museum Association [PIMA]

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Classification: UNCLASSIFIED
Caveats: NONE

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Classification: UNCLASSIFIED
Caveats: NONE

From: Brenden Cox
Sent: Friday, March 15, 2019 3:12 AM
To: Celeste Werner; Mike Hrapla
Subject: RE: HRRA Phase 7: Hagatna River Flood Study

Celeste,

I found these dates in the progress report from July 2015. These are the only dates I could find.

- Army Corps of Engineers, January 29, 2015 (via Phone)
- Army Corps of Engineers, March 24, 2015 (via Phone)
- DPW, May 6, 2015 / 2 p.m.
- GWA, May 7, 2015 / 2 p.m.

~Bren

From: Celeste Werner
Sent: Wednesday, March 13, 2019 9:51 PM
To: Mike Hrapla <mike_hrapla@matrixdesigngroup.com>; Brenden Cox <brenden_cox@matrixdesigngroup.com>
Subject: FW: HRRA Phase 7: Hagatna River Flood Study

Hi
Please see if you can find other dates

Celeste Boccieri – Werner, AICP
Executive Vice President
Strategic Planning

Matrix Design Group, Inc.
2020 North Central Avenue, Suite 1140 | Phoenix, AZ 85004 | Office 602.288.8344 | Mobile 602.315.0736
Celeste_werner@matrixdesigngroup.com

MatrixDesignGroup.com

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From: Celeste Werner
Sent: Wednesday, March 13, 2019 9:50 PM
To: Lasia Casil <lasia.casil@hrra.guam.gov>
Cc: Joseph Santos <joseph.santos@hrra.guam.gov>; Mike Hrapla <mike_hrapla@matrixdesigngroup.com>; Brenden Cox <brenden_cox@matrixdesigngroup.com>
Subject: FW: HRRA Phase 7: Hagatna River Flood Study

Hi See below
We are looking for the other dates that we had meetings on Guam and other phone conference calls.

Celeste Boccieri – Werner, AICP
Executive Vice President
Strategic Planning

Matrix Design Group, Inc.
2020 North Central Avenue, Suite 1140 | Phoenix, AZ 85004 | Office 602.288.8344 | Mobile 602.315.0736
Celeste_werner@matrixdesigngroup.com

MatrixDesignGroup.com

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From: Robert Krehbiel
Sent: Monday, March 30, 2015 1:36 PM
To: Dan Barusch <Dan_Barusch@matrixdesigngroup.com>
Cc: Celeste Werner <celeste_werner@matrixdesigngroup.com>; Rick Rust <rick_rust@matrixdesigngroup.com>; Mike Hrapla <mike_hrapla@matrixdesigngroup.com>; Tria Paulino <Tria_Paulino@matrixdesigngroup.com>
Subject: RE: HRRA Phase 7: Hagatna River Flood Study

Conference calls with ACOE:

- January 29 – conference call with Derek Chow, ACOE and Guam
- March 24 – call between Derek Chow and Robert Krehbiel

Robert Krehbiel

Matrix Design Group, Inc.
1601 Blake Street, Suite 200
Denver, CO 80202
303-572-0200 main
720-320-4867 cell
303-226-7818 direct
robertk@matrixdesigngroup.com

From: Dan Barusch
Sent: Monday, March 30, 2015 12:54 PM
To: Robert Krehbiel; Bob Robler; Roberta Schlicher
Cc: Celeste Werner; Rick Rust; Mike Hrapla; Tria Paulino
Subject: HRRA Phase 7: Hagatna River Flood Study

Roberta, Robert, and Bob:

As we are starting our second progress report for the Guam Task Orders, I wanted to inquire as to whether or not we had held any meetings with ACOE regarding the Hagatna River Flood Feasibility Study (Hagatna Master Plan, Phase 7), and if any work has been done on that Phase of the project to date. If meetings happened with ACOE in regards to this task order, please let me know dates and send along notes if you have them. If you could also please let me know if any of the following (below) project tasks are underway (percentage) and what has been completed since January 1st on any of these tasks. This will help me immensely when finalizing the second progress report (and invoice).

Thanks,

PHASE 7 Hagåtña River Flood Protection (10% Complete)..... Future Phase

☐ **Task 7.1 Data Collection (60% Complete) ..... In Progress**

During the previous reporting period, Matrix worked with GovGuam agencies/departments in the collection of existing flood protection information. Matrix also collected and reviewed previous studies conducted of the area relative to flood protection. Electronic data for the complete storm drainage system has been requested from DPW, but was outstanding at the time of this report. Current information on flood zones has been collected. During the previous reporting period, Matrix also attempted to contact the Corps of Engineers and establish a date for a meeting regarding flood protection. A date for this discussion is pending.

☐ **Task 7.2 Stakeholder Interviews ..... Future Task**

☐ **Task 7.3 Confirm Improvement Performance ..... Future Task**

☐ **Task 7.4 Confirm Costs ..... Future Task**

☐ **Task 7.5 Feasibility Study ..... Future Task**

☐ **Task 7.6 On-Going Coordination and Meetings ..... Future Task**

Daniel Barusch, Planner
Matrix Design Group, Inc.
2224 W. Northern Avenue, Suite D240 | Phoenix, AZ 85021 | Office 602.288.8344 | Mobile 518.322.5517
www.matrixdesigngroup.com

HAGÅTÑA
RESTORATION AND
REDEVELOPMENT
AUTHORITY

Chairman Maria Eugenia Leon Guerrero
Vice-Chair Patricia Ann P. Ada
Commissioner Mayor John E. Cruz
Commissioner Gregory D. Perez
Commissioner Rita T. Franquez
Commissioner Nanick Keswani
Commissioner Eduardo J. Calvo
Commissioner Carlos Madrid Alvarez-Piñer, PhD

75th Guam Liberation A Legacy of Peace and Friendship

The Honorable Lourdes A. Leon Guerrero
Governor of Guam

The Honorable Joshua F. Tenorio
Lieutenant Governor of Guam

PHASE 8:

HAGATNA RESTORATION ORGANIZATIONAL/ FINANCIAL CONSTRUCT

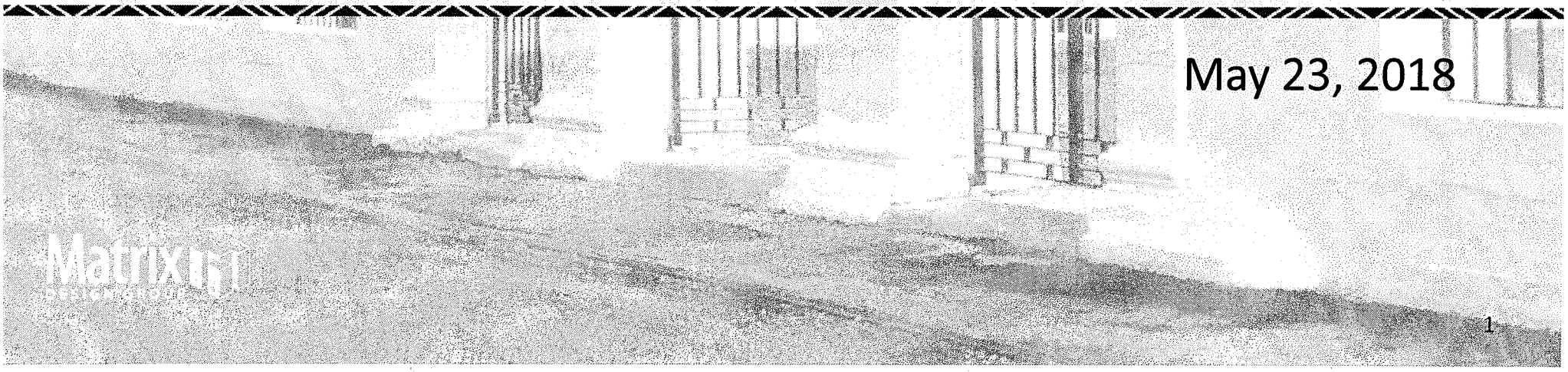
Task 8.1: Define Roles and Responsibilities Today
Task 8.2: Whitepaper on Organizational Options
Task 8.3: Whitepaper on Funding/ Financing
Task 8.4: Presentation to GEDA and HRRA Board
Task 8.5: Geographic Definition
Task 8.6: Legal Authorizations
Task 8.7: Staffing Plan
Task: 8.8: Financing Plan
Task: 8.9: Plan of Action



HAGÅTÑA
MASTER PLAN

Preserving Our Past. Shaping Our Future.

HRRA Board Meeting



May 23, 2018

Matrix DESIGN GROUP

Status of Project Deliverables

✓ Done **1. Hagåtña Master Plan**

✓ Done **2. Appendix A: Master Plan Open House Overview**

✓ Done **3. Appendix B: Facility Scoping Memorandum**

4. Appendix C: Project Planning Sheets (Capital Improvement Plan)

5. Appendix D: Government Organizational Structure White Paper

6. Appendix E: Hagåtña Funding and Financing White Paper

✓ Done **7. Hagåtña Design Guidelines**

8. Hagåtña Zoning Code and Map

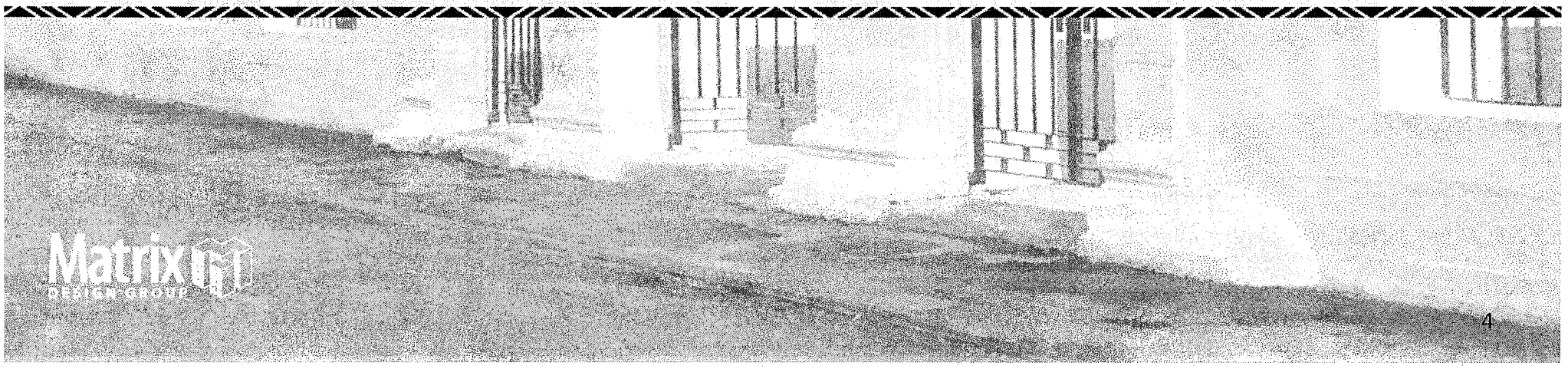
9. Hagåtña Enabling Legislation

Status of Project Deliverables

1. Hagåtña Master Plan – BOARD APPROVED
2. Appendix A: Master Plan Open House Overview
3. Appendix B: Facility Scoping Memorandum
4. **Appendix C: Project Planning Sheets (Capital Improvement Plan)**
   - In Progress
5. **Appendix D: Government Organizational Structure White Paper**
   - Submitted to HRRA Board for comments – DUE June 6
6. **Appendix E: Hagåtña Funding and Financing White Paper**
   - In Progress
7. Hagåtña Design Guidelines – BOARD APPROVED
8. **Hagåtña Zoning Code and Map**
   - Submitted to HRRA Board on Jan 4th – Comments were due by Jan 11th
   - Need Board to approve Zoning Code
9. **Hagåtña Enabling Legislation**
   - Submitted to HRRA Board today for comments – DUE June 6


HAGÅTÑA
MASTER PLAN
Preserving Our Past. Shaping Our Future.

Governance


Matrix
DESIGN GROUP

Government Organizational Structure

Government Organizational Structure Whitepaper

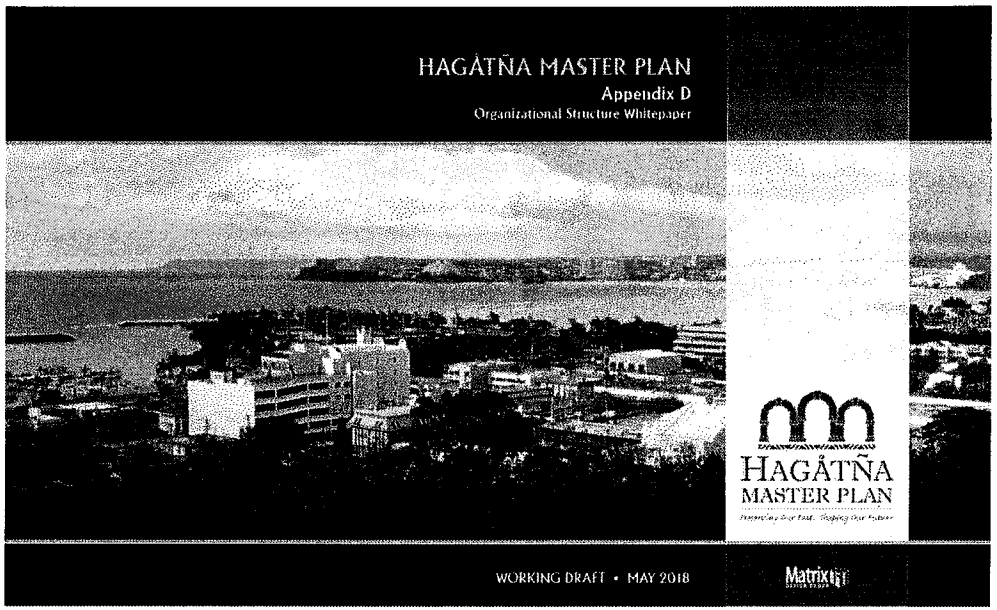
- Governance Alternatives Analysis
- Governance Recommendation

Guam Enabling Law (New Title 23, Guam Law Annotated)

- Incorporation of the City of Hagåtña
- Establishes Mayor/City Council powers, duties, departments, financial powers, etc.

Organizational Structure Whitepaper

- Hagåtña Master Plan
- Existing Governance in Hagåtña
- Alternative Forms of Governance
- Governance Recommendation



Hagåtña Master Plan – Vision Statement and Policies

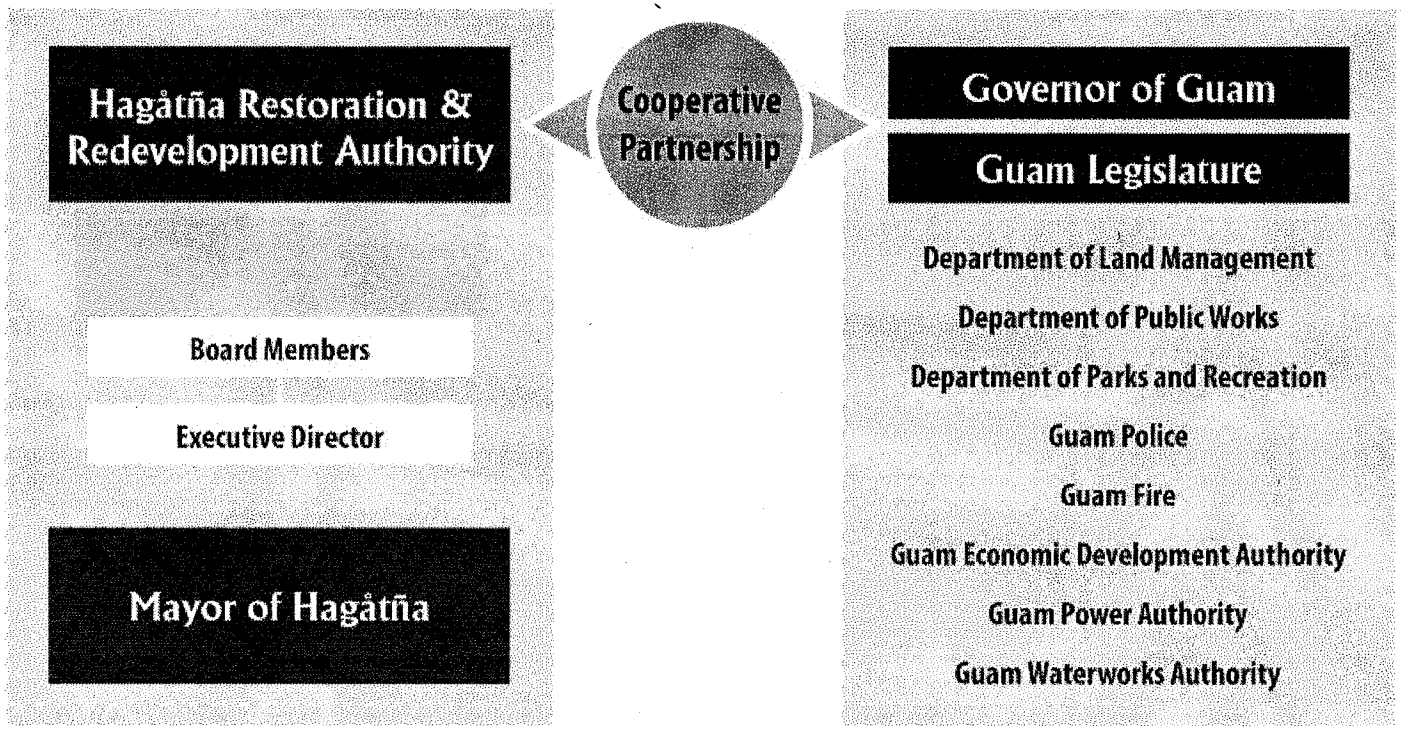
- **Hagåtña Master Plan Vision Statement**

  Re-establish Hagåtña as the Capital City of Guam, and the governmental, cultural, and commercial heart of the island supported by vibrant residential mixed-use areas

- **Governance Element:** Provides policy and guidance related to incorporation of the City of Hagåtña

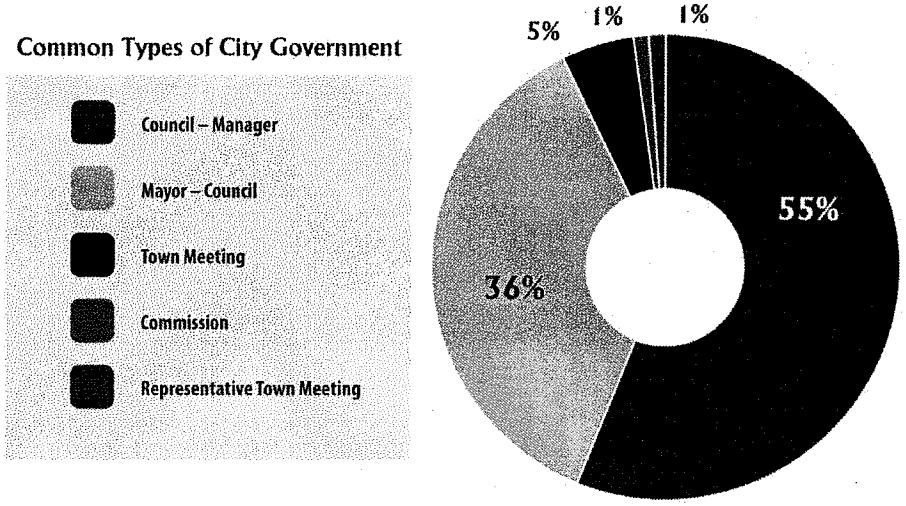
- **Goal Gov-1** *Provide effective governance to the City of Hagåtña citizenry, property owners, business owners and stakeholders advancing the City Council's mission and vision.*

Existing Governance in Hagåtña



Common Types of City Government

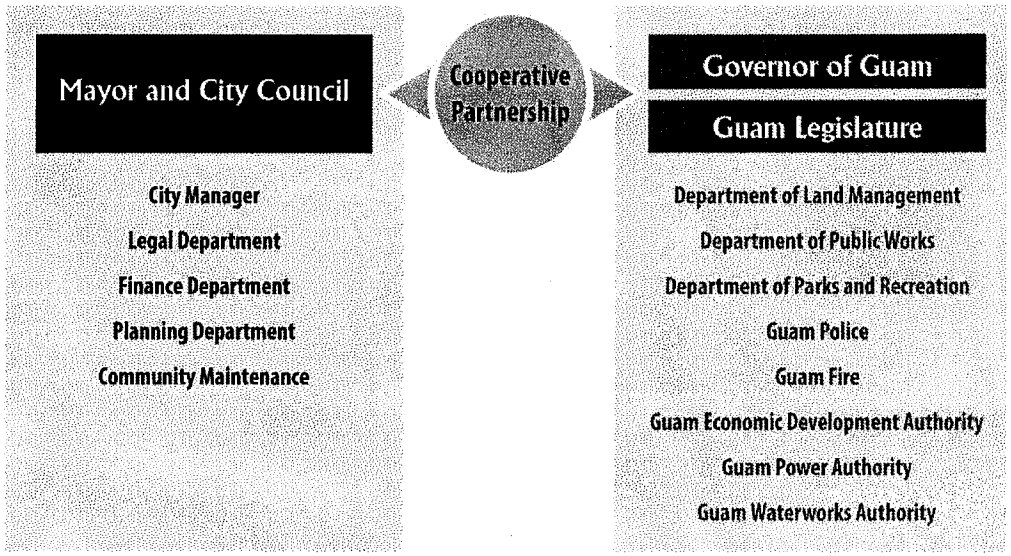
- Council – City Manager
- **Mayor – Council** (recommended)
- Town Meeting
  - All citizens (voters) have a voice
- Commission
  - Executive an legislative is within one governing board
- Representative Town Meeting
  - Citizens select 30 people to represent them



Source: International City Managers Association (ICMA) Website

Governance Alternative A

- **Recommended Alternative**
  - Incorporate as a City
  - Mayor – Council structure
  - Current Mayor to serve as First Mayor
  - HRRA Board serve as First Council
  - Limited City departments
  - Continuing GovGuam primary services
  - Call for first elections: 45 days from appointment



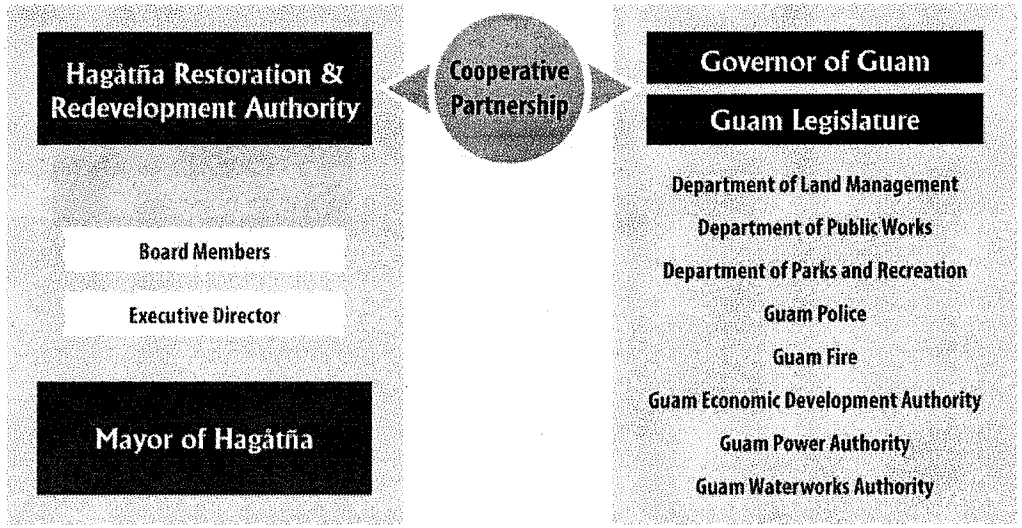
Governance Alternative B

- **Alternative B:**
  - Incorporate as a City
  - Mayor – Council structure
  - HRRA remaining as a separate redevelopment authority
  - Current Mayor to serve as First Mayor
  - HRRA Board serve as First Council
  - Limited City Departments
  - Continuing GovGuam primary services



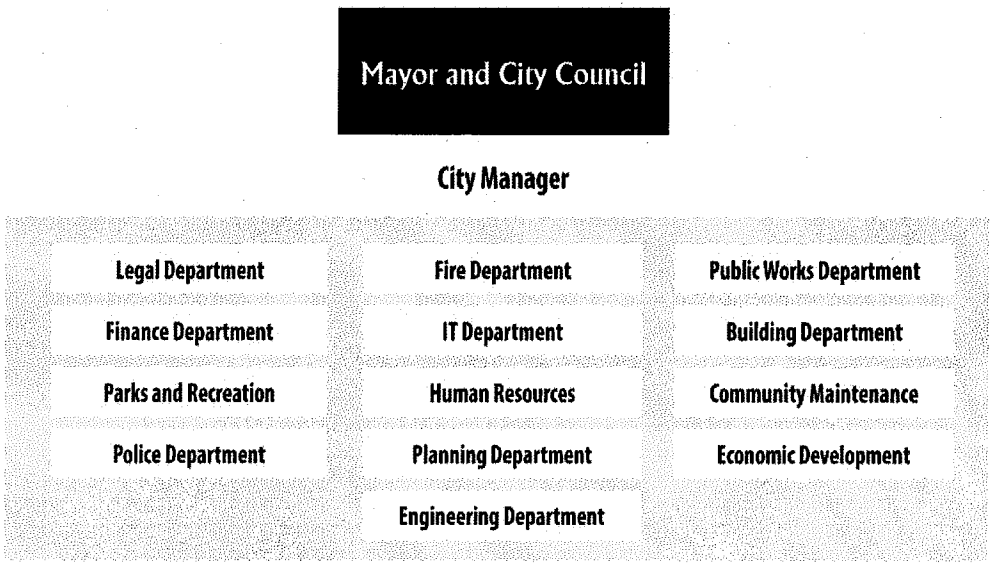
Governance Alternative C

- **Alternative C:**
  - Maintain existing governance structure
  - HRRA remaining as a redevelopment authority
  - Continuing GovGuam services
  - Current Mayor continues in exist capacity and duties



Governance Alternative D

- **Alternative D:**
  - Incorporate as a City
  - Establish full range of services and departments
  - Mayor – Council structure with City Manager
  - Current Mayor to serve as First Mayor
  - HRRA Board serve as First Council
  - Establish full range of City Departments and services
  - No GovGuam services



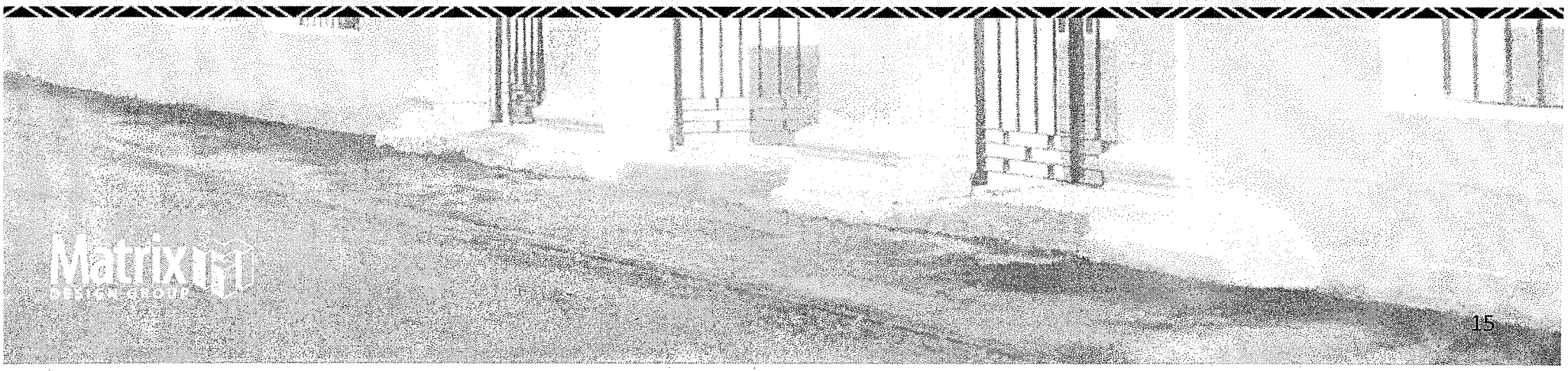
Recommended Alternative - Continuation of Public Services

- **City of Hagåtña**
  - Discretionary land use approvals (Master Plan, Rezoning, Code Amendments and Conditional Uses
  - Continuation of current community maintenance functions
- **GovGuam**
  - Continuation of primary services, such as water / wastewater, police, fire
  - Non-discretionary land use approvals (site plans, subdivisions, permits/inspections)

- **Hagåtña/GovGuam Coordination Committee**
  - Realignment of some services
  - Cooperative agreement defining roles and coordination between agencies



Guam Enabling Law Amendments



Proposed Amendments to Guam Enabling Law

- Incorporates the City of Hagåtña
- Establishes Mayor and City Council – Powers and Duties
- Finance and Taxation
- Ethics
- Contracts / Procurement
- Planning and Development Authorities
- Restoration and Redevelopment
- Establishes Departments
  - City Manager
  - City Clerk
  - City Attorney
  - City Planner
  - Additional Departments – Determined by Mayor and Council

Mayor and City Council Powers

- **Mayor**
  - Administration of the City
  - Hiring/firing department heads
  - Preparation and submission of budget to City Council for approval
  - Approves Council agenda items (Council override)
  - Veto over Council actions (no Council override)
  - Can participate in discussion and make motions, but does not vote

- **City Council**
  - Legislative powers of the City (adoption of Ordinances and Resolutions)
  - Sets City Council policy for the City



HAGÅTÑA
MASTER PLAN

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Capital Improvement Plan

Project Planning Sheets

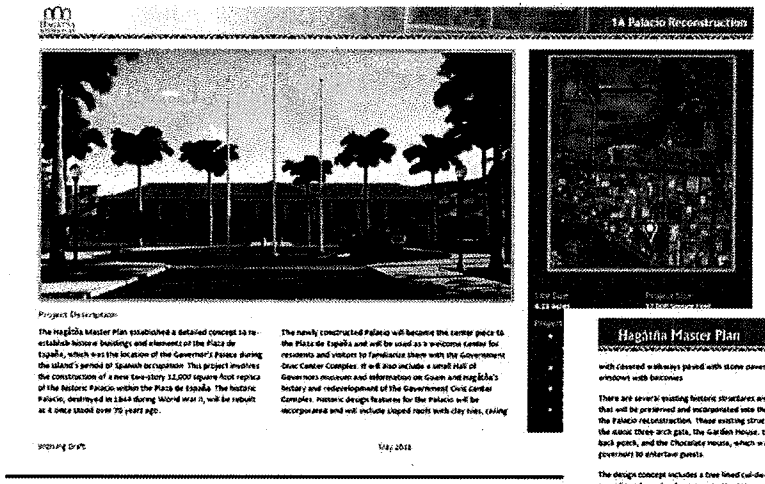


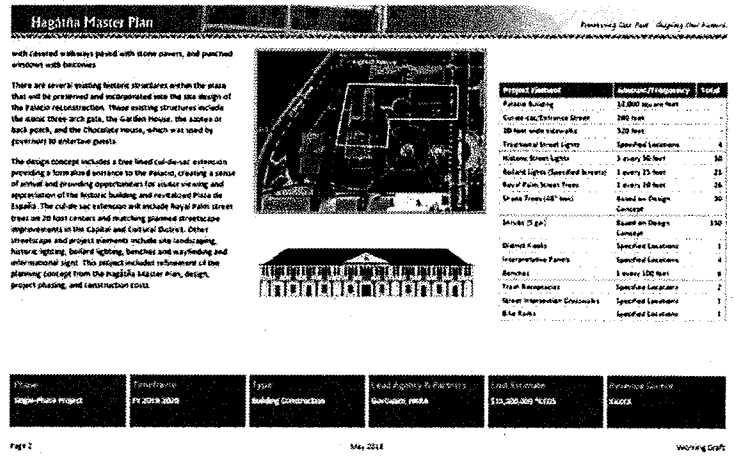
Matrix Design Group

Project Planning Sheets

- 30 Project Sheets
- Organized by area or type:
  AREA
  - Capital Cultural District
  - Riverwalk
  - Marina
  - Paseo

  TYPE of Project
  - Transit/Infrastructure
  - Trails





- Costing and Revenue sources
- Sources used to develop the list:
  - Hagåtña Master Plan
  - Comprehensive Economic Development Strategy (CEDS)
  - DPW / Marshal Valuation

Project Planning Sheets

Capital Cultural District Projects

- Palacio Reconstruction
- Guerrero Administrative Complex
- Streetscapes
- Parking Meters
- Underground Utility Lines
- Temporary City Hall
- Pedestrian Bridge over Marine Corps
- Land Resources Building DLM
- Plaza de España Garden

Marina Projects

- Agaña Wastewater Treatment Plant
- Expand Shoreline in Marina area
- Expand Marina
- Cruise Ship Dock

Transit/Infrastructure Projects

- Transit Circulator / Trolley Stops
- Gateways and Wayfinding Signs

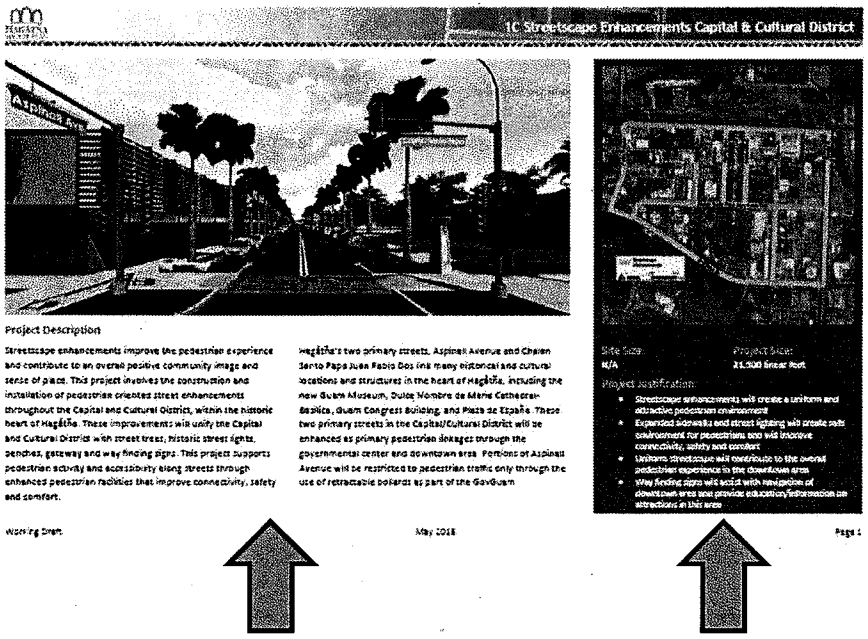
Planning Project Sheets (con't)

- **Riverwalk Projects**
  - Hagåtña River Study
  - Hagåtña River Restoration
  - Hagåtña River Channelization
  - Riverwalk Esplanade
  - Central Park Pond
  - Central Park Enhancement
  - Chalan Santo Papa Juan Dos

- **Paseo Projects**
  - Paseo Beautification
  - Paseo Stadium
  - Proa Canoe Pavilions
  - San Rafael Fort Replica
  - Statute of Liberty Relocation

- **Trail Projects**
  - Heritage Trail
  - Waterfront Trail

Project Planning Sheet - Example



1C Streetscape Enhancements Capital & Cultural District

Project Description

Streetscape enhancements improve the pedestrian experience and contribute to an overall positive community image and sense of place. This project involves the construction and installation of pedestrian oriented street enhancements throughout the Capital and Cultural District, within the historic heart of Hagåtña. These improvements will unify the Capital and Cultural District with street trees, historic street lights, benches, gateway and way finding signs. This project supports pedestrian activity and accessibility along streets through enhanced pedestrian facilities that improve connectivity, safety and comfort.

Hagåtña's two primary streets, Aspinall Avenue and Chalan Santo Papa Juan Pablo Dos link many historical and cultural locations and structures in the heart of Hagåtña, including the new Guam Museum, Dulce Nombre de Maria Cathedral-Basilica, Guam Congress Building, and Plaza de España. These two primary streets in the Capital/Cultural District will be enhanced as primary pedestrian linkages through the governmental center and downtown area. Portions of Aspinall Avenue will be restricted to pedestrian traffic only through the use of retractable bollards as part of the GovGuam

Working Draft

May 2018

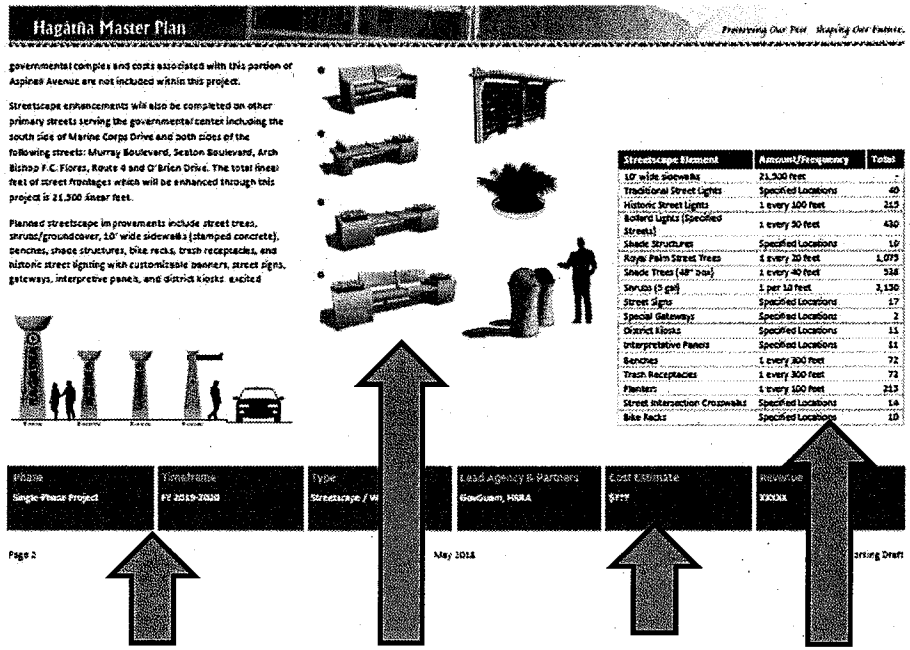
Site Size: N/A

Project Area: 21,500 linear feet

Project Justification:

- Streetscape enhancements will create a uniform and attractive pedestrian environment
- Expanded sidewalks and street lighting will create safe environment for pedestrians and will increase connectivity, safety and comfort
- Uniform streetscape will contribute to the overall pedestrian experience in the Downtown area
- Way finding signs will assist with navigation of downtown area and provide education/information on attractions in the area

Page 1



Hagåtña Master Plan

Preserving Our Past. Shaping Our Future.

governmental complex and costs associated with this portion of Aspinall Avenue are not included within this project.

Streetscape enhancements will also be completed on other primary streets serving the governmental center including the south side of Marine Corps Drive and both sides of the following streets: Murray Boulevard, Seaton Boulevard, Arch Bishop F.C. Flores, Route 4 and O'Brien Drive. The total linear feet of street frontages which will be enhanced through this project is 21,500 linear feet.

Planned streetscape improvements include street trees, shrubs/groundcover, 10' wide sidewalks (stamped concrete), benches, shade structures, bike racks, trash receptacles, and historic street lighting with customizable banners, street signs, gateways, interpretive panels, and district kiosks located

Streetscape Element	Amount/Frequency	Total
10' wide Sidewalks	21,500 feet	-
Traditional Street Lights	Specified Locations	40
Historic Street Lights	1 every 100 feet	215
Bollard Lights (Specified Streets)	1 every 20 feet	430
Shade Structures	Specified Locations	12
Royal Palm Street Trees	1 every 20 feet	1,075
Shade Trees (48" box)	1 every 40 feet	538
Shrubs (5 gal)	1 per 10 feet	2,150
Street Signs	Specified Locations	17
Special Gateways	Specified Locations	2
District Kiosks	Specified Locations	11
Interpretative Panels	Specified Locations	11
Benches	1 every 300 feet	72
Trash Receptacles	1 every 300 feet	72
Planters	1 every 100 feet	215
Street Intersection Crosswalks	Specified Locations	14
Bike Racks	Specified Locations	10

Phase	Timeframe	Type	Lead Agency & Partners	Cost Estimate	Revenue
Single-Phase Project	FY 2019-2020	Streetscape / W	GovGuam, HHRA	$???	XXXXX

Page 2

May 2018

Working Draft

Description **Justification** **Phasing** **Elements** **Cost** **Quantities**



HAGÅTÑA
MASTER PLAN

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Governance



Matrix DESIGN GROUP

Cost Estimation Methodology

- Review project sheets for major project components
- Use project component summaries (takeoffs) for quantities
- Estimate project costs for components using Marshall Valuation Service
- Calculate base project cost (US average)
- Estimate Guam-based cost using MVS multiplier
- Estimate upper end cost using Navy's cost of facilities multiplier

Sample Takeoff Costs

12 foot wide concrete walkways (per SF)	$	5.51	per SF
Traditional Streetlights	$	2,975	Ea Installed
Historic streetlights	$	4,165	Ea Installed
Bollard lights	$	3,570	Ea Installed
Standard shade structures	$	189	per SF
Royal palm street trees	$	3,175	Ea Installed
Shade trees (48" box)	$	3,175	Ea Installed
Shrubs	$	75	Ea Installed
Enhanced Gateway	$	5,625	Ea Installed
Wayfinding signs	$	5,625	Ea Installed
Interpretive panels	$	5,000	Ea Installed
Benches	$	3,500	Ea Installed
Trash receptacles	$	910	Ea Installed
Bike racks	$	1,087	Ea Installed
Planters	$	785	Ea Installed

District Kiosks/Barrio Signs	$	5,625	Ea Installed
Brick paving	$	37	per SF
Street signs	$	5,625	Ea Installed
Special gateways	$	23,360	Ea Installed
Pedestrian bridge	$	400	SF
Riverwalk entry sign	$	245,216	Ea Installed
Riverwalk wayfinding signs	$	5,625	Ea Installed
Archway shade structure	$	189	per SF
Pond	$	57	Collection ponds @ $56.50/SF
Elevators	$	61,500	Hydraulic, 100 feet/minute, 2,500 lb. capacity
Surface Parking	$	1,860	space

Project Cost Summaries

roject	Base ROM Cost	With Guam Adjustment	With Navy Adjustment
A Restore Palacio	$ 3,906,807	$ 5,156,985	$ 10,040,493
B Administrative Complex	$ 33,193,271	$ 43,815,117	$ 85,306,706
C Streetscape Enhancements	$ 9,775,022	$ 12,903,029	$ 25,121,806
D Parking Kiosks	$ 324,000	$ 427,680	$ 832,680
F Underground Electrical Lines	$ 652,037	$ 860,688	$ 1,675,734
G Temporary City Hall	$ 9,729,720	$ 12,843,230	$ 25,005,380
H Pedestrian Bridge	$ 843,000	$ 1,112,760	$ 2,166,510
I DLM Building	$ 10,648,035	$ 14,055,406	$ 27,365,450
K Plaza Community Garden	$ 14,189	$ 18,729	$ 36,466
A WWTP Relocation	$ 102,000,000	$ 134,640,000	$ 262,140,000
B Expand Shoreline and Improve Road onnections to the Marina	$ 142,229,727	$ 187,743,240	$ 365,530,398
C Cruise Ship Dock	$ 32,078,700	$ 42,343,884	$ 82,442,259
D Marina Expansion	$ 1,321,200	$ 1,743,984	$ 3,395,484

Project Cost Summaries (continued)

Project	Base ROM Cost	With Guam Adjustment	With Navy Adjustment
3A River Channelization & Feasibility Study	$ 1,300,000	$ 1,300,000	$ 3,341,000
3B Wetland and Watershed Restoration	$ 560,700	$ 740,124	$ 1,440,999
3C River Channelization	$ 35,000,000	$ 46,200,000	$ 89,950,000
3D Riverwalk	$ 4,965,261	$ 6,554,144	$ 12,760,720
3E Riverwalk 2	$ 2,807,033	$ 3,705,284	$ 7,214,076
3F Roadway Extension	$ 2,737,773	$ 3,613,861	$ 7,036,077
3G Central Park Enhancements	$ 2,654,513	$ 3,503,957	$ 6,822,098
4C Chamorro Village Beautification	$ 307,156	$ 405,446	$ 789,392
4D Chamorro Village Parking Garage	$ 25,327,485	$ 33,432,280	$ 65,091,636
4F Canoe Houses	$ 1,203,930	$ 1,589,188	$ 3,094,100
4G San Rafael Fort Replica	$ 4,815,720	$ 6,356,750	$ 12,376,400
4H Relocate Statue of Liberty	$ 23,400	$ 30,888	$ 60,138
5A Waterfront trail	$ 7,258,883	$ 9,581,726	$ 18,655,330
5B Heritage Trail Enhancements	$ 2,292,092	$ 3,025,561	$ 5,890,676
6A Transit and trolley System	$ 6,067,790	$ 8,009,482	$ 15,594,219
6B Gateways and wayfinding	$ 862,660	$ 1,138,711	$ 2,217,036
6C Paseo Stadium	$ 31,212,121	$ 41,200,000	$ 80,215,152
6D Extend Soledad	$ 1,795,500	$ 2,370,060	$ 4,614,435
6E Expand O'Brien	$ 302,400	$ 399,168	$ 777,168
Total	**$ 444,900,103**	**$ 630,821,364**	**$ 1,229,000,019**

Potential Revenue Sources

- Property Tax Improvement Portion
- Bed Tax Portion
- Parking Meter Fees
- Parking Garage Fees
- Attraction Fees - Buses
- League Fees
- Special Event / Vendor Fees
- Utility Tie-in Fees
- Business License Fees
- Stadium Operation Fees
- GovGuam Appropriations
- Low Interest Loans
- Grants
- Federal Highway Administration
- Army Corps of Engineers
- Capital Contributions - GPA/GWA
- USDA
- HUD
- DOI
- Marina Use Fees
- Cruise Operation Fees
- GEDA HOT Bonds

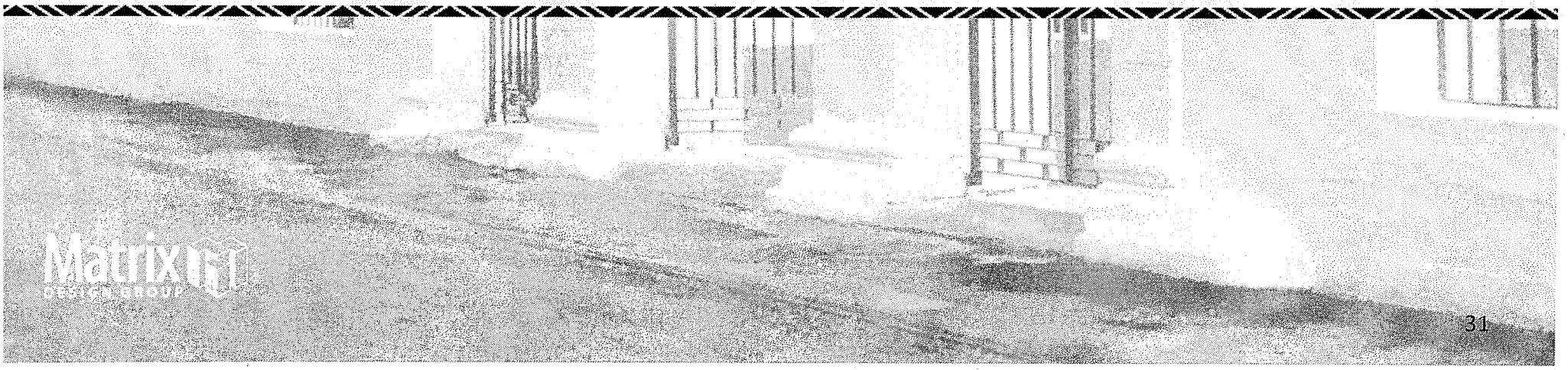
HRRA Implementation Process

1. HRRA Board approved Master Plan
2. HRRA Board submits Master Plan to the Governor for approval and submittal to Guam Legislature for approval
3. Guam Legislatures holds Public Hearing for review and approval of the Master Plan
4. HRRA to ADOPT the Zoning Code and Zoning Map
5. HRRA to send Proposed City of Hagatna Enabling Legislation to Guam Compiler of Laws
6. HRRA Oversight Senator sponsors the City of Hagatna Enabling Legislation to Incorporate Hagatna as a City

1. Governor appoints the Interim Mayor (current Village Mayor) and City Council (current HRRA Board members)
2. City Mayor and Council calls for election within 45 days of Appointment by the Governor
3. City Mayor and Council adopts Zoning Code and Map, City Code
   (regulations for business licenses, permit and development application fee structure, event permits, procurement rules, personnel system, GovGuam Cooperative Agreement)
4. Hagatna Election - within one year of appointment


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Discussion


Matrix
DESIGN GROUP

Agenda

I. Call to Order
II. Executive Director's Report
III. Old Business
IV. New Business
    A. Governance
        1. Organizational Structure Whitepaper
        2. Guam Enabling Law
    B. Project Planning Sheets
    C. Final Draft Zoning Code and Zoning Map
V. Other Discussions/Announcements
VI. Adjournment

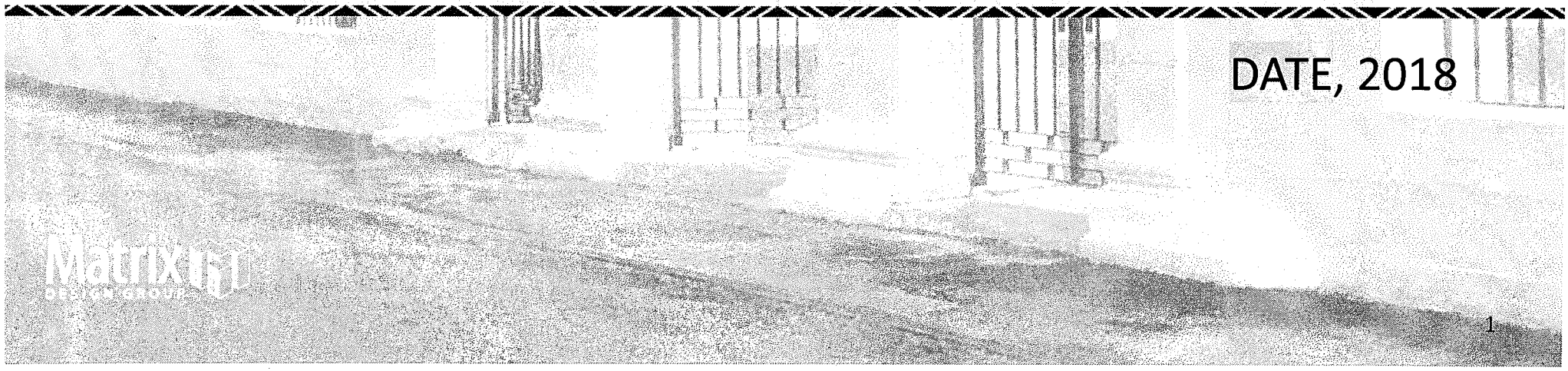
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Guam Legislature

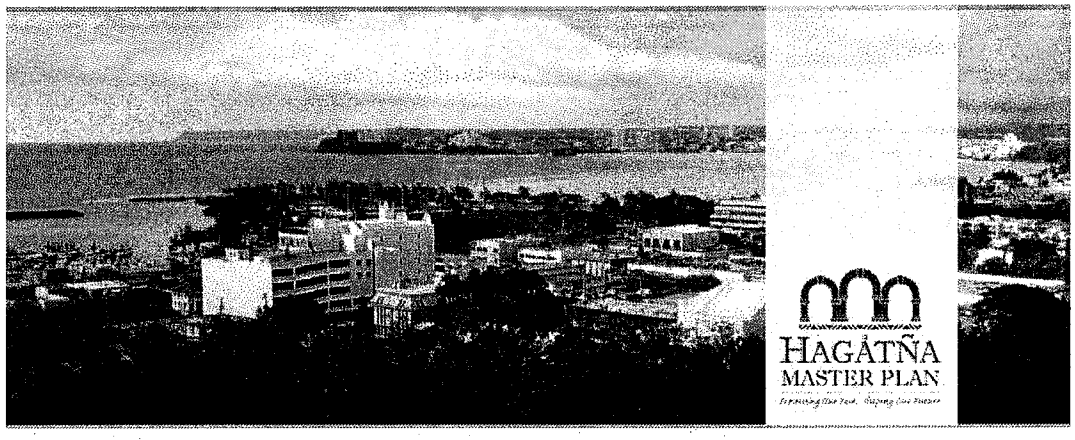


DATE, 2018

Matrix CM

Overview

- Project Background and Timeline
- Public Participation Program
- Hagåtña Map Atlas
- Hagåtña Master Plan
- Hagåtña Design Guidelines
- Facility Scoping Analysis
- Video Flythrough





Project Background and Timeline



Why are we doing a Master Plan for Hagåtña?

Hagåtña Restoration and Redevelopment Authority

- Guam Public Law 24-110:2 codified as Chapter 79 (Restoration of Hagåtña), 21 GCA November 21, 1997
- Established Hagåtña Restoration and Redevelopment Authority
  - Purpose: To revitalize, promote, preserve, & protect the heritage and economic vitality of the City of Hagåtña

HAGÅTÑA
RESTORATION AND
REDEVELOPMENT
AUTHORITY

HRRA - Composition

9 Commissioners

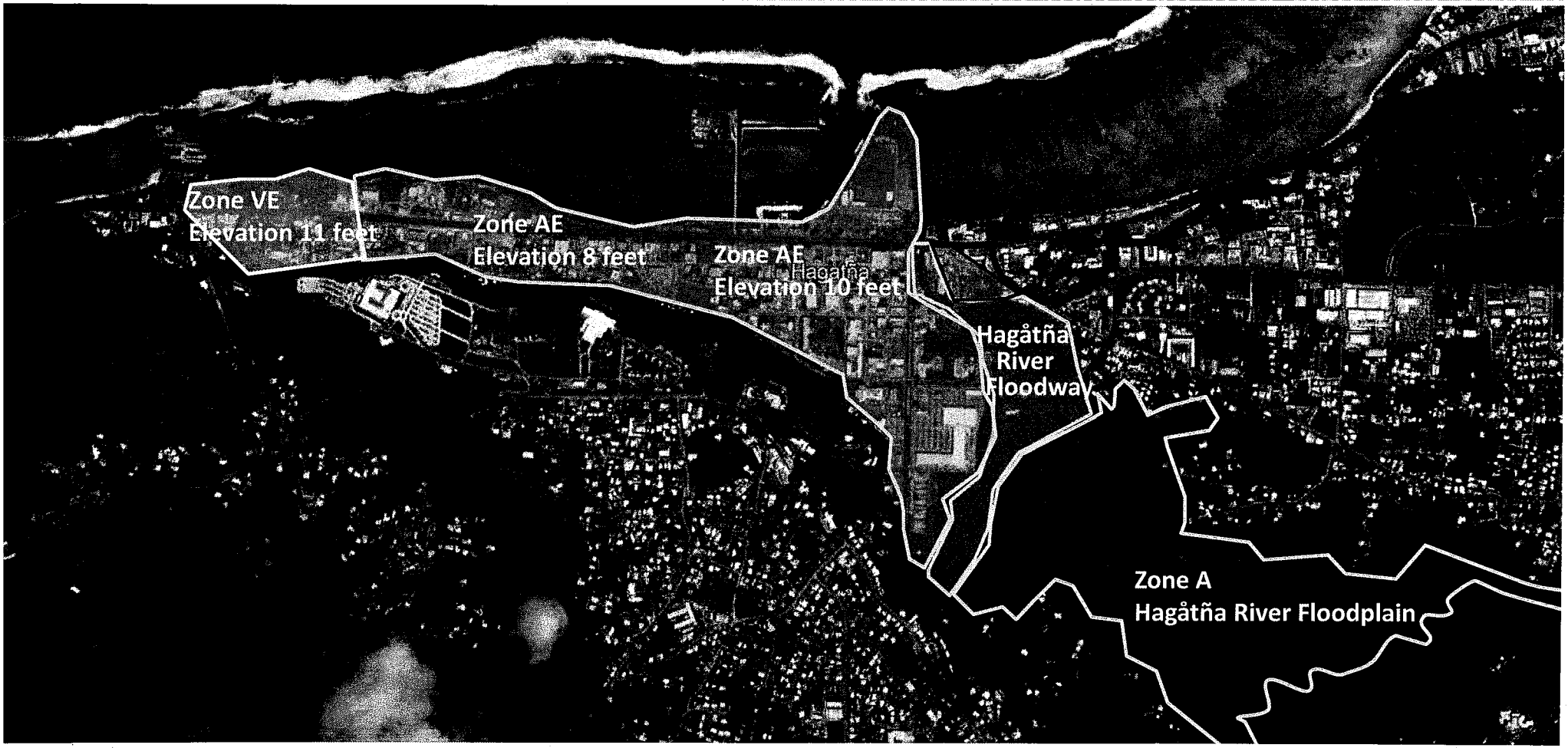
- 7 members appointed by Governor, with Legislature consent
- 1 member – Mayor of Hagåtña
- 1 member appointed by Speaker of Guam Legislature
- Non-voting ex-officio members included representatives from:
  - Department of Land Management
  - Department of Public Works
  - Department of Parks and Recreation
  - Richard F. Taitano Micronesian Area Research Center
  - Chamorro Language Commission
  - Guam Visitor Bureau

Hagåtña Restoration and Redevelopment Plan

- Guam Law requires HRRA to develop Restoration and Redevelopment Plan:
  - Provides for the planning and development of Hagåtña
  - Provides for construction and improvements related to restoration and redevelopment
- Requires HRRA Board, Governor and Legislature approval

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Floodplain in Hagåtña



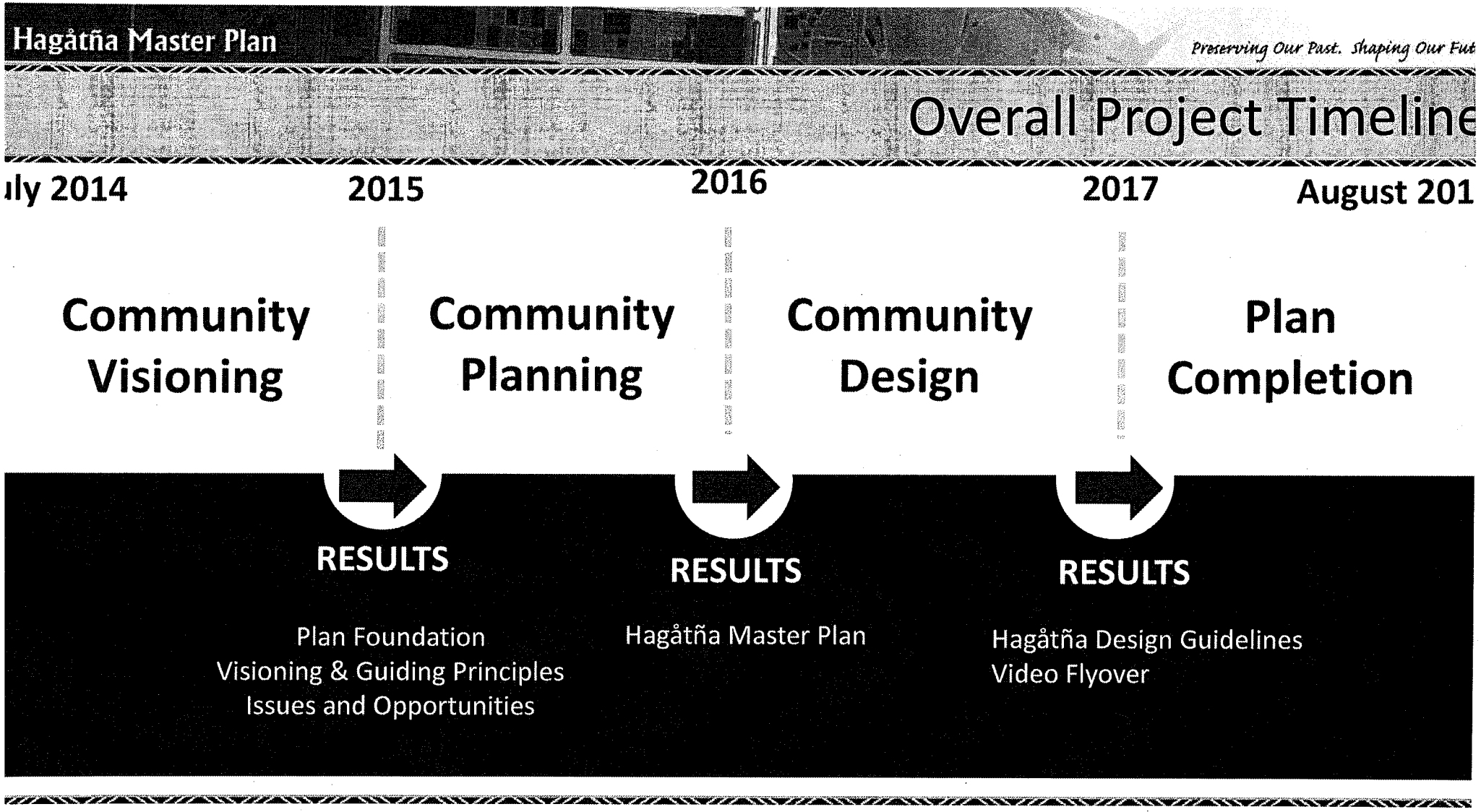
Project Background and Funding

Guam Economic Development Authority (GEDA)

- Established in 1965 as a public corporation in Guam Public Law 8-80
- Purpose: To assist in the implementation of an integrated program for the economic development of Guam
- Funding secured for Hagåtña Master Plan project

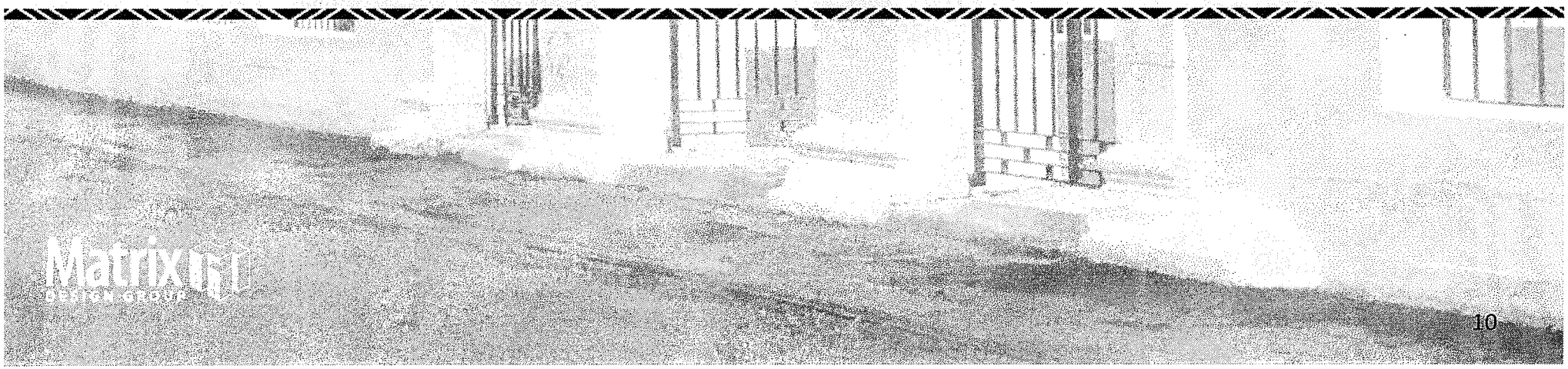
GUAM ECONOMIC DEVELOPMENT AUTHORITY
Moving Forward

- Project Contract Signed July 22, 2014


Hagåtña Master Plan
Preserving Our Past. Shaping Our Fut
Overall Project Timeline
ıly 2014
2015
2016
2017
August 201
Community Visioning
Community Planning
Community Design
Plan Completion
RESULTS
Plan Foundation
Visioning & Guiding Principles
Issues and Opportunities
RESULTS
Hagåtña Master Plan
RESULTS
Hagåtña Design Guidelines
Video Flyover

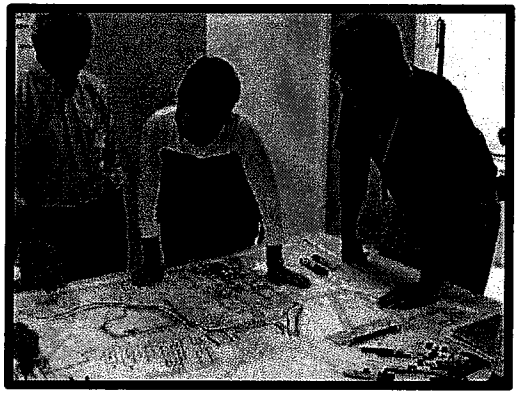
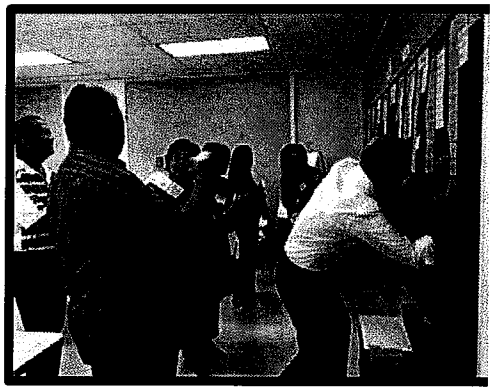


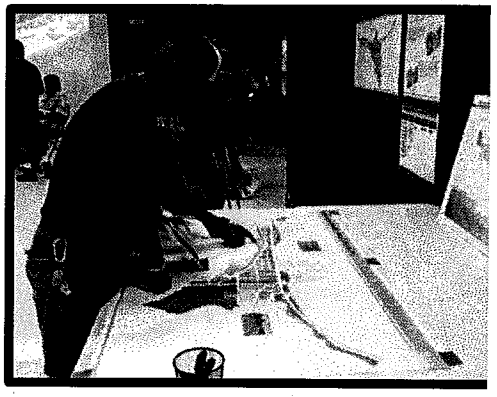
Public Participation Program



Public Participation Program

- **Public Input Opportunities**
  - Hagåtña Master Plan Subcommittee Meetings
  - Stakeholder Interviews
  - Community Charrettes
  - Public Workshops and Open Houses
  - Legislative Update Meetings and Hearings

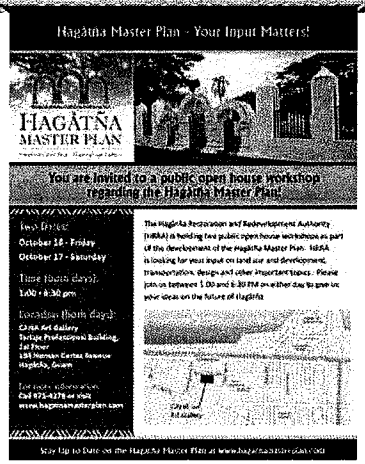





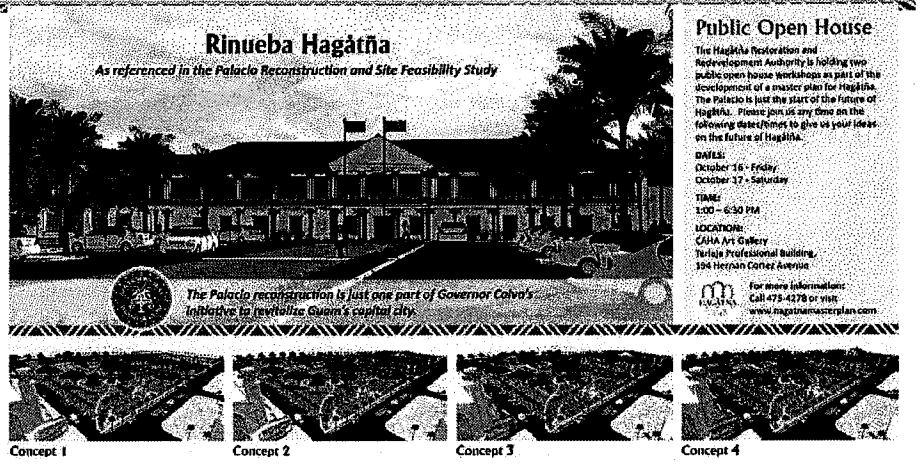
Public Participation Program

Public Involvement Tools

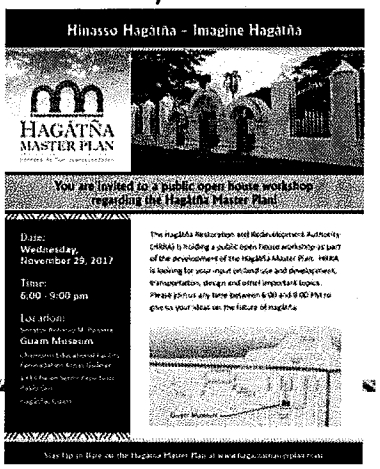
- Project Branding
- Project Website
- Social Media
- Print and Broadcast Media
- eBlasts
- Informational Brochures



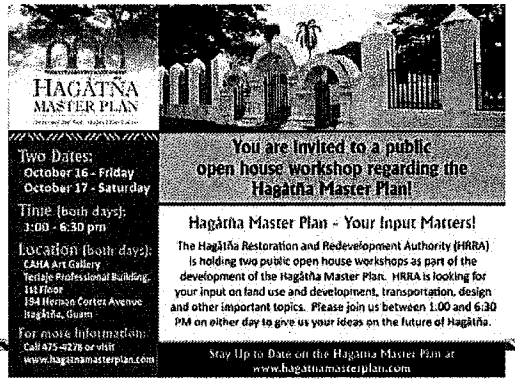
Flyer



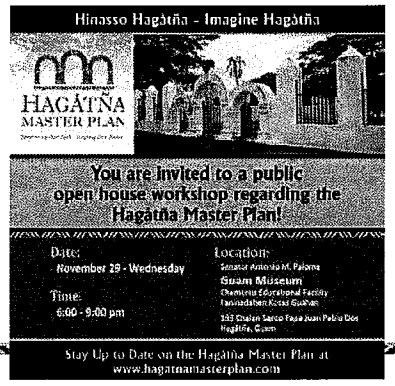
DOA Billboard



Guam Daily Post ad



eBlast



Facebook post

Stakeholder Interviews

- Business / Land Owners
- University of Guam
- Archdiocese of Agaña
- Academy of Our Lady of Guam

GovGuam Agencies / Departments

- Department of Chamorro Affairs
- Bureau of Statistic and Plan
- Hagatna Restoration and Redevelopment Authority
- Guam Regional Transit Authority
- Department of Public Works
- Port Authority of Guam
- Department of Revenue and Taxation
- Guam Visitors Bureau
- Judiciary of Guam
- Department of Labor
- Guam Economic Development Authority

Additional Stakeholders

- Chamber of Commerce Board of Directors
- Guam Hotel and Restaurant Association
- Guam Contractor's Association
- Guam Association of Realtors
- The Mayor's Council of Guam

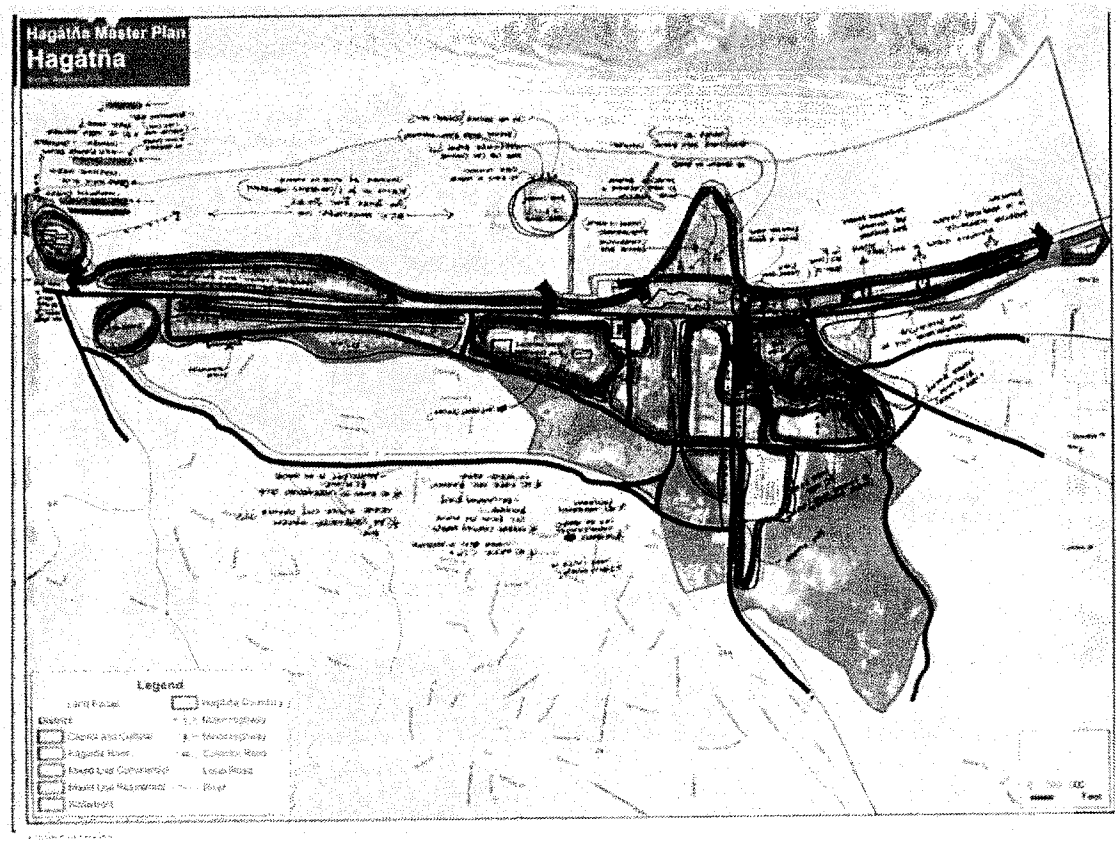
Issues/Constraints and Opportunities

- **Opportunities**
  - Development of the Hagåtña River area
  - Promotion of Chamorro Culture
  - Expansion of Central Park
  - Shoreline Enhancement
  - Marina Expansion
  - Undergrounding Utilities
  - Tourism
  - Village Branding/Identity

- **Issues/Constraints**
  - Lack of Affordable Housing
  - Insufficient Parking
  - Lack of Transit
  - Lack of Transportation Alternatives
  - Homelessness
  - Abandoned Building and Homes
  - Lack of Enforcement
  - Lack of Preventive Maintenance
  - Long-term Maintenance and Upkeep

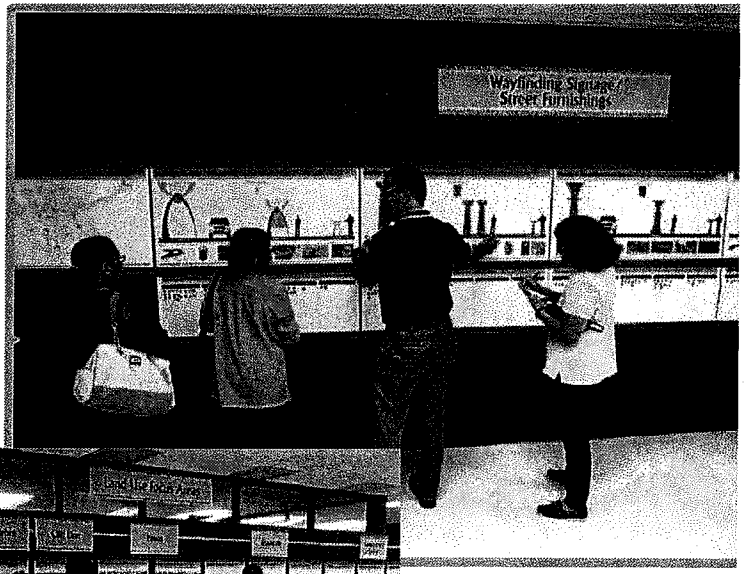
Alternative Plans Charrette

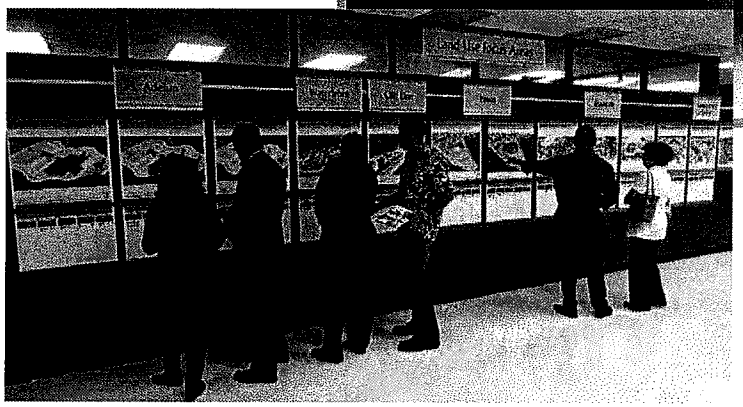
- February 2015
- Alternatives based on community stakeholder interviews, alternatives charrette, and public input at workshops
- Development of Master Plan framework and land use

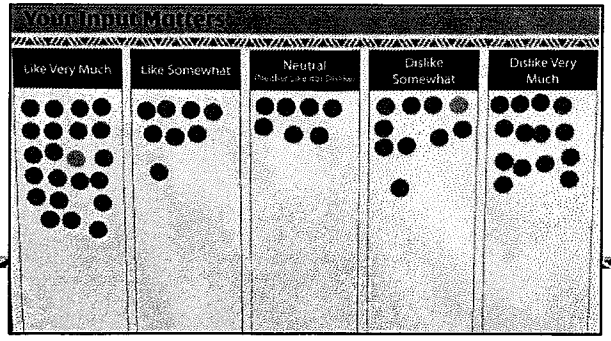


Public Open House Workshops

- Public Open House
  October 16 and 17, 2015
  - Over 100 attendees
  - Presentation of alternatives and draft land use plan concepts
  - Preference surveys conducted
  - Over 250 comments received





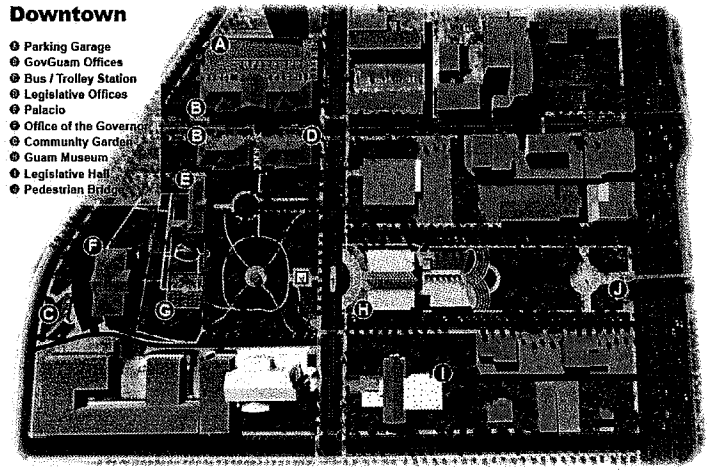


Public Open House Workshops

- Public Open House November 29, 2017
  - Over 35 attendees
  - Three key focus areas
    - Government Center
    - Marina / Paseo
    - Riverwalk
  - Preference survey results
  - 13 comments received

Focus Areas

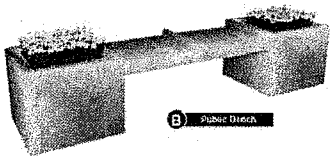
HAGÅTÑA MASTER PLAN



Pedestrian Amenities

HAGÅTÑA MASTER PLAN

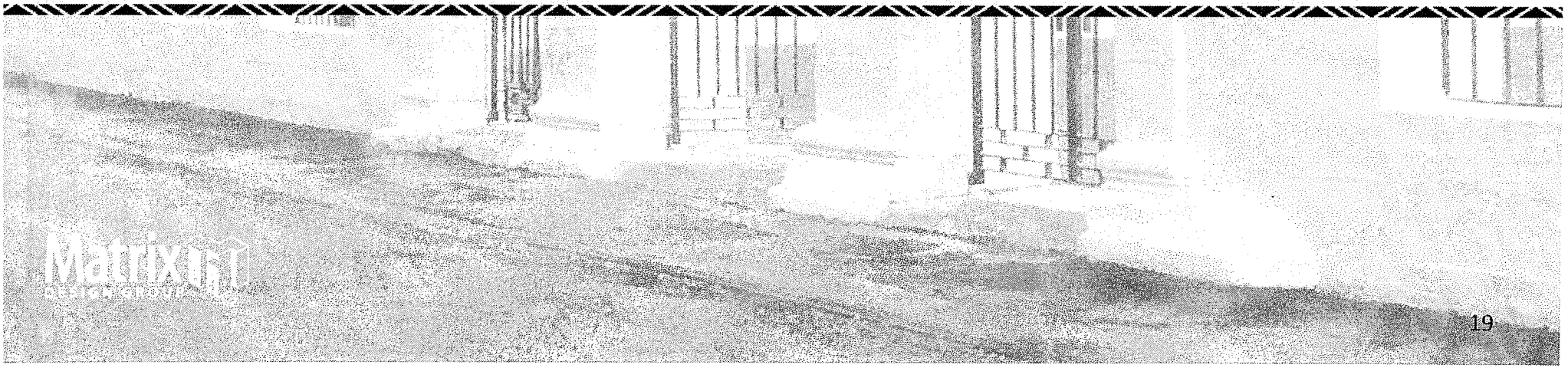








Hagåtña Map Atlas



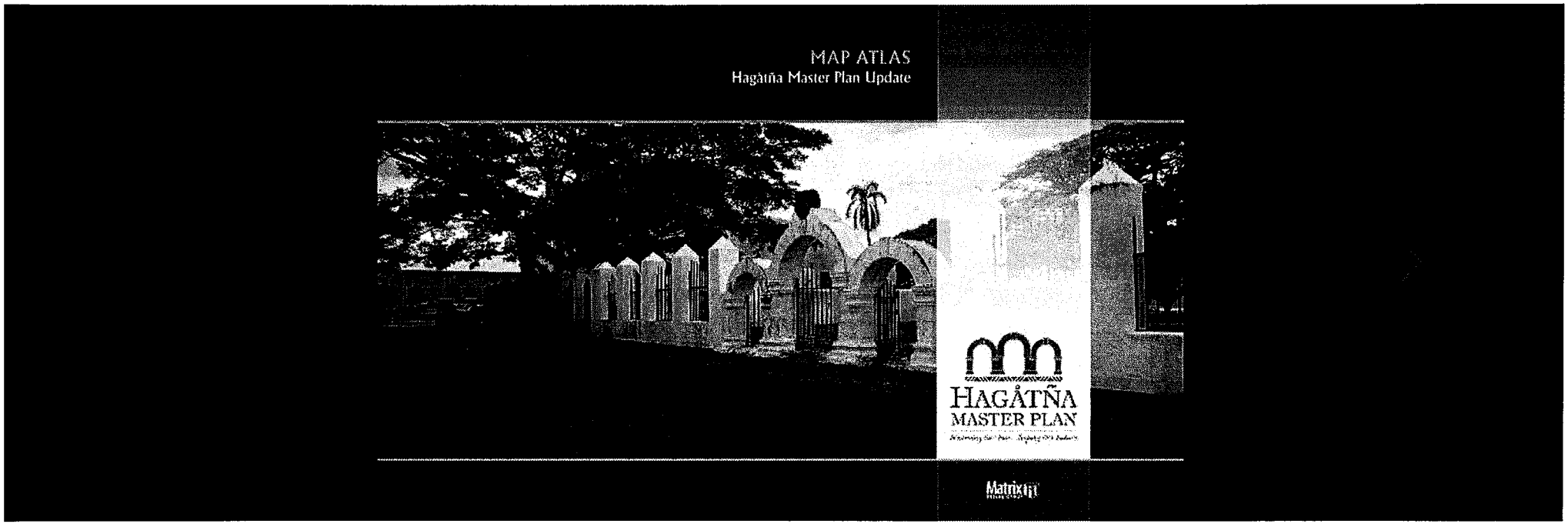
Existing Conditions / Map Atlas

Community Development
- Existing Land Use
- Master Plan 2005
- Zoning
- Land Ownership
- Economic Development
- Cultural Resources

Mobility and Transit
- Roadway Network
- Parking

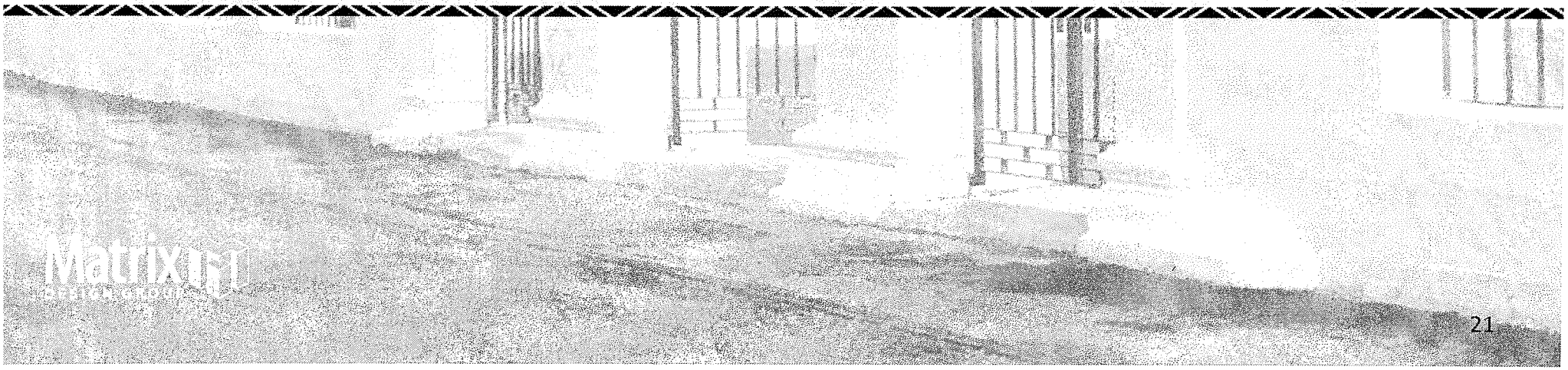
Public Facilities and Services
- Water Utilities
- Wastewater Utilities
- Storm Drainage
- Electrical Power Distribution
- Public Buildings and Facilities
- Parks and Recreation

Environmental Resources and Hazards
- Natural Resources
- Natural / Man-Made Hazards





Hagåtña Master Plan



Hagåtña Master Plan Vision Statement

Re-establish Hagåtña as the Capital City of Guam, and the governmental, cultural, and commercial heart of the island supported by vibrant residential mixed-use areas

Hagåtña Master Plan Process Elements

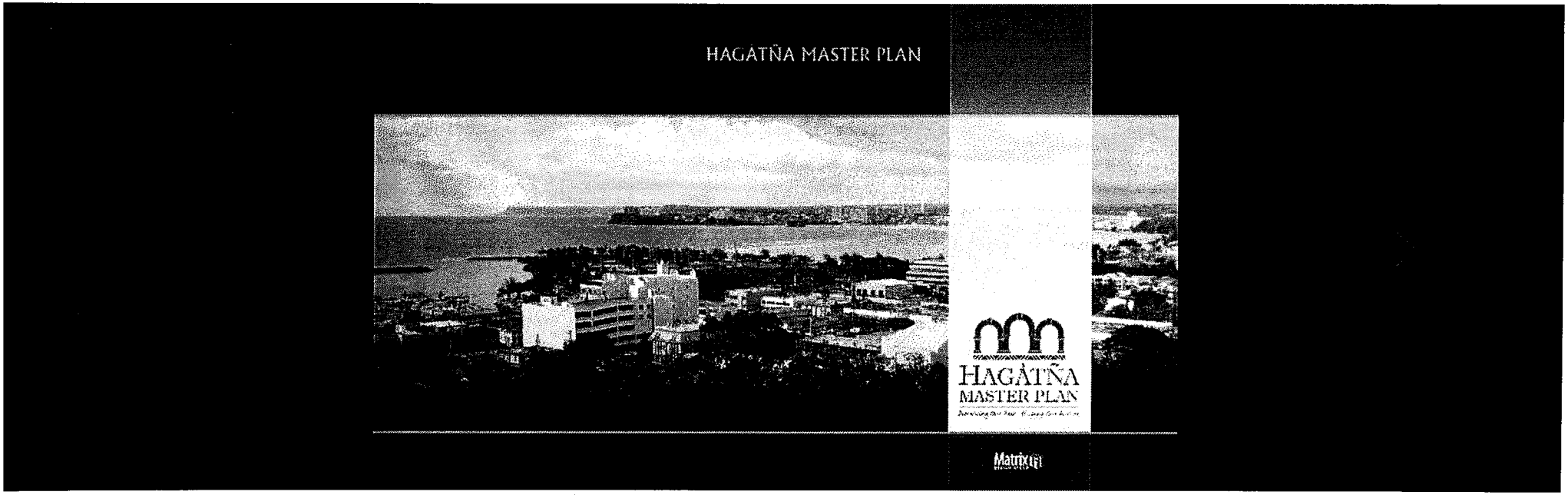
- Analysis of current conditions and trends
- Identify planning issues, opportunities and challenges
- Provide public with meaningful participation and input
- Explore land use and policy alternatives
- Establish Vision, Goals and Policies
- Development of Implementation Plan

Master Plan – Guiding Principles

- Preserve, Enhance, and Educate about Cultural and Historical Resources
- Re-establish Hagåtña as the Capital City
- Develop Mixed Use Nodes throughout Hagåtña
- Develop Appropriate Urban Design Standards
- Create a Multimodal Circulation System and Enhance Connectivity throughout Downtown
- Use the Shoreline's Valuable Resources to Its Full Potential
- Encourage Residential Growth, Bringing More Residents into Hagåtña
- Promote Economic Growth

Master Plan Elements

- Introduction
- Historic and Cultural
- Land Use
- Public Buildings and Facilities
- Circulation
- Infrastructure
- Sustainability
- Governance



Master Plan Organization

Each element contains:

Introduction

- Background info and purpose of element

Issues and Opportunities

- Areas needing improvement and assets to take advantage of

Goals and Policies

- Set up future state and how to work towards it

Planning Framework

- Define the future plans for each element

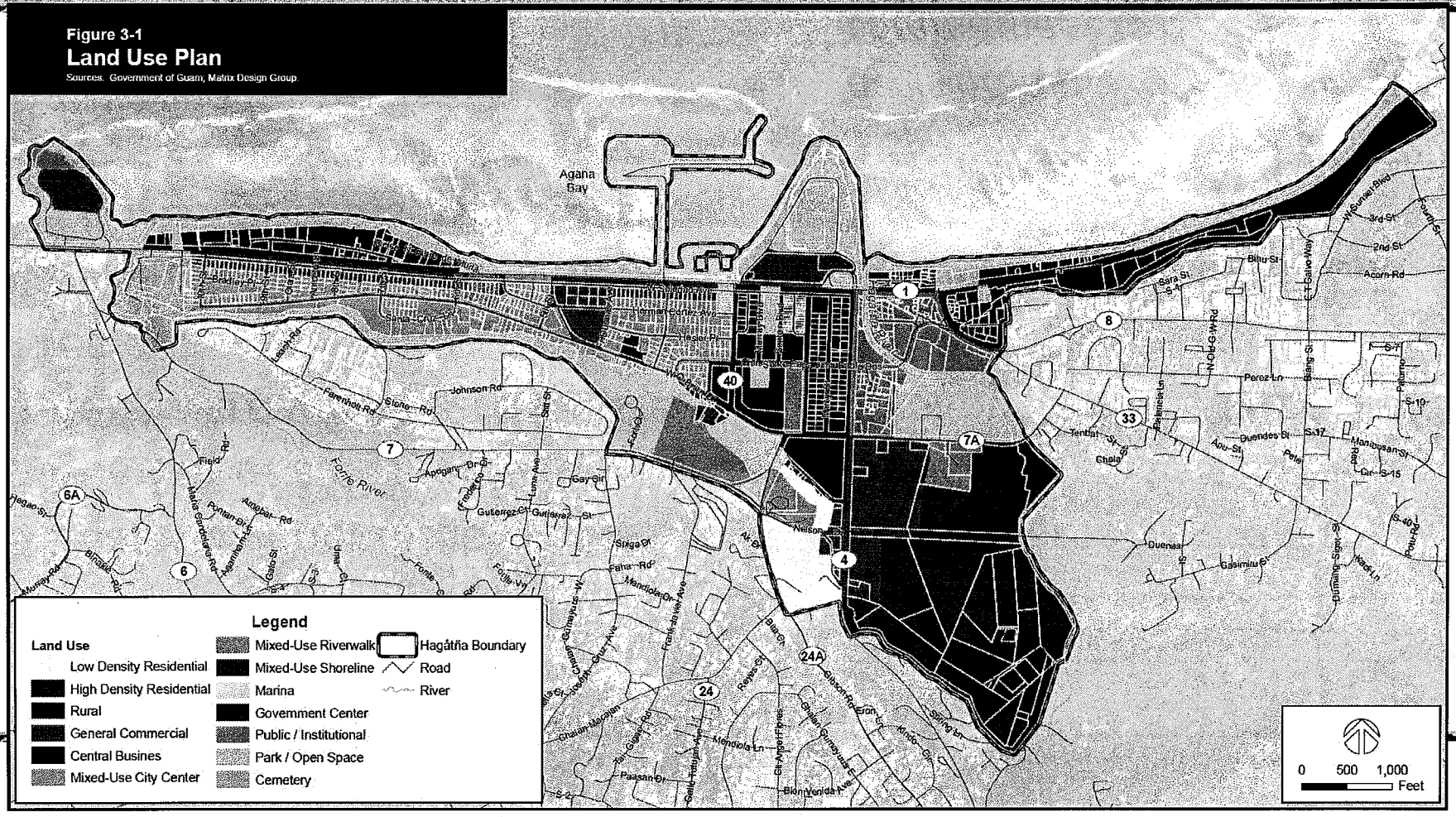
Goals and Policies

- A **Goal** is a generalized statement of a desired end state toward which policies are directed.
  - *Should be specific enough so that it is possible to assess whether progress has been made in achieving the Goal.*
- **Policy** statements are the specific actions that Hagåtña will follow in order to achieve the stated goal.
  - *Designed to achieve the Goal they support*
  - *A specific statement that guides decision-making. It indicates a commitment to a particular course of action.*

Doc. No. 35GL-20-1498.

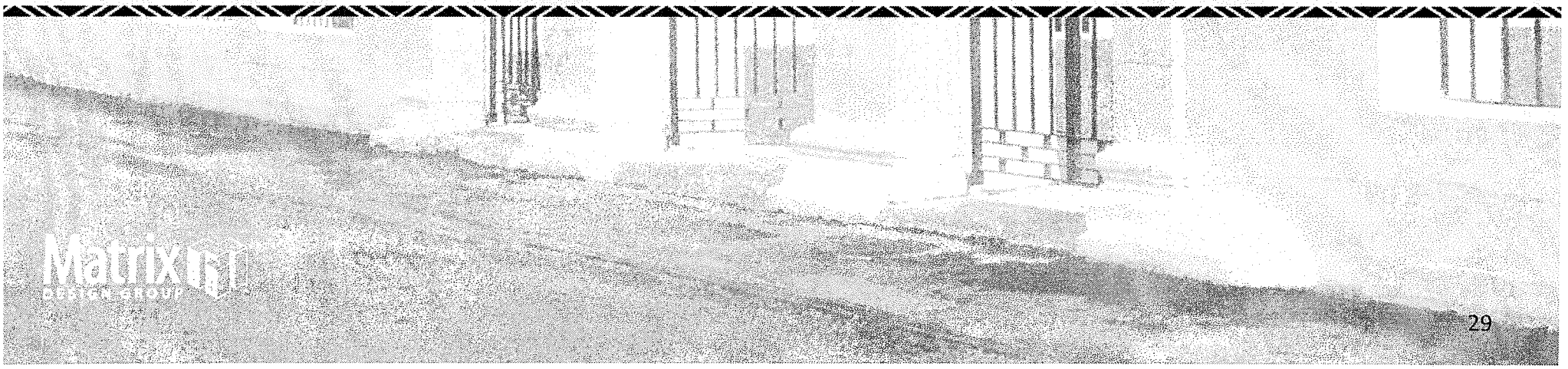
Barrios, Districts, and Land Use Plan

Figure 3-1
Land Use Plan
Sources: Government of Guam, Matrix Design Group



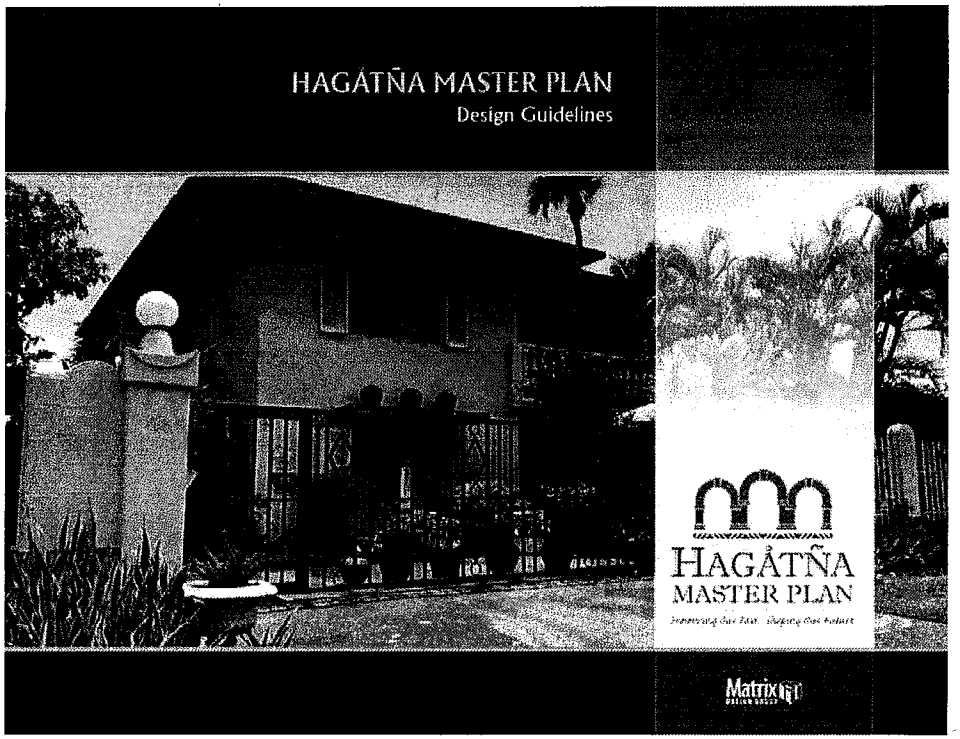


Hagåtña Design Guidelines



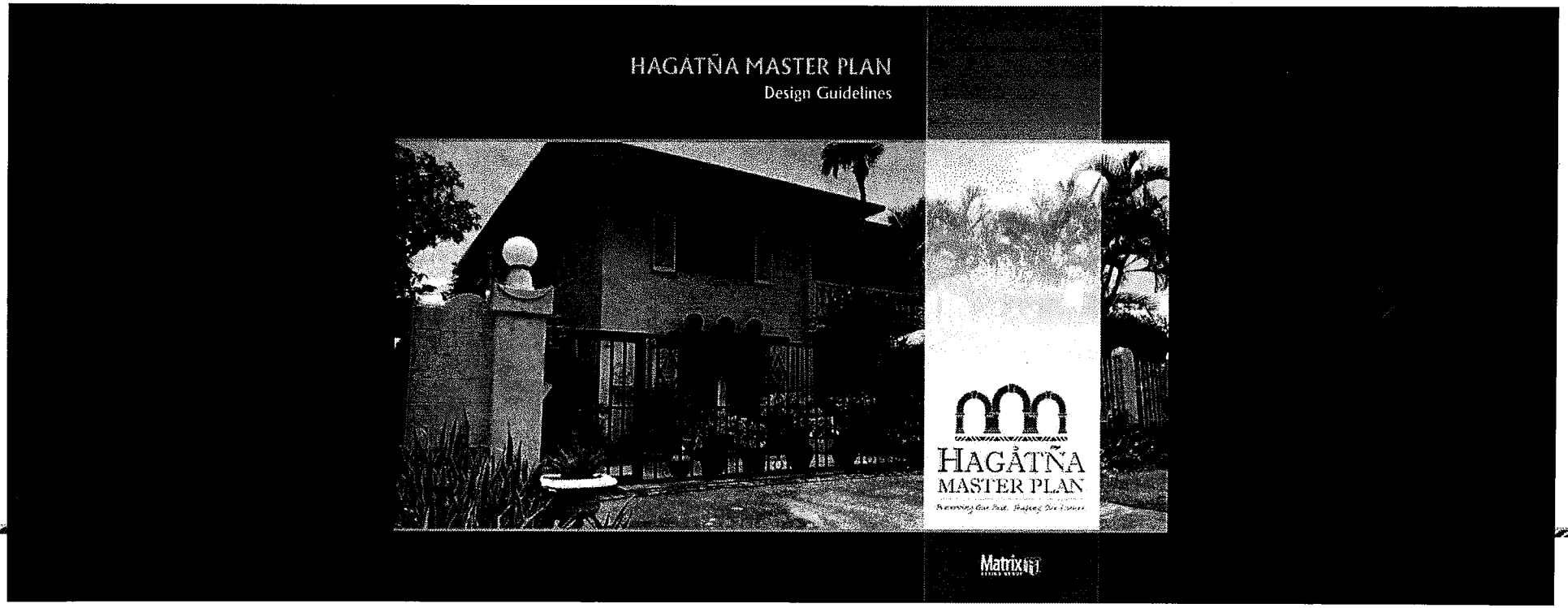
Design Guidelines Purpose

- Design Guidelines used to promote:
  - Historic and cultural values
  - Safe and attractive pedestrian amenities
  - Quality standards for new buildings and infrastructure
  - Positive economic growth and vitality of the city
  - Promotes a sense of place



Design Guidelines – Chapters

- Introduction
- Public Spaces
- Architectural Design
- Site Design
- Specific Area Guidelines
- Signage



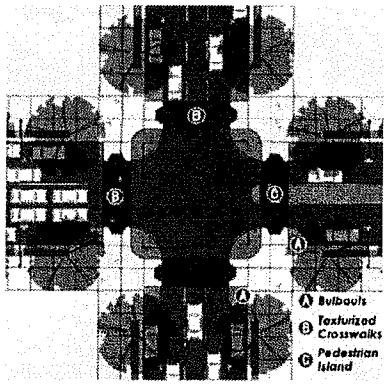
Design Principles

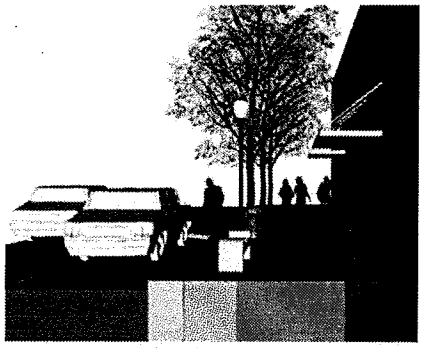
- Scale/Proportion
- Mass
- Texture/Pattern
- Detail
- Color
- Materials
- Style



Design Guidelines - Public Spaces

- Pedestrian Experience
- Streetscapes
- Street Furnishings and Amenities
- Landscaping
- Parks and Plazas
- Safety
- Transit

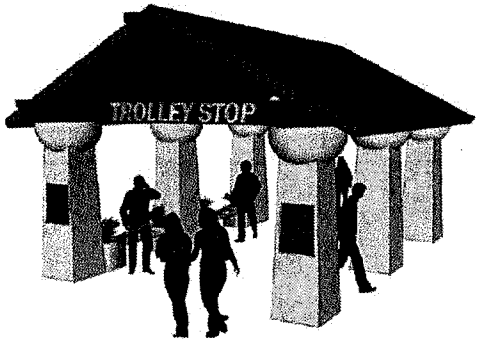




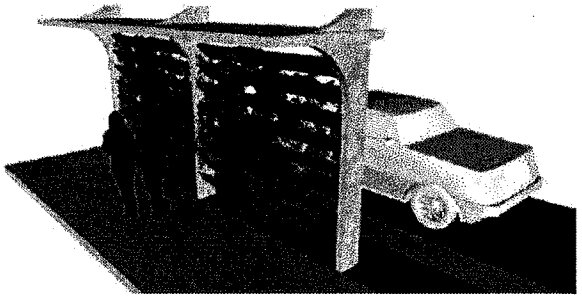




Design Guidelines - Streetscape Elements



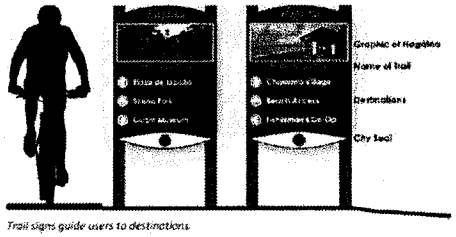
Well-furnished transit stops enhance ridership experiences and promote public transit as a viable mode of transportation.



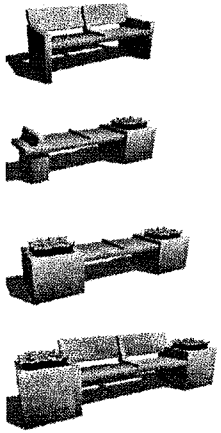
Example of a small shade structure that can be located along any street with inadequate shade.

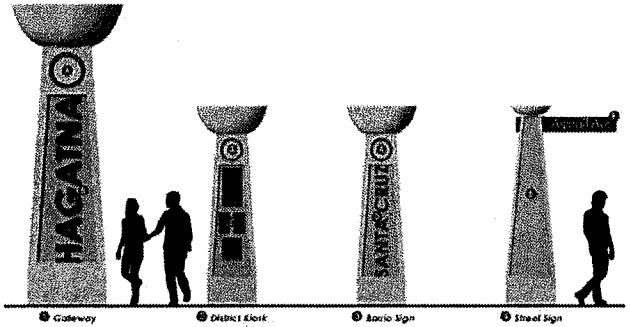


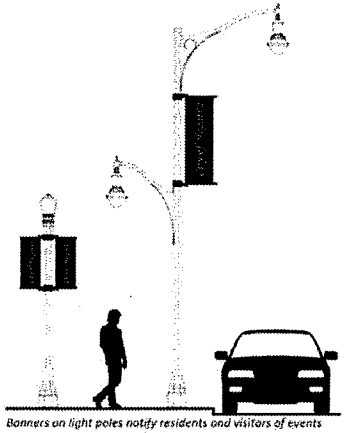
Markers along trails educate visitors on specific landmarks and facts about Hagåtña.



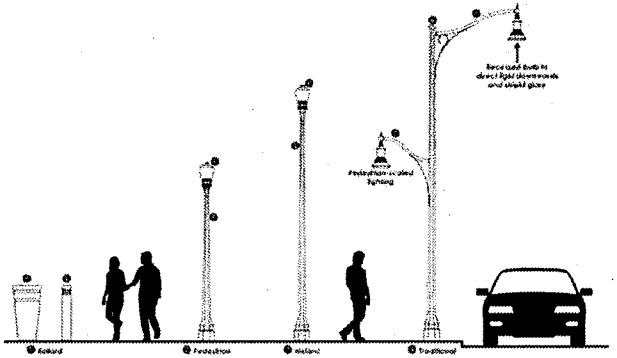
Trail signs guide users to destinations.





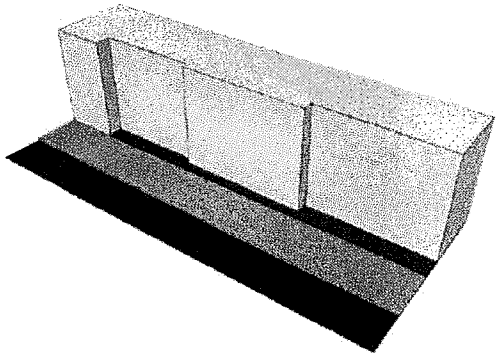


Banners on light poles notify residents and visitors of events occurring in Hagåtña.

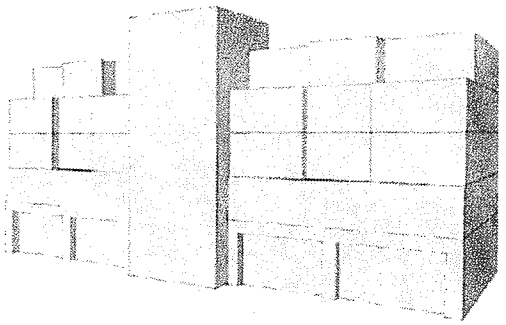


Design Guidelines - Building Articulation Standards

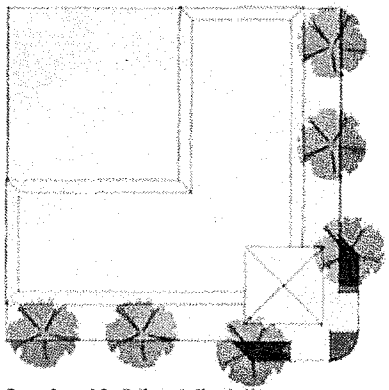
- Massing
- Build-To Lines
- Façade Articulation
- Fenestration (doors and windows)
- Roof Plane Variation



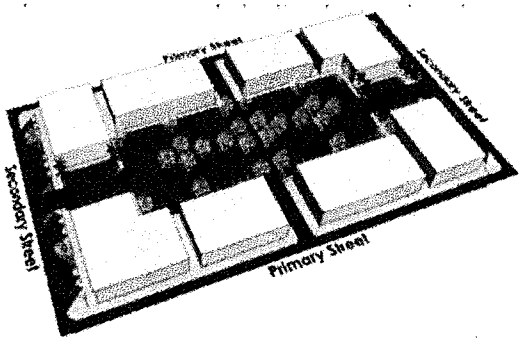
Example of the Build-to Zone



B Articulation helps breakup a street wall into a more human scale form, creating a more exciting and comfortable pedestrian experience.

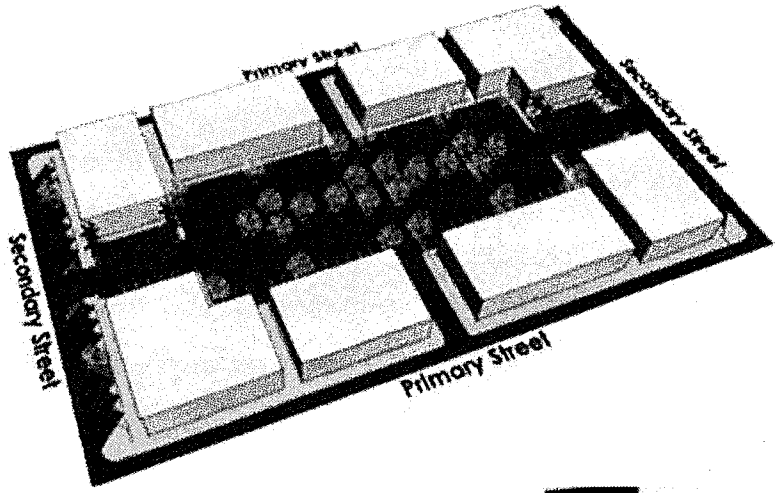


Prominent Building Articulation



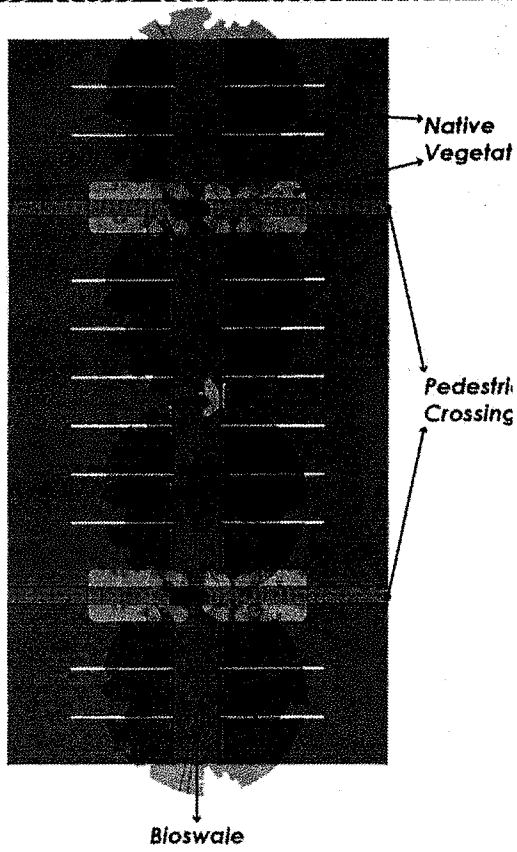
Design Standards - Site Design

- Parking Design
  - On Street Parking
  - Parking lots
- View shed Maintenance
- Service Areas
- Loading Docks
- Trash Enclosures
- Utilities



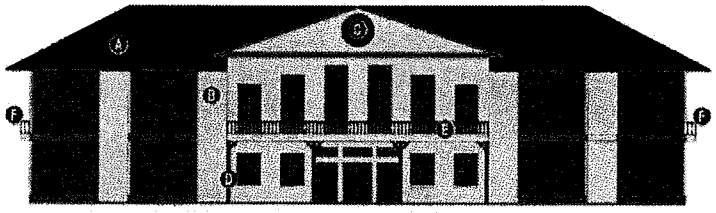


Landscaping, such as the placement of trees, can help to block views into residences.



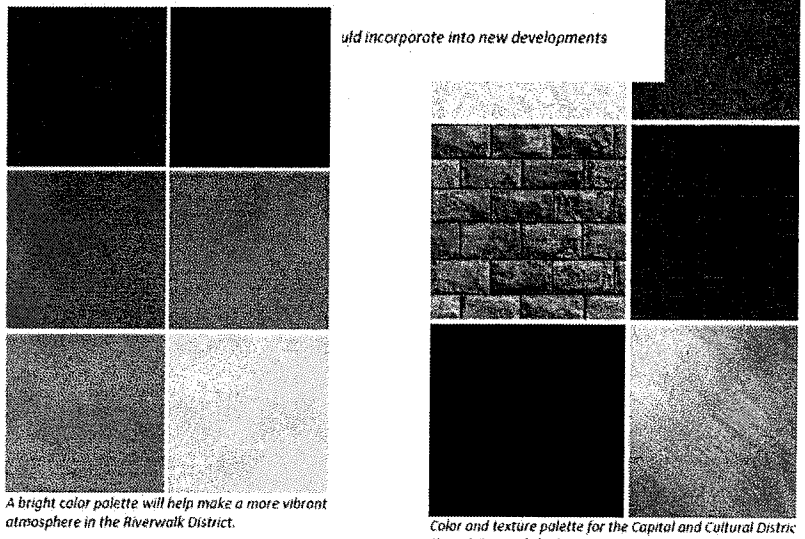
Design Guidelines – Specific Areas

- Capital and Cultural Sub Area
- Riverwalk
- Historical and Cultural Sites
- Shoreline Protection



Sample features r
to create a cohesi

uld incorporate into new developments

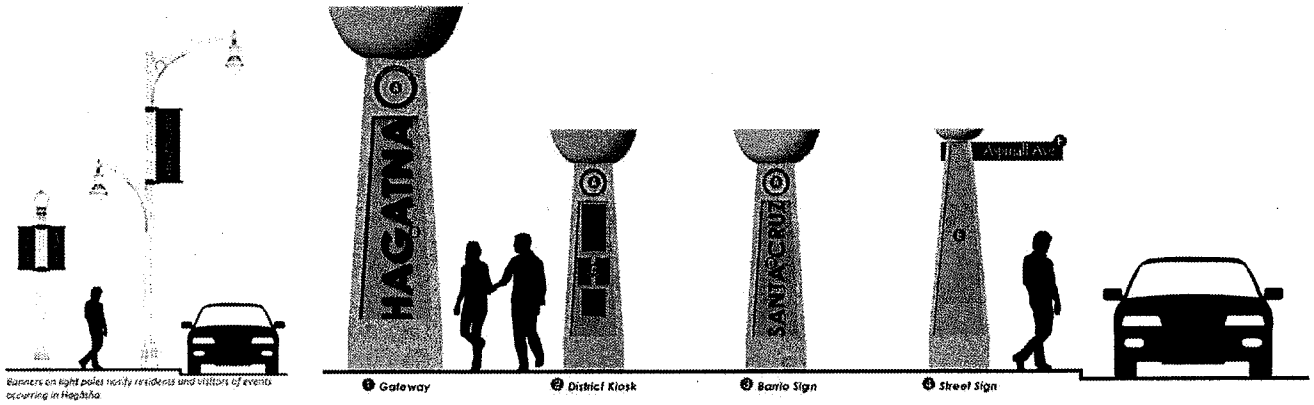


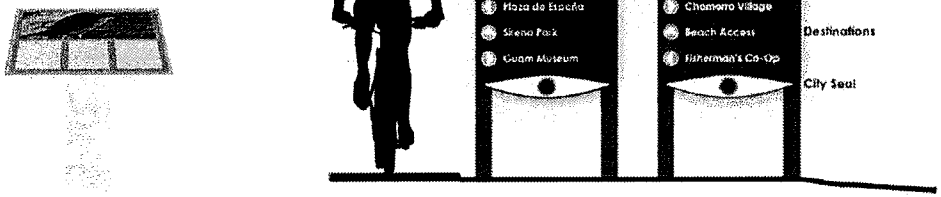
A bright color palette will help make a more vibrant atmosphere in the Riverwalk District.

Color and texture palette for the Capital and Cultural Distric (from left to right) white stucco, concrete, bricks, terracotta roof files, wood, aluminum.

Design Guidelines – Signage

- Wayfinding
- Gateways
- District Kiosks
- Barrio Signs
- Street Signs
- Banners
- Directional





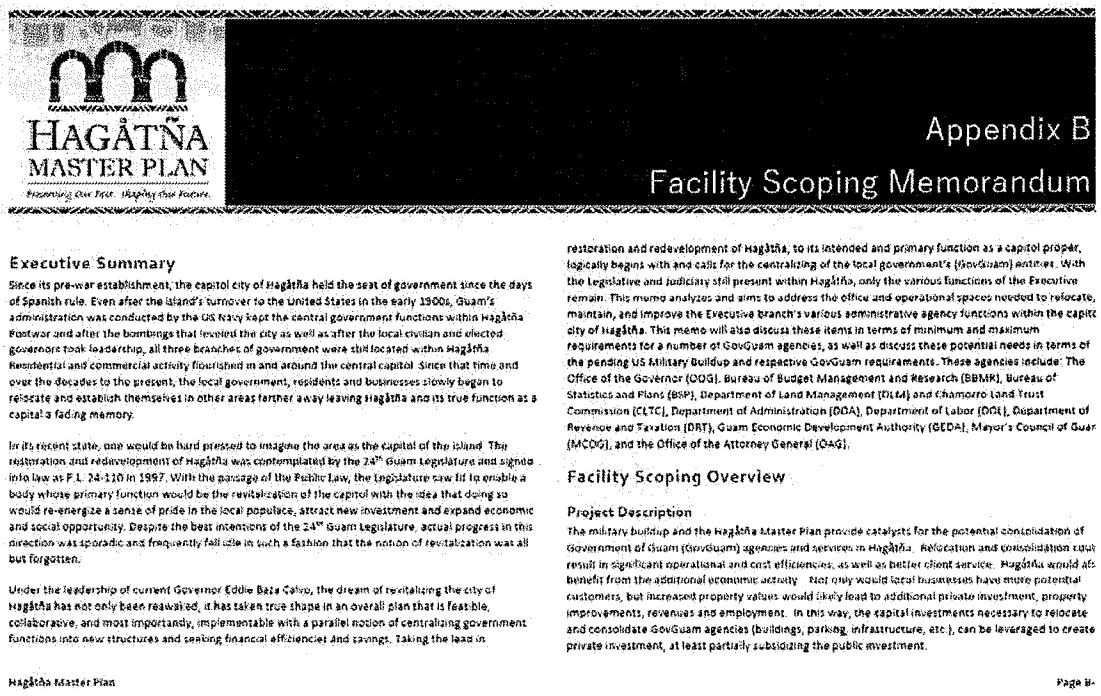


Facility Scoping Analysis



Facility Scoping Analysis

- Goal: Centralize governmental functions and facilities
- GovGuam Facility Needs Analysis (Existing and Projected)
- Financial analysis of building versus continued rental



HAGÅTÑA MASTER PLAN

Preserving Our Past. Shaping Our Future.

Appendix B

Facility Scoping Memorandum

Executive Summary

Since its pre-war establishment, the capitol city of Hagåtña held the seat of government since the days of Spanish rule. Even after the island's turnover to the United States in the early 1900s, Guam's administration was conducted by the US Navy kept the central government functions within Hagåtña Postwar and after the bombings that leveled the city as well as after the local civilian and elected governors took leadership, all three branches of government were still located within Hagåtña Residential and commercial activity flourished in and around the central capitol. Since that time and over the decades to the present, the local government, residents and businesses slowly began to relocate and establish themselves in other areas farther away leaving Hagåtña and its true function as a capital a fading memory.

In its recent state, one would be hard pressed to imagine the area as the capital of the island. The restoration and redevelopment of Hagåtña was contemplated by the 24th Guam Legislature and signed into law as P.L. 24-110 in 1997. With the passage of the Public Law, the Legislature saw fit to enable a body whose primary function would be the revitalization of the capitol with the idea that doing so would re-energize a sense of pride in the local populace, attract new investment and expand economic and social opportunity. Despite the best intentions of the 24th Guam Legislature, actual progress in this direction was sporadic and frequently fell idle in such a fashion that the notion of revitalization was all but forgotten.

Under the leadership of current Governor Eddie Baza Calvo, the dream of revitalizing the city of Hagåtña has not only been reawaked, it has taken true shape in an overall plan that is feasible, collaborative, and most importantly, implementable with a parallel notion of centralizing government functions into new structures and seeking financial efficiencies and savings. Taking the lead in restoration and redevelopment of Hagåtña, to its intended and primary function as a capitol proper, logically begins with and calls for the centralizing of the local government's (GovGuam) entities. With the Legislative and Judiciary still present within Hagåtña, only the various functions of the Executive remain. This memo analyzes and aims to address the office and operational spaces needed to relocate, maintain, and improve the Executive branch's various administrative agency functions within the capitol city of Hagåtña. This memo will also discuss these items in terms of minimum and maximum requirements for a number of GovGuam agencies, as well as discuss these potential needs in terms of the pending US Military Buildup and respective GovGuam requirements. These agencies include: The Office of the Governor (OOG), Bureau of Budget Management and Research (BBMR), Bureau of Statistics and Plans (BSP), Department of Land Management (DLM) and Chamorro Land Trust Commission (CLTC), Department of Administration (DOA), Department of Labor (DOL), Department of Revenue and Taxation (DRT), Guam Economic Development Authority (GEDA), Mayor's Council of Guam (MCOG), and the Office of the Attorney General (OAG).

Facility Scoping Overview

Project Description

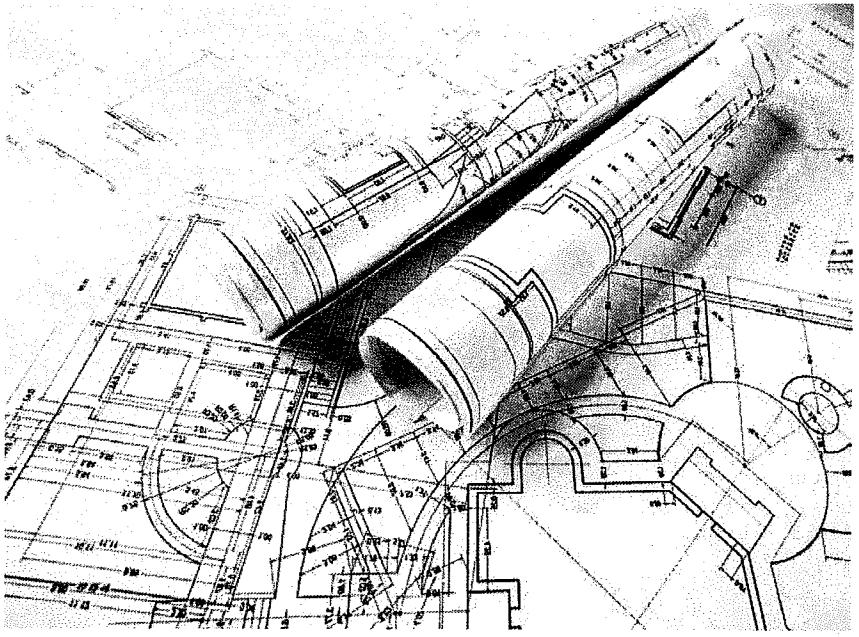
The military buildup and the Hagåtña Master Plan provide catalysts for the potential consolidation of Government of Guam (GovGuam) agencies and services in Hagåtña. Relocation and consolidation could result in significant operational and cost efficiencies, as well as better client service. Hagåtña would also benefit from the additional economic activity. Not only would local businesses have more potential customers, but increased property values would likely lead to additional private investment, property improvements, revenues and employment. In this way, the capital investments necessary to relocate and consolidate GovGuam agencies (buildings, parking, infrastructure, etc.), can be leveraged to create private investment, at least partially subsidizing the public investment.

Hagåtña Master Plan

Page B-

Facility Scoping Analysis

- Factors :
  - Existing / future GovGuam space needs
  - Interviews with GovGuam staff
  - Facility visits
  - International Facility Management Association (IFMA) (average space per occupant)
  - Best practices



GovGuam Lease Expenditures

Guam Agency	Leased Square Feet*	Estimated Monthly Lease Expenditures (2015)	Estimated Annual Lease Expenditures (2015)
BBMR	-	-	-
BSP	-	$1,750	$21,000
DLM / CLTC	18,337*	$46,425	$557,106
DOA	5,320*	$39,577	$474,924
DOL	8,850*	$16,759	$201,105
DRT	41,770	$83,299	$999,588
GEDA	10,793	$29,056	$348,672
Governor's Office	7,666*	$3,333	$40,000
MCoG	9,954	$9,282	$111,382
OAG	25,000*	$77,668	$932,016
TOTAL	**129,898**	**$307,149**	**$3,685,793**

*It is unclear if the leased square footage identified accounts for all existing agency square footage

Source: Palacio Reconstruction and Site Feasibility Study, GPT, 2015

GovGuam Agencies – Facility Scoping Focus

GovGuam Agencies Analyzed

- Office of Governor (OOG)
- Department of Administration (DOA)
- Office of the Attorney General (OAG)
- Department of Land Management (DLM)
- Guam Economic Development Authority (GEDA)
- Mayor's Council of Guam (MCOG)
- Bureau of Budget Management and Research (BBMR)
- Bureau of Statistics and Plans (BSP)
- Department of Labor (DOL)
- Department of Revenue and Taxation (DRT)
- Chamorro Land Trust Commission (CLTC)

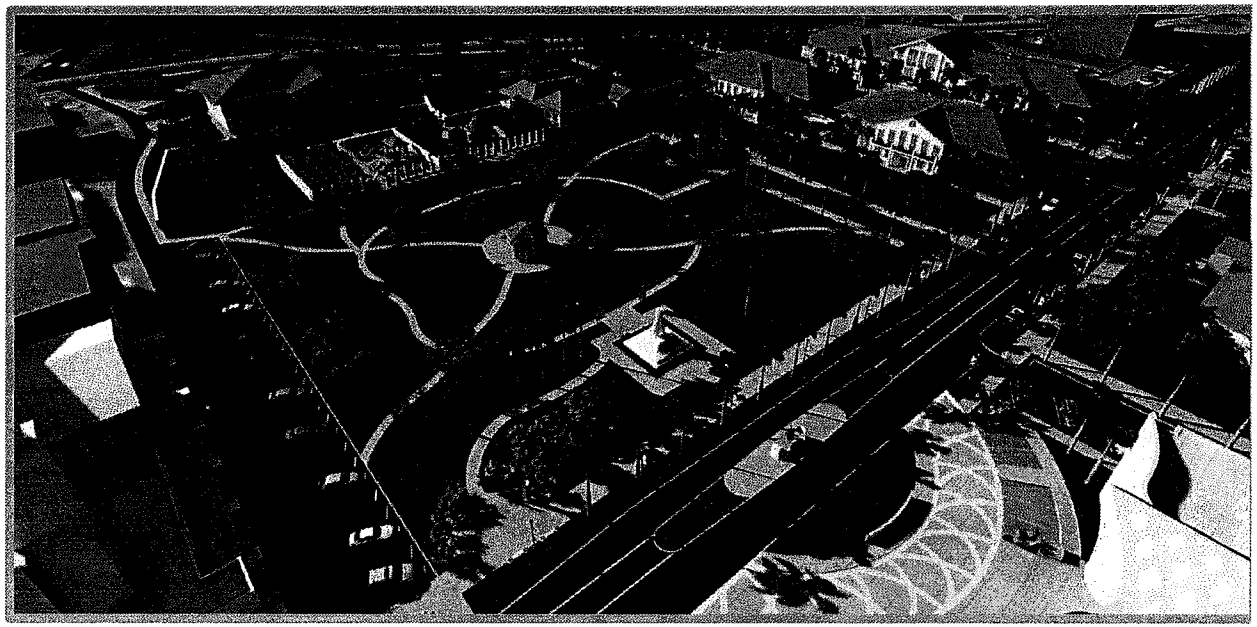
Table 4.1. Estimated Square Footage Needed by Department

Agency	Square Feet Needed (Avg.)
BBMR	4,778
BSP	6,628
DLM / CLTC	19,155
DOA	42,159
DOL	42,899
DRT Director's Office	2,431
Office of the Governor	26,563
OAG	39,919
TOTAL	184,532

Source: DLM; DOA; DRT; Palacio Reconstruction and Site Feasibility Study, GPT, 2015; FY2015 Budget Act and 2014 4th Quarter Guam Agency Staffing Patterns; Matrix Design Group, 2015

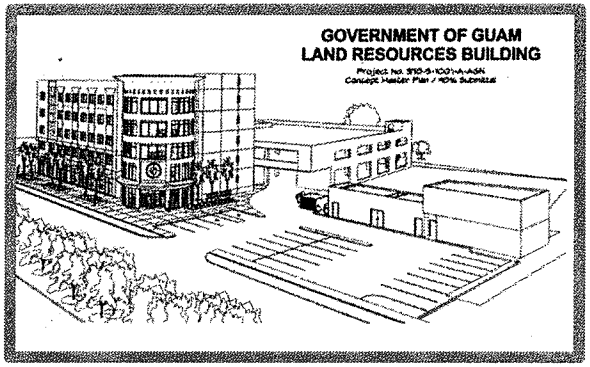
Governor Manuel F.L. Guerrero Administrative Complex

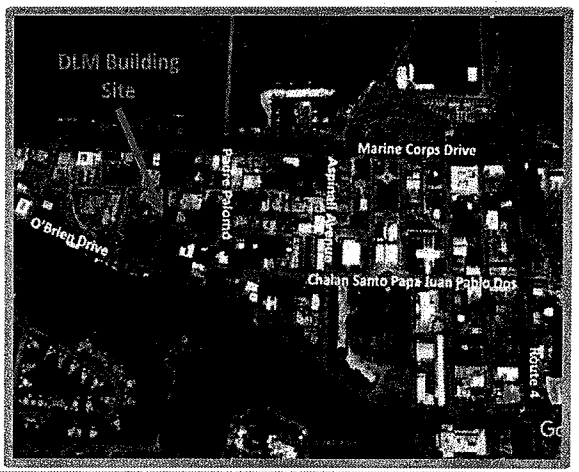
- Re-establishment of historic governmental center
- Primary new GovGuam buildings located in Plaza de España
- Four (4) Buildings (Total 111,000 sq. ft.)
- 461 New Parking Spaces (Garage and Surface)



Land Resources Building (DLM)

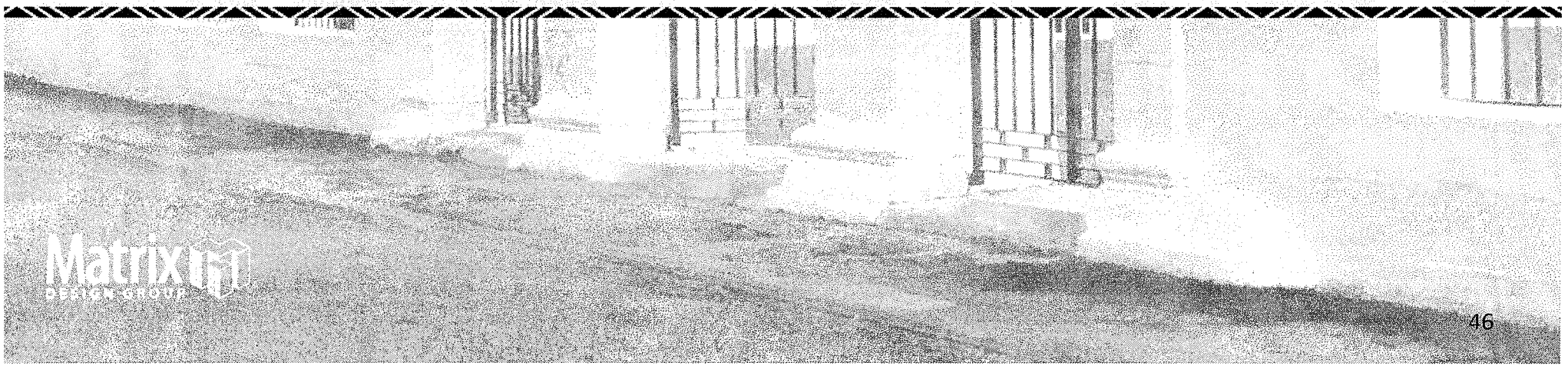
- Five (5) Story 50,000 sq. ft. building
- 121 Space Parking Garage
- Accommodates DLM existing and future needs (38% of building)
- Excess facility space to serve other agencies (62% of building)







Video Flythrough

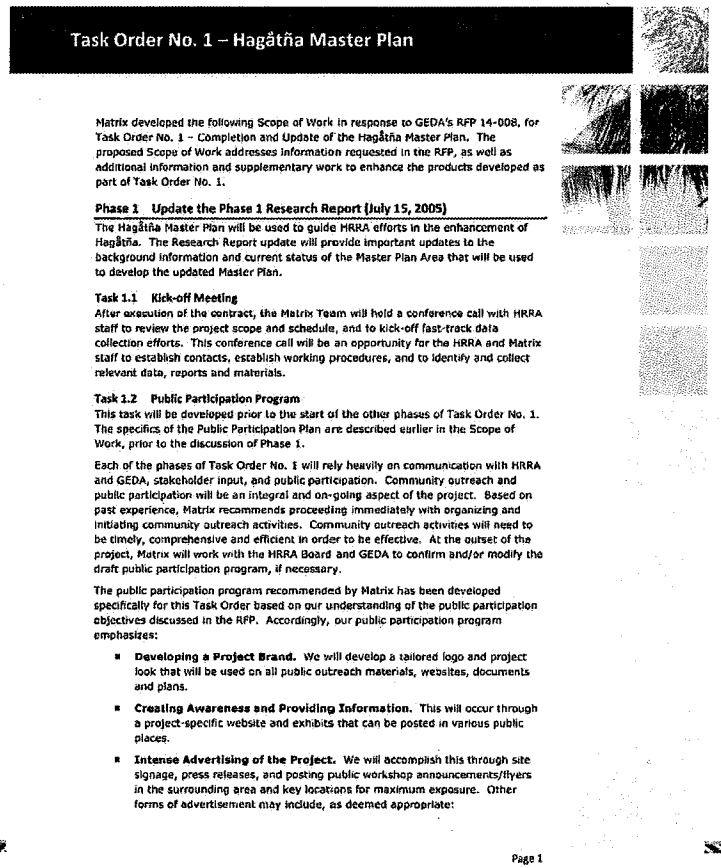


Video Flythrough

BACKUP SLIDES

Scope of Work Components

- Public Participation Plan
- Map Atlas
- Alternative Plans
- Master Plan
- Zoning Code
- Design Guidelines
- Organizational Whitepaper
- Financial Construct
- Enabling Law
- Project Sheets



Task Order No. 1 – Hagåtña Master Plan

Matrix developed the following Scope of Work in response to GEDA's RFP 14-008, for Task Order No. 1 – Completion and Update of the Hagåtña Master Plan. The proposed Scope of Work addresses information requested in the RFP, as well as additional information and supplementary work to enhance the products developed as part of Task Order No. 1.

Phase 1 Update the Phase 1 Research Report (July 15, 2005)

The Hagåtña Master Plan will be used to guide HRRA efforts in the enhancement of Hagåtña. The Research Report update will provide important updates to the background information and current status of the Master Plan Area that will be used to develop the updated Master Plan.

Task 1.1 Kick-off Meeting

After execution of the contract, the Matrix Team will hold a conference call with HRRA staff to review the project scope and schedule, and to kick-off fast-track data collection efforts. This conference call will be an opportunity for the HRRA and Matrix staff to establish contacts, establish working procedures, and to identify and collect relevant data, reports and materials.

Task 1.2 Public Participation Program

This task will be developed prior to the start of the other phases of Task Order No. 1. The specifics of the Public Participation Plan are described earlier in the Scope of Work, prior to the discussion of Phase 1.

Each of the phases of Task Order No. 1 will rely heavily on communication with HRRA and GEDA, stakeholder input, and public participation. Community outreach and public participation will be an integral and on-going aspect of the project. Based on past experience, Matrix recommends proceeding immediately with organizing and initiating community outreach activities. Community outreach activities will need to be timely, comprehensive and efficient in order to be effective. At the outset of the project, Matrix will work with the HRRA Board and GEDA to confirm and/or modify the draft public participation program, if necessary.

The public participation program recommended by Matrix has been developed specifically for this Task Order based on our understanding of the public participation objectives discussed in the RFP. Accordingly, our public participation program emphasizes:

- **Developing a Project Brand.** We will develop a tailored logo and project look that will be used on all public outreach materials, websites, documents and plans.
- **Creating Awareness and Providing Information.** This will occur through a project-specific website and exhibits that can be posted in various public places.
- **Intense Advertising of the Project.** We will accomplish this through site signage, press releases, and posting public workshop announcements/flyers in the surrounding area and key locations for maximum exposure. Other forms of advertisement may include, as deemed appropriate:

Page 1

Scope of Work – Completion Progress

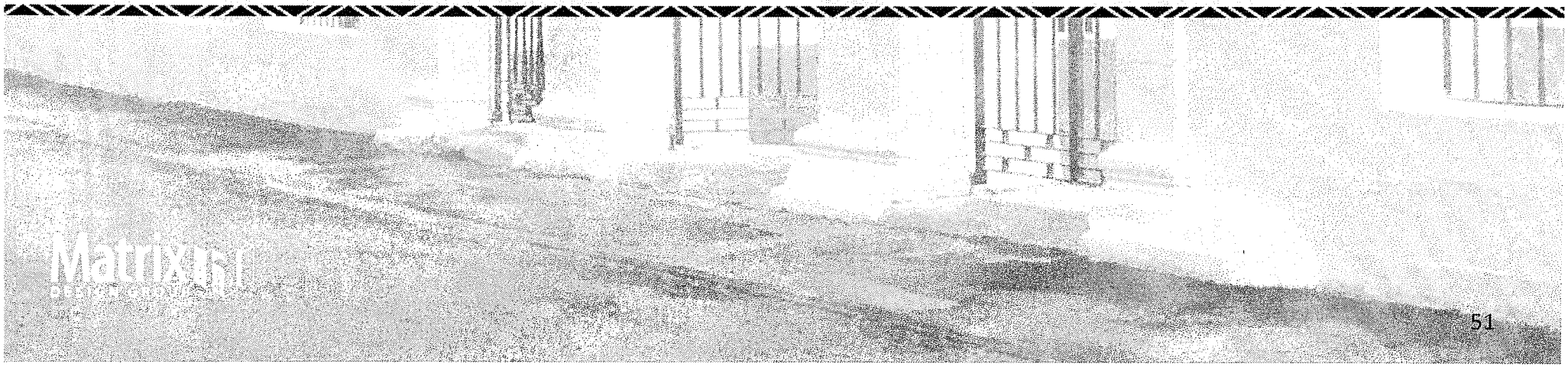
Deliverable	Complete	In-Process
Public Participation Plan	Complete	–
Project Website	Complete	
Base Mapping/ Data Collection	Complete	–
Opportunities, Issues and Constraints	Complete	–
Development Alternative Plans	Complete	–
GovGuam Facility Scoping	Complete	–
Market Study	Complete	–

Deliverable	Complete	In-Process
Master Plan	Complete	–
Design Guidelines	Complete	
Zoning Code	Draft Complete	Final Pending GovGuam Review
Organizational Structure Analysis	Draft Complete	Final Pending GovGuam Review
Financial Construct Analysis		In-Progress
Enabling Legislation	Draft Complete	Final Pending GovGuam Review
Project Sheets	Draft Complete	Final Pending GovGuam Review



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Governance



Government Organizational Structure

Government Organizational Structure Whitepaper

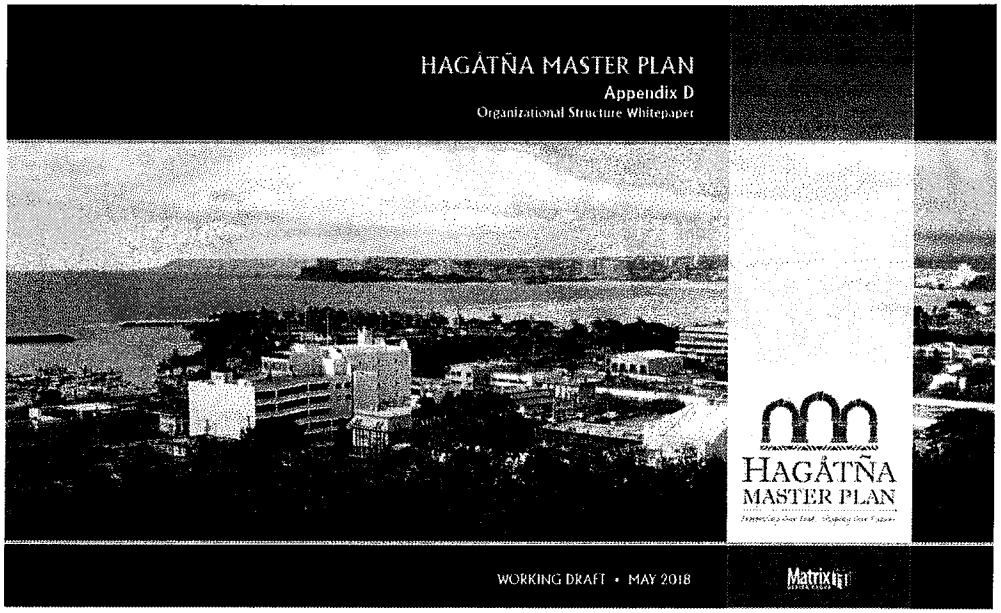
- Governance Alternatives Analysis
- Governance Recommendation

Guam Enabling Law (New Title 23, Guam Law Annotated)

- Incorporation of the City of Hagåtña
- Establishes Mayor/City Council powers, duties, departments, financial powers, etc.

Organizational Structure Whitepaper

- Hagåtña Master Plan
- Existing Governance in Hagåtña
- Alternative Forms of Governance
- Governance Recommendation



Hagåtña Master Plan – Vision Statement and Policies

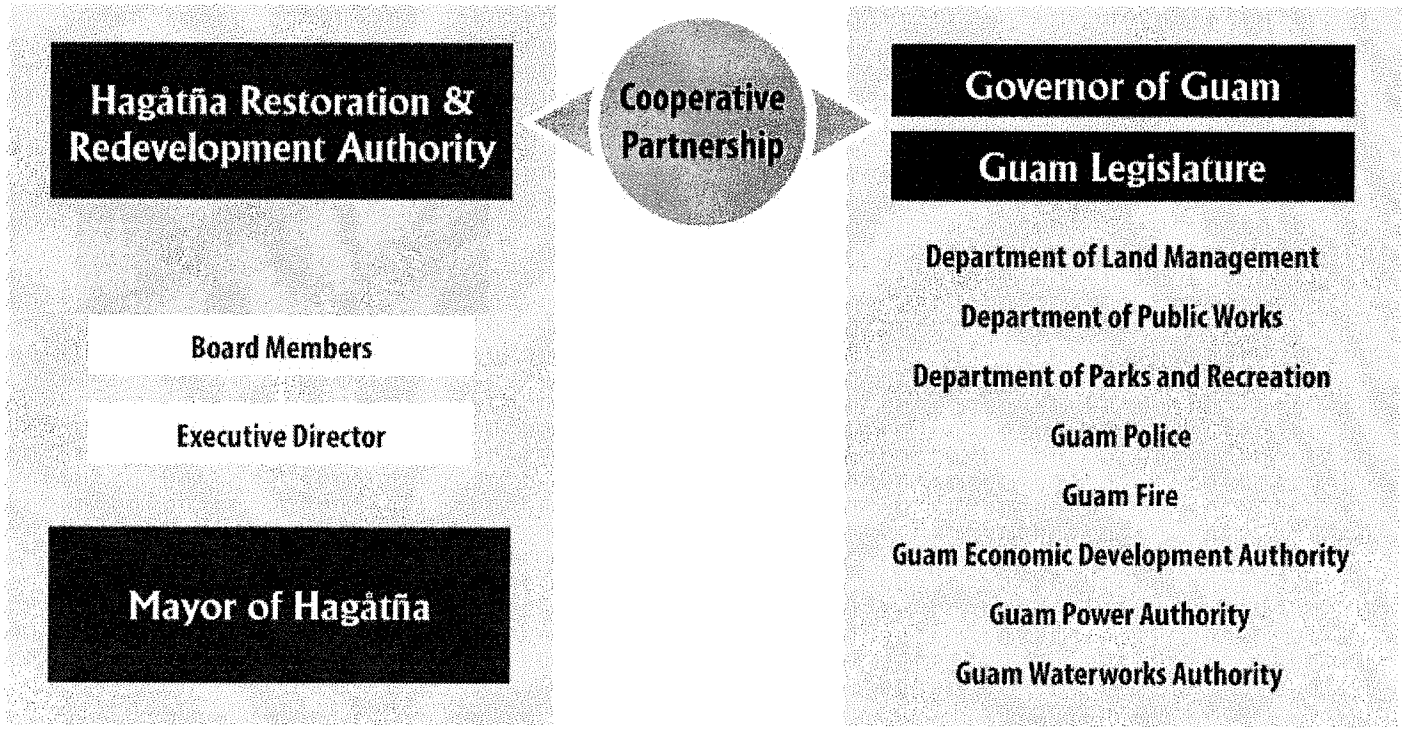
- **Hagåtña Master Plan Vision Statement**

  Re-establish Hagåtña as the Capital City of Guam, and the governmental, cultural, and commercial heart of the island supported by vibrant residential mixed-use areas

- **Governance Element:** Provides policy and guidance related to incorporation of the City of Hagåtña

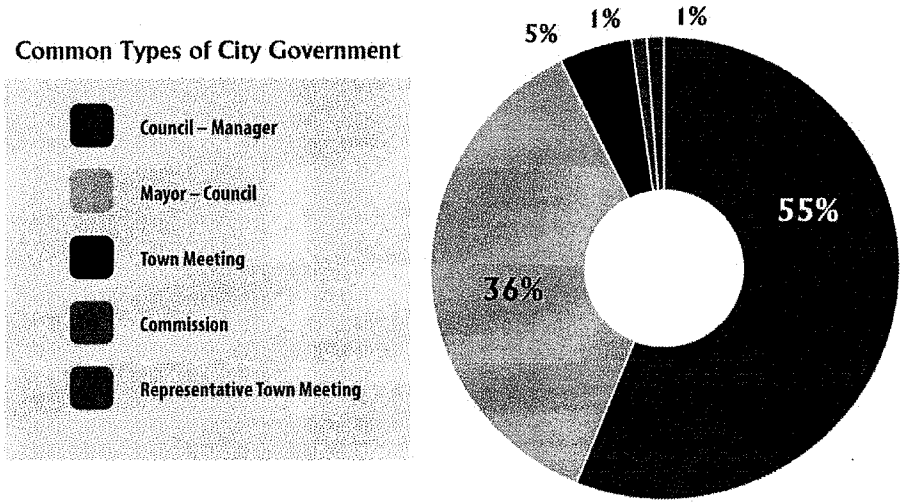
- **Goal Gov-1** *Provide effective governance to the City of Hagåtña citizenry, property owners, business owners and stakeholders advancing the City Council's mission and vision.*

Existing Governance in Hagåtña



Common Types of City Government

- Council – City Manager
- **Mayor – Council** (recommended)
- Town Meeting
  - All citizens (voters) have a voice
- Commission
  - Executive an legislative is within one governing board
- Representative Town Meeting
  - Citizens select 30 people to represent them



Source: International City Managers Association (ICMA) Website

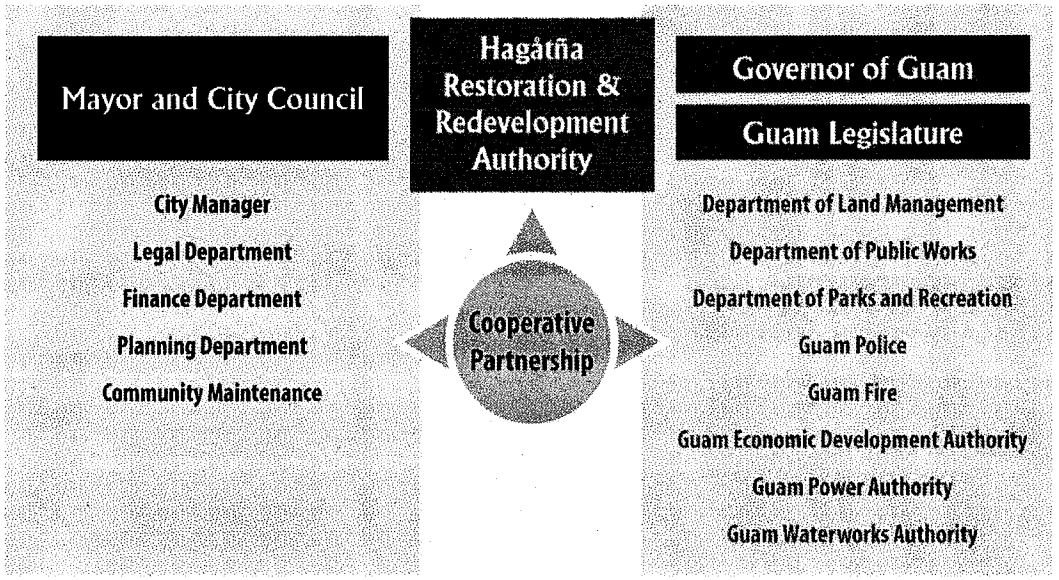
Governance Alternative A

- **Recommended Alternative**
  - Incorporate as a City
  - Mayor – Council structure
  - Current Mayor to serve as First Mayor
  - HRRA Board serve as First Council
  - Limited City departments
  - Continuing GovGuam primary services
  - Call for first elections: 45 days from appointment



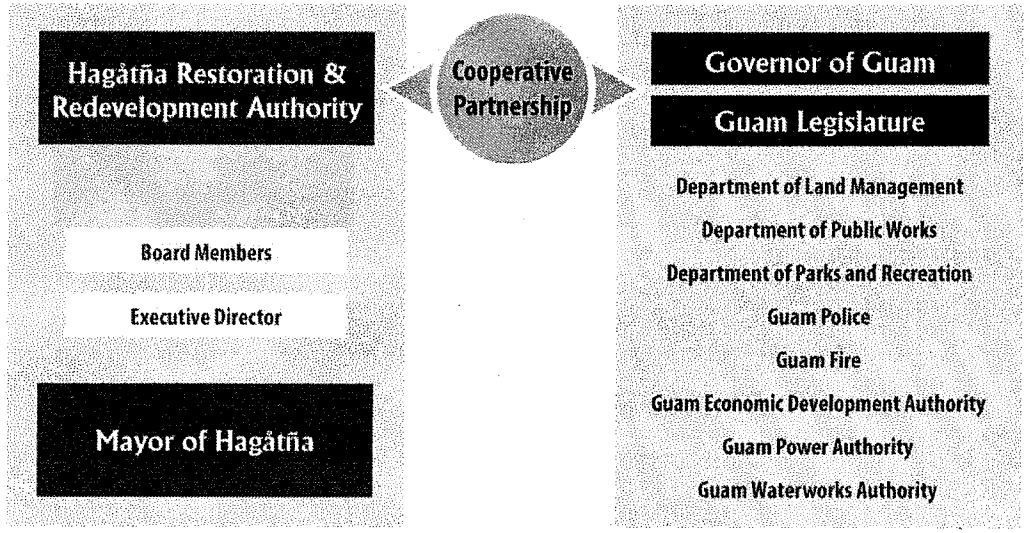
Governance Alternative B

- **Alternative B:**
  - Incorporate as a City
  - Mayor – Council structure
  - HRRA remaining as a separate redevelopment authority
  - Current Mayor to serve as First Mayor
  - HRRA Board serve as First Council
  - Limited City Departments
  - Continuing GovGuam primary services



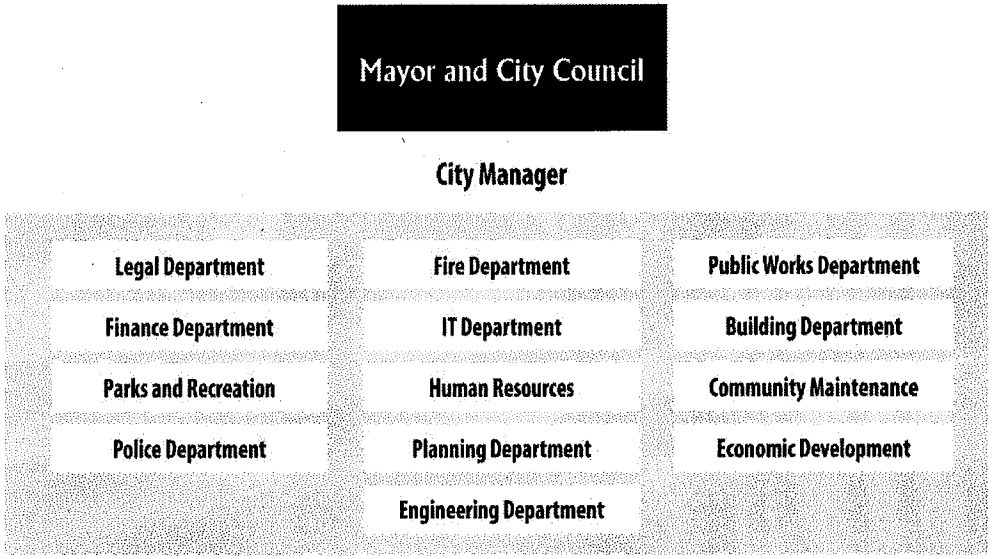
Governance Alternative C

- **Alternative C:**
  - Maintain existing governance structure
  - HRRA remaining as a redevelopment authority
  - Continuing GovGuam services
  - Current Mayor continues in exist capacity and duties



Governance Alternative D

- **Alternative D:**
  - Incorporate as a City
  - Establish full range of services and departments
  - Mayor – Council structure with City Manager
  - Current Mayor to serve as First Mayor
  - HRRA Board serve as First Council
  - Establish full range of City Departments and services
  - No GovGuam services



Recommended Alternative - Continuation of Public Services

- **City of Hagåtña**
  - Discretionary land use approvals (Master Plan, Rezoning, Code Amendments and Conditional Uses
  - Continuation of current community maintenance functions
- **GovGuam**
  - Continuation of primary services, such as water / wastewater, police, fire
  - Non-discretionary land use approvals (site plans, subdivisions, permits/inspections)

- **Hagåtña/GovGuam Coordination Committee**
  - Realignment of some services
  - Cooperative agreement defining roles and coordination between agencies

Governance (City Charter)

- Establishes Governing Body
- Departments, Officials and Agencies
- Finance
- Municipal Court
- Contracts
- Elections
- Meetings / Public Hearings / Votes

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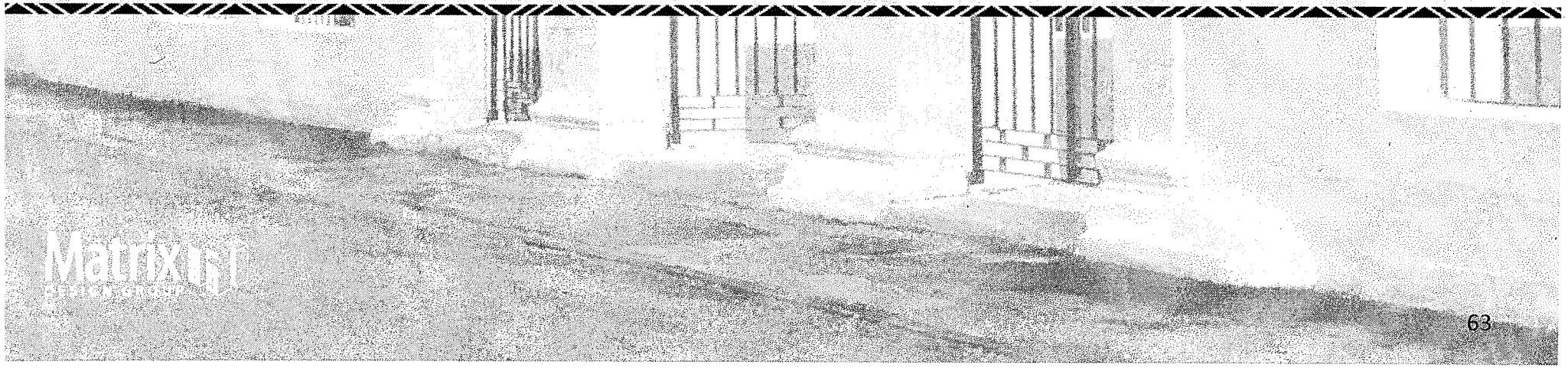
- **Hagåtña/GovGuam Coordination Committee**
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- Departments, Officials and Agencies
- Finance
- Municipal Court
- Contracts
- Elections
- Meetings / Public Hearings / Votes



Guam Enabling Law Amendments



Proposed Amendments to Guam Enabling Law

- Incorporates the City of Hagåtña
- Establishes Mayor and City Council – Powers and Duties
- Finance and Taxation
- Ethics
- Contracts / Procurement
- Planning and Development Authorities
- Restoration and Redevelopment
- Establishes Departments
  - City Manager
  - City Clerk
  - City Attorney
  - City Planner
  - Additional Departments – Determined by Mayor and Council

Mayor and City Council Powers

- **Mayor**
  - Administration of the City
  - Hiring/firing department heads
  - Preparation and submission of budget to City Council for approval
  - Approves Council agenda items (Council override)
  - Veto over Council actions (no Council override)
  - Can participate in discussion and make motions, but does not vote

- **City Council**
  - Legislative powers of the City (adoption of Ordinances and Resolutions)
  - Sets City Council policy for the City

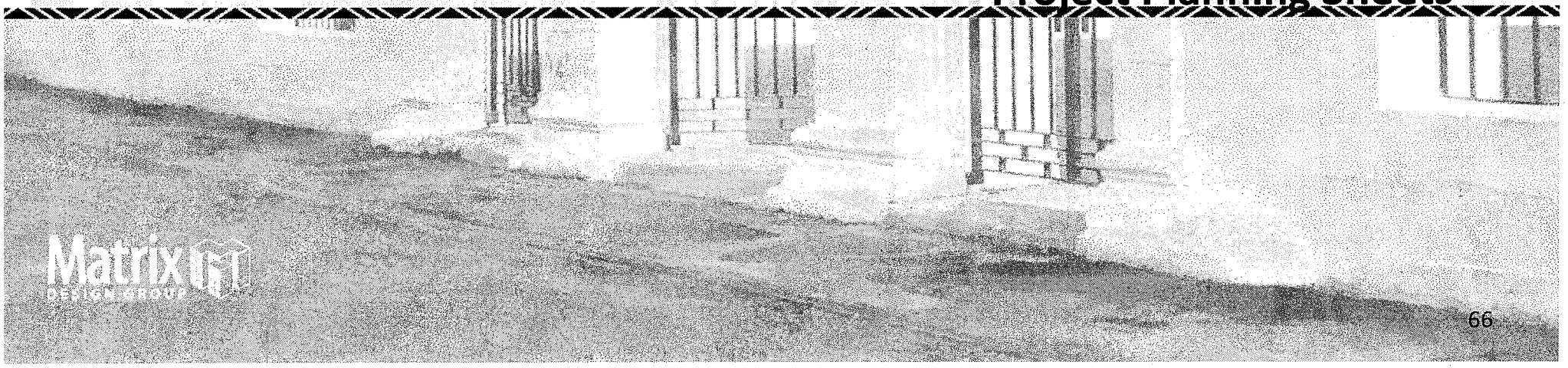


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Capital Improvement Plan

Project Planning Sheets



Matrix Design Group

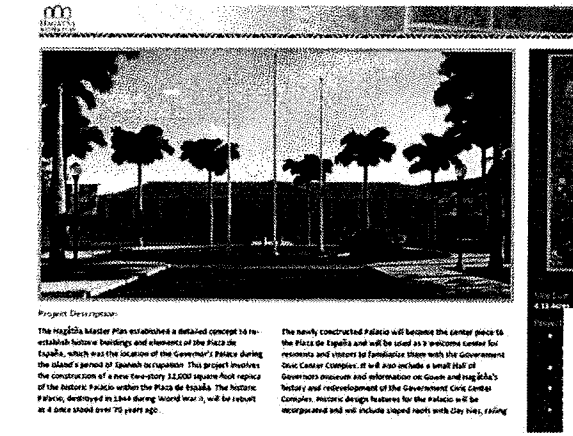
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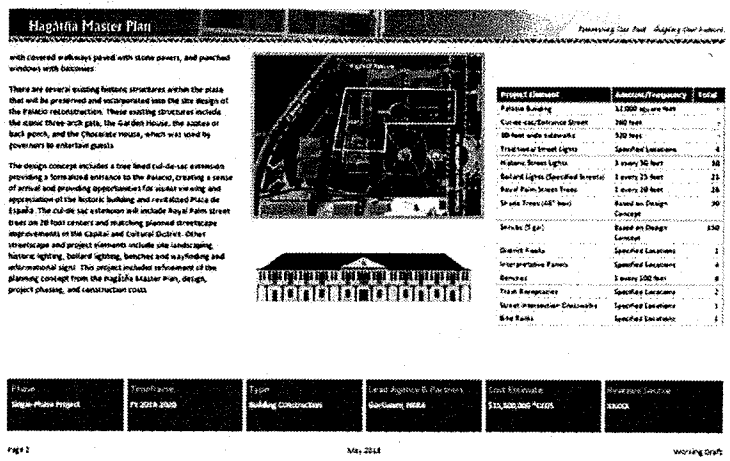
Project Planning Sheets

- 30 Project Sheets
- Organized by area or type:
  AREA
  - Capital Cultural District
  - Hagåtña Riverwalk District
  - West Hagåtña District
  - Hagåtña Waterfront District

- TYPE of Project
  - Transit/Infrastructure
  - Trails

- Costing and Revenue sources
- Sources used to develop the list:
  - Hagåtña Master Plan
  - Comprehensive Economic Development Strategy (CEDS)
  - DPW / Marshal Valuation





Project Planning Sheets

Capital Cultural District Projects

- Palacio Reconstruction
- Guerrero Administrative Complex
- Streetscapes
- Parking Meters
- Underground Utility Lines
- Temporary City Hall
- Pedestrian Bridge over Marine Corps
- Land Resources Building DLM
- Plaza de España Garden

Marina Projects

- Agaña Wastewater Treatment Plant
- Expand Shoreline in Marina area
- Expand Marina
- Cruise Ship Dock

Transit/Infrastructure Projects

- Transit Circulator / Trolley Stops
- Gateways and Wayfinding Signs

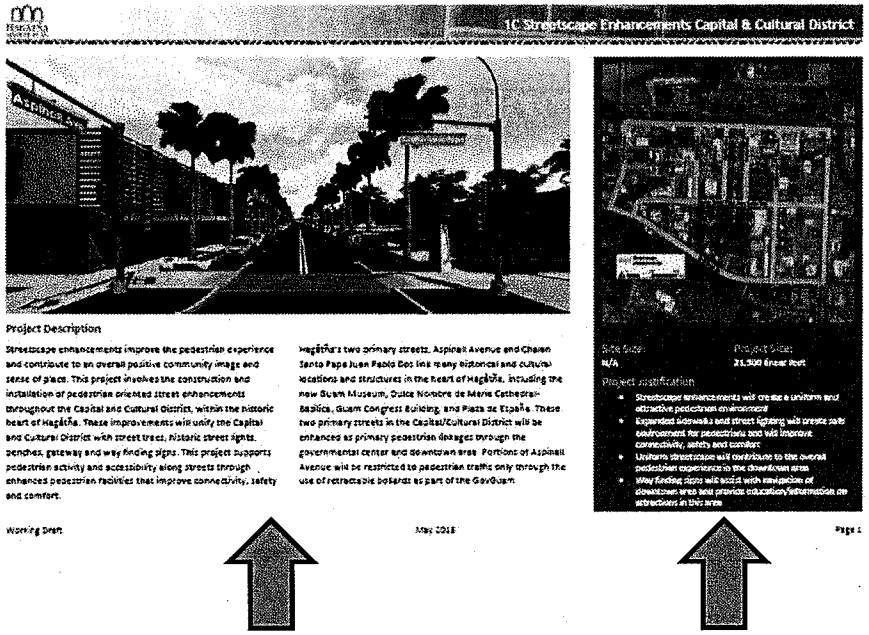
Planning Project Sheets (con't)

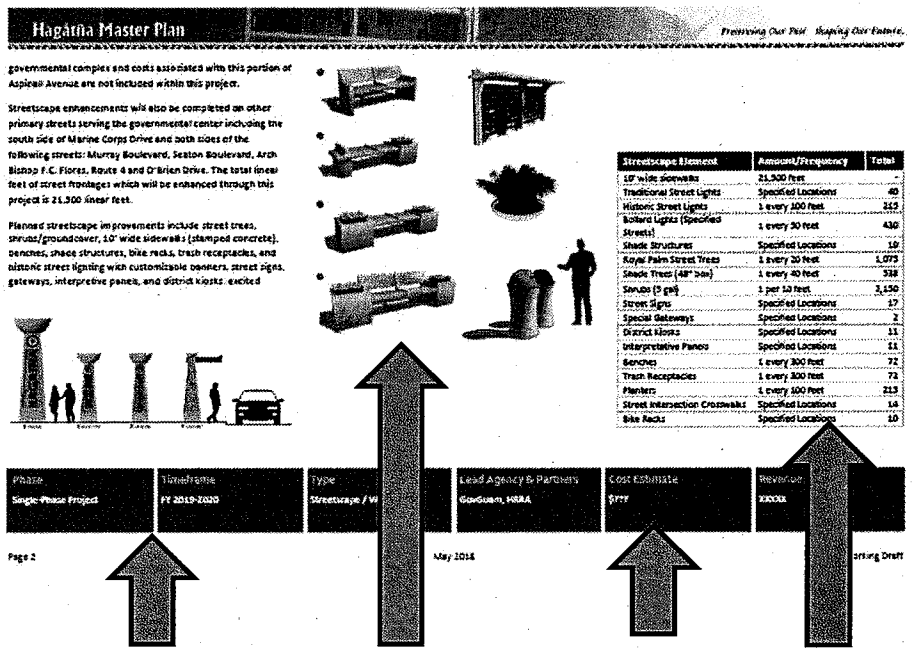
- **Riverwalk Projects**
  - Hagåtña River Study
  - Hagåtña River Restoration
  - Hagåtña River Channelization
  - Riverwalk Esplanade
  - Central Park Pond
  - Central Park Enhancement
  - Chalan Santo Papa Juan Dos

- **Paseo Projects**
  - Paseo Beautification
  - Paseo Stadium
  - Proa Canoe Pavilions
  - San Rafael Fort Replica
  - Statute of Liberty Relocation

- **Trail Projects**
  - Heritage Trail
  - Waterfront Trail

Project Planning Sheet - Example

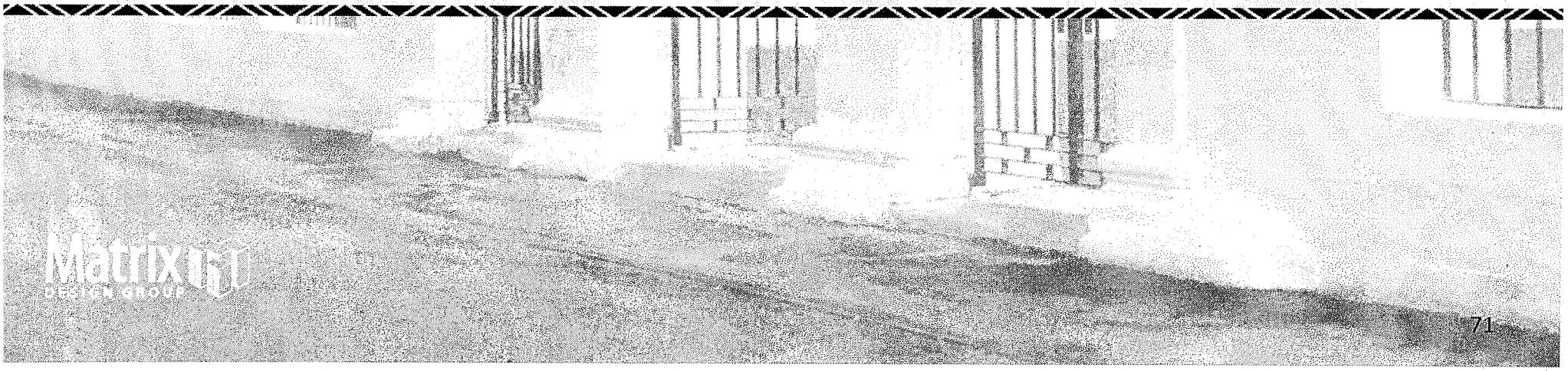




Description **Justification** **Phasing** **Elements** **Cost** **Quantities**


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Governance


Matrix GU
DESIGN GROUP

Cost Estimation Methodology

- Review project sheets for major project components
- Use project component summaries (takeoffs) for quantities
- Estimate project costs for components using Marshall Valuation Service
- Calculate base project cost (US average)
- Estimate Guam-based cost using MVS multiplier
- Estimate upper end cost using Navy's cost of facilities multiplier

Sample Takeoff Costs

12 foot wide concrete walkways (per SF)	$	5.51	per SF
Traditional Streetlights	$	2,975	Ea Installed
Historic streetlights	$	4,165	Ea Installed
Bollard lights	$	3,570	Ea Installed
Standard shade structures	$	189	per SF
Royal palm street trees	$	3,175	Ea Installed
Shade trees (48" box)	$	3,175	Ea Installed
Shrubs	$	75	Ea Installed
Enhanced Gateway	$	5,625	Ea Installed
Wayfinding signs	$	5,625	Ea Installed
Interpretive panels	$	5,000	Ea Installed
Benches	$	3,500	Ea Installed
Trash receptacles	$	910	Ea Installed
Bike racks	$	1,087	Ea Installed
Planters	$	785	Ea Installed

District Kiosks/Barrio Signs	$	5,625	Ea Installed
Brick paving	$	37	per SF
Street signs	$	5,625	Ea Installed
Special gateways	$	23,360	Ea Installed
Pedestrian bridge	$	400	SF
Riverwalk entry sign	$	245,216	Ea Installed
Riverwalk wayfinding signs	$	5,625	Ea Installed
Archway shade structure	$	189	per SF
Pond	$	57	Collection ponds @ $56.50/SF
Elevators	$	61,500	Hydraulic, 100 feet/minute, 2,500 lb. capacity
Surface Parking	$	1,860	space

Project Cost Summaries

roject	Base ROM Cost	With Guam Adjustment	With Navy Adjustment
A Restore Palacio	$ 3,906,807	$ 5,156,985	$ 10,040,493
B Administrative Complex	$ 33,193,271	$ 43,815,117	$ 85,306,706
C Streetscape Enhancements	$ 9,775,022	$ 12,903,029	$ 25,121,806
D Parking Kiosks	$ 324,000	$ 427,680	$ 832,680
F Underground Electrical Lines	$ 652,037	$ 860,688	$ 1,675,734
G Temporary City Hall	$ 9,729,720	$ 12,843,230	$ 25,005,380
H Pedestrian Bridge	$ 843,000	$ 1,112,760	$ 2,166,510
I DLM Building	$ 10,648,035	$ 14,055,406	$ 27,365,450
K Plaza Community Garden	$ 14,189	$ 18,729	$ 36,466
A WWTP Relocation	$ 102,000,000	$ 134,640,000	$ 262,140,000
B Expand Shoreline and Improve Road onnections to the Marina	$ 142,229,727	$ 187,743,240	$ 365,530,398
C Cruise Ship Dock	$ 32,078,700	$ 42,343,884	$ 82,442,259
D Marina Expansion	$ 1,321,200	$ 1,743,984	$ 3,395,484

Project Cost Summaries (continued)

Project	Base ROM Cost	With Guam Adjustment	With Navy Adjustment
3A River Channelization & Feasibility Study	$ 1,300,000	$ 1,300,000	$ 3,341,000
3B Wetland and Watershed Restoration	$ 560,700	$ 740,124	$ 1,440,999
3C River Channelization	$ 35,000,000	$ 46,200,000	$ 89,950,000
3D Riverwalk	$ 4,965,261	$ 6,554,144	$ 12,760,720
3E Riverwalk 2	$ 2,807,033	$ 3,705,284	$ 7,214,076
3F Roadway Extension	$ 2,737,773	$ 3,613,861	$ 7,036,077
3G Central Park Enhancements	$ 2,654,513	$ 3,503,957	$ 6,822,098
4C Chamorro Village Beautification	$ 307,156	$ 405,446	$ 789,392
4D Chamorro Village Parking Garage	$ 25,327,485	$ 33,432,280	$ 65,091,636
4F Canoe Houses	$ 1,203,930	$ 1,589,188	$ 3,094,100
4G San Rafael Fort Replica	$ 4,815,720	$ 6,356,750	$ 12,376,400
4H Relocate Statue of Liberty	$ 23,400	$ 30,888	$ 60,138
5A Waterfront trail	$ 7,258,883	$ 9,581,726	$ 18,655,330
5B Heritage Trail Enhancements	$ 2,292,092	$ 3,025,561	$ 5,890,676
6A Transit and trolley System	$ 6,067,790	$ 8,009,482	$ 15,594,219
6B Gateways and wayfinding	$ 862,660	$ 1,138,711	$ 2,217,036
6C Paseo Stadium	$ 31,212,121	$ 41,200,000	$ 80,215,152
6D Extend Soledad	$ 1,795,500	$ 2,370,060	$ 4,614,435
6E Expand O'Brien	$ 302,400	$ 399,168	$ 777,168
Total	**$ 444,900,103**	**$ 630,821,364**	**$ 1,229,000,019**

Potential Revenue Sources

- Property Tax Improvement Portion
- Bed Tax Portion
- Parking Meter Fees
- Parking Garage Fees
- Attraction Fees - Buses
- League Fees
- Special Event / Vendor Fees
- Utility Tie-in Fees
- Business License Fees
- Stadium Operation Fees
- GovGuam Appropriations
- Low Interest Loans
- Grants
- Low Interest Loans
- Private Public Partnerships
- Build, Operate, Transfer (BOT)
- U.S. Army Corps of Engineers
- U.S. Dept of Commerce EDA
- U.S. Dept of Transportation: FTA & FHWA
- USDA
- U.S. HUD
- U.S. Dept of Interior
- Marina Use Fees
- Cruise Operation Fees
- GEDA HOT Bonds

HRRA Implementation Process

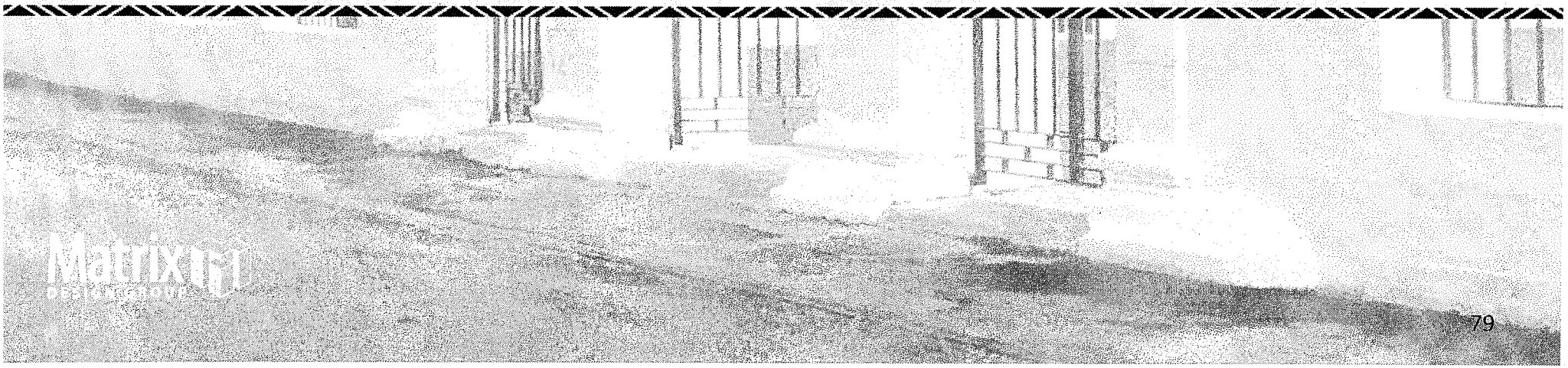
1. HRRA Board approved Master Plan
2. HRRA Board submits Master Plan to the Governor for approval in Legislative Bill format and then submittal to Guam Legislature for approval
3. Guam Legislatures holds Public Hearing for review and approval of the Master Plan within 45 days of Legislative Secretary receipt.
4. HRRA to ADOPT the Zoning Code and Zoning Map
5. HRRA to send Proposed City of Hagåtña Enabling Legislation to Guam Compiler of Laws
6. HRRA Oversight Committee Senator sponsors the City of Hagåtña Enabling Legislation to Incorporate Hagåtña as a City including type of governance

1. Governor appoints the Interim Mayor (current Village Mayor) and City Council (current HRRA Board members)
2. City Mayor and Council calls for election within 45 days of Appointment by the Governor
3. City Mayor and Council adopts Zoning Code and Map, City Code
   (regulations for business licenses, permit and development application fee structure, event permits, procurement rules, personnel system, GovGuam Cooperative Agreement)
4. Hagåtña Election - within one year of appointment



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Discussion



Agenda

I. Call to Order
II. Executive Director's Report
III. Old Business
IV. New Business
    A. Governance
        1. Organizational Structure Whitepaper
        2. Guam Enabling Law
    B. Project Planning Sheets
    C. Final Draft Zoning Code and Zoning Map
V. Other Discussions/Announcements
VI. Adjournment

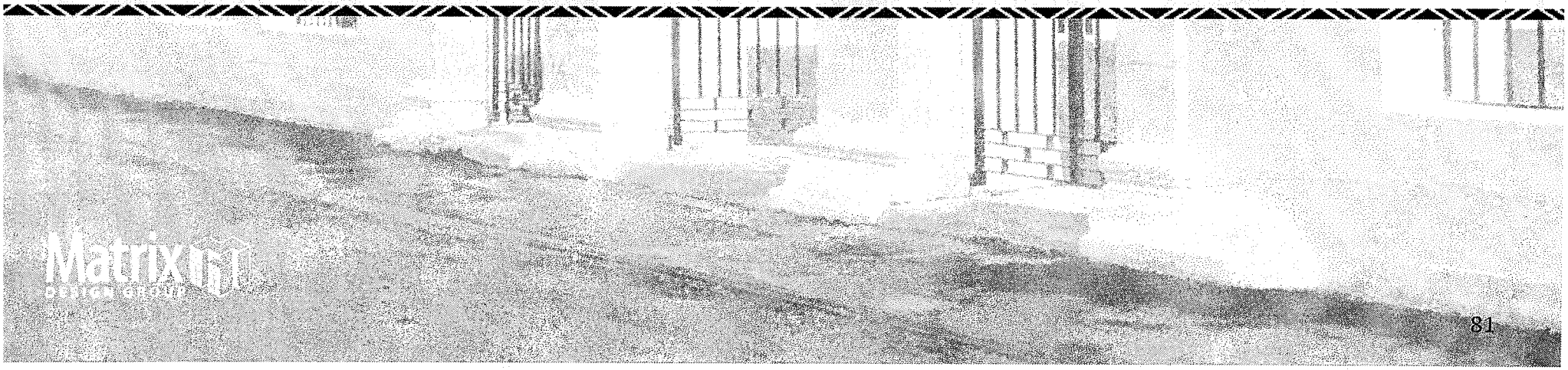
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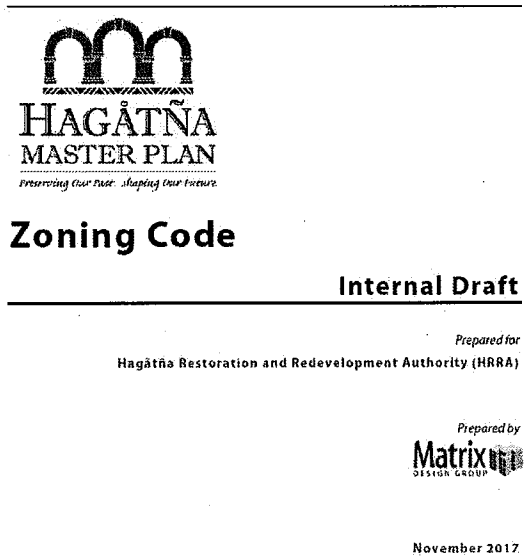
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Zoning Code



Matrix 6

Zoning Code



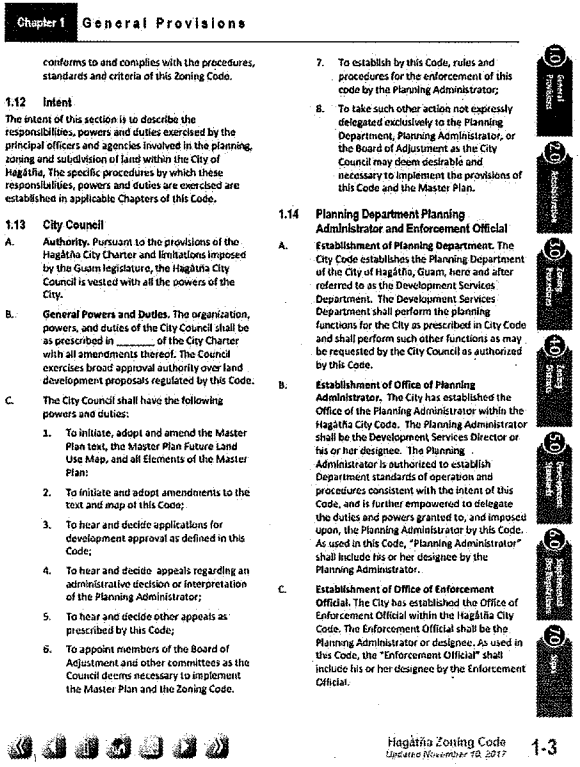
- Implements Master Plan
- Coordinated with Design Guidelines
- Official Zoning Map:
  - Establishes Zoning Districts
  - Implements Land Use Plan
- New Regulations:
  - Allowed uses and intensity
  - Development Standards
  - Processes for approval
  - Criteria for decision making

Overview

1. Administrative and Decision Making Bodies
2. Decision Making Criteria
3. Development Review Processes
4. Administrative Processes
5. Public Participation
6. Zoning Map / Zoning Districts
7. General Development Standards
8. Specific Use Development Standards
9. Governance (City Charter)

Doc. No. 35GL-20-1498.

Administrative and Decision Making Bodies



Chapter 1 General Provisions

conforms to and complies with the procedures, standards and criteria of this Zoning Code.

1.12 Intent

The intent of this section is to describe the responsibilities, powers and duties exercised by the principal officers and agencies involved in the planning, zoning and subdivision of land within the City of Hagåtña. The specific procedures by which these responsibilities, powers and duties are exercised are established in applicable Chapters of this Code.

1.13 City Council

A. **Authority.** Pursuant to the provisions of the Hagåtña City Charter and limitations imposed by the Guam legislature, the Hagåtña City Council is vested with all the powers of the City.

B. **General Powers and Duties.** The organization, powers, and duties of the City Council shall be as prescribed in _____ of the City Charter with all amendments thereof. The Council exercises broad approval authority over land development proposals regulated by this Code.

C. The City Council shall have the following powers and duties:

1. To initiate, adopt and amend the Master Plan text, the Master Plan Future Land Use Map, and all Elements of the Master Plan;
2. To initiate and adopt amendments to the text and map of this Code;
3. To hear and decide applications for development approval as defined in this Code;
4. To hear and decide appeals regarding an administrative decision or interpretation of the Planning Administrator;
5. To hear and decide other appeals as prescribed by this Code;
6. To appoint members of the Board of Adjustment and other committees as the Council deems necessary to implement the Master Plan and the Zoning Code.
7. To establish by this Code, rules and procedures for the enforcement of this code by the Planning Administrator;
8. To take such other action not expressly delegated exclusively to the Planning Department, Planning Administrator, or the Board of Adjustment as the City Council may deem desirable and necessary to implement the provisions of this Code and the Master Plan.

1.14 Planning Department Planning Administrator and Enforcement Official

A. **Establishment of Planning Department.** The City Code establishes the Planning Department of the City of Hagåtña, Guam, here and after referred to as the Development Services Department. The Development Services Department shall perform the planning functions for the City as prescribed in City Code and shall perform such other functions as may be requested by the City Council as authorized by this Code.

B. **Establishment of Office of Planning Administrator.** The City has established the Office of the Planning Administrator within the Hagåtña City Code. The Planning Administrator shall be the Development Services Director or his or her designee. The Planning Administrator is authorized to establish Department standards of operation and procedures consistent with the intent of this Code, and is further empowered to delegate the duties and powers granted to, and imposed upon, the Planning Administrator by this Code. As used in this Code, "Planning Administrator" shall include his or her designee by the Planning Administrator.

C. **Establishment of Office of Enforcement Official.** The City has established the Office of Enforcement Official within the Hagåtña City Code. The Enforcement Official shall be the Planning Administrator or designee. As used in this Code, the "Enforcement Official" shall include his or her designee by the Enforcement Official.

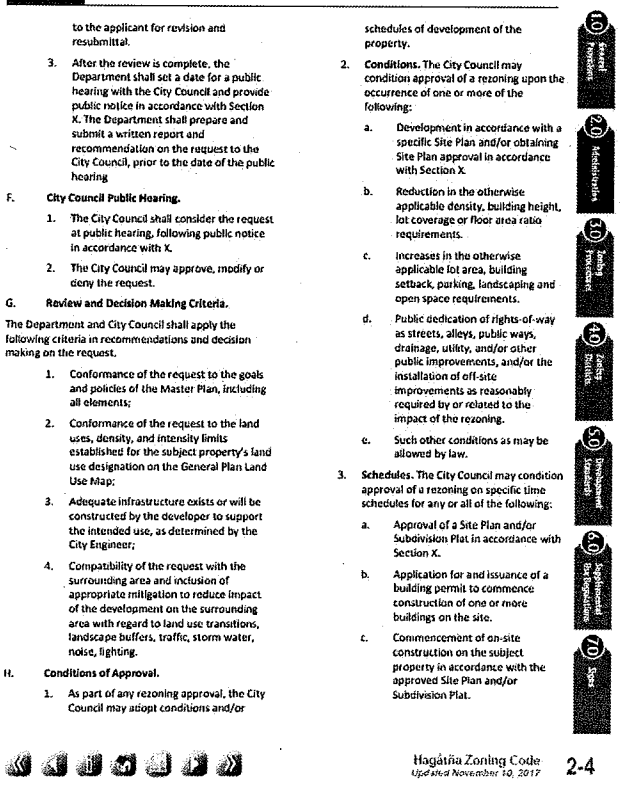
1.0 General Provisions
2.0 Administration
3.0 Zoning Districts
4.0 Land Uses
5.0 Development Standards
6.0 Subdivision Requirements
7.0 Signs

Hagåtña Zoning Code
Updated November TO, 2017
1-3

- City Council
- Board of Adjustment
- Development Services Department
- Development Services Director
  - Planning Administrator
  - Enforcement Officer

Doc. No. 35GL-20-1498.

Decision Making Criteria



Chapter 2 Development Review Procedures

to the applicant for revision and resubmittal.

3. After the review is complete, the Department shall set a date for a public hearing with the City Council and provide public notice in accordance with Section X. The Department shall prepare and submit a written report and recommendation on the request to the City Council, prior to the date of the public hearing

F. **City Council Public Hearing.**

1. The City Council shall consider the request at public hearing, following public notice in accordance with X.
2. The City Council may approve, modify or deny the request.

G. **Review and Decision Making Criteria.**

The Department and City Council shall apply the following criteria in recommendations and decision making on the request.

1. Conformance of the request to the goals and policies of the Master Plan, including all elements;
2. Conformance of the request to the land uses, density, and intensity limits established for the subject property's land use designation on the General Plan Land Use Map;
3. Adequate infrastructure exists or will be constructed by the developer to support the intended use, as determined by the City Engineer;
4. Compatibility of the request with the surrounding area and inclusion of appropriate mitigation to reduce impact of the development on the surrounding area with regard to land use transitions, landscape buffers, traffic, storm water, noise, lighting.

H. **Conditions of Approval.**

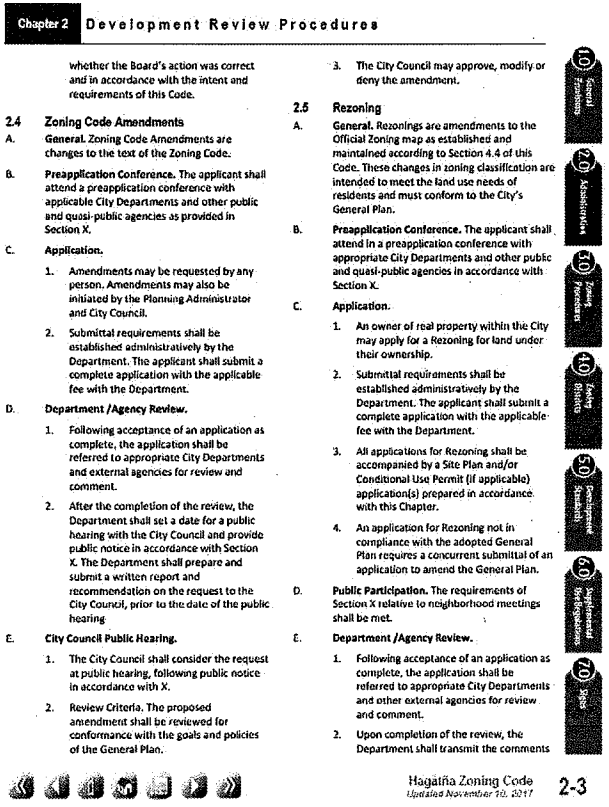
1. As part of any rezoning approval, the City Council may adopt conditions and/or schedules of development of the property.
2. **Conditions.** The City Council may condition approval of a rezoning upon the occurrence of one or more of the following:
   a. Development in accordance with a specific Site Plan and/or obtaining Site Plan approval in accordance with Section X.
   b. Reduction in the otherwise applicable density, building height, lot coverage or floor area ratio requirements.
   c. Increases in the otherwise applicable lot area, building setback, parking, landscaping and open space requirements.
   d. Public dedication of rights-of-way as streets, alleys, public ways, drainage, utility, and/or other public improvements, and/or the installation of off-site improvements as reasonably required by or related to the impact of the rezoning.
   e. Such other conditions as may be allowed by law.
3. **Schedules.** The City Council may condition approval of a rezoning on specific time schedules for any or all of the following:
   a. Approval of a Site Plan and/or Subdivision Plat in accordance with Section X.
   b. Application for and issuance of a building permit to commence construction of one or more buildings on the site.
   c. Commencement of on-site construction on the subject property in accordance with the approved Site Plan and/or Subdivision Plat.

1.0 General Provisions
2.0 Administration
3.0 Zoning Districts
4.0 Zoning Districts
5.0 Development Standards
6.0 Supplemental Development Standards
7.0 Signs

Hagåtña Zoning Code
Updated November 10, 2017
2-4

- Conformance with Master Plan
- Compatibility with area
  - Traffic impacts
  - Scale relationships
  - Transitions
- Adequacy of Infrastructure
  - Road capacity
  - Utilities
- Coordination with other agencies

Development Review / Approval Processes



Chapter 2 Development Review Procedures

whether the Board's action was correct and in accordance with the intent and requirements of this Code.

2.4 Zoning Code Amendments

A. **General.** Zoning Code Amendments are changes to the text of the Zoning Code.

B. **Preapplication Conference.** The applicant shall attend a preapplication conference with applicable City Departments and other public and quasi-public agencies as provided in Section X.

C. **Application.**

1. Amendments may be requested by any person. Amendments may also be initiated by the Planning Administrator and City Council.
2. Submittal requirements shall be established administratively by the Department. The applicant shall submit a complete application with the applicable fee with the Department.

D. **Department /Agency Review.**

1. Following acceptance of an application as complete, the application shall be referred to appropriate City Departments and external agencies for review and comment.
2. After the completion of the review, the Department shall set a date for a public hearing with the City Council and provide public notice in accordance with Section X. The Department shall prepare and submit a written report and recommendation on the request to the City Council, prior to the date of the public hearing.

E. **City Council Public Hearing.**

1. The City Council shall consider the request at public hearing, following public notice in accordance with X.
2. Review Criteria. The proposed amendment shall be reviewed for conformance with the goals and policies of the General Plan.
3. The City Council may approve, modify or deny the amendment.

2.5 Rezoning

A. **General.** Rezonings are amendments to the Official Zoning map as established and maintained according to Section 4.4 of this Code. These changes in zoning classification are intended to meet the land use needs of residents and must conform to the City's General Plan.

B. **Preapplication Conference.** The applicant shall attend in a preapplication conference with appropriate City Departments and other public and quasi-public agencies in accordance with Section X.

C. **Application.**

1. An owner of real property within the City may apply for a Rezoning for land under their ownership.
2. Submittal requirements shall be established administratively by the Department. The applicant shall submit a complete application with the applicable fee with the Department.
3. All applications for Rezoning shall be accompanied by a Site Plan and/or Conditional Use Permit (if applicable) application(s) prepared in accordance with this Chapter.
4. An application for Rezoning not in compliance with the adopted General Plan requires a concurrent submittal of an application to amend the General Plan.

D. **Public Participation.** The requirements of Section X relative to neighborhood meetings shall be met.

E. **Department /Agency Review.**

1. Following acceptance of an application as complete, the application shall be referred to appropriate City Departments and other external agencies for review and comment.
2. Upon completion of the review, the Department shall transmit the comments

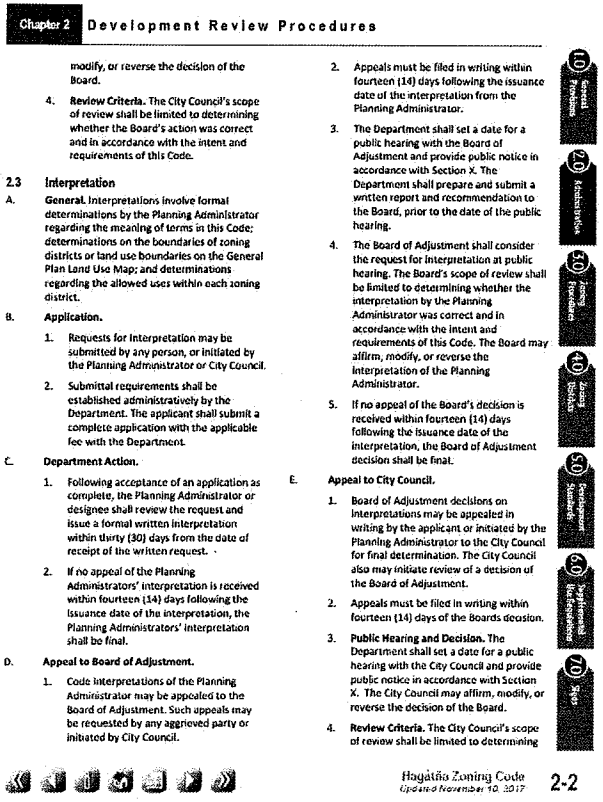
1.0 General Provisions
2.0 Administration
3.0 Permits & Procedures
4.0 Zoning Districts
5.0 Development Standards
6.0 Subdivision Regulations
7.0 Signs

Hagåtña Zoning Code
Updated November 10, 2017
2-3

- Rezoning
- Site Plan Approval
- Conditional Use Permits
- Temporary Use Permits
- Zoning Code Amendments

Doc. No. 35GL-20-1498.

Administrative Processes



Chapter 2 Development Review Procedures

modify, or reverse the decision of the Board.

4. **Review Criteria.** The City Council's scope of review shall be limited to determining whether the Board's action was correct and in accordance with the intent and requirements of this Code.

2.3 Interpretation

A. **General.** Interpretations involve formal determinations by the Planning Administrator regarding the meaning of terms in this Code; determinations on the boundaries of zoning districts or land use boundaries on the General Plan Land Use Map; and determinations regarding the allowed uses within each zoning district.

B. **Application.**

1. Requests for interpretation may be submitted by any person, or initiated by the Planning Administrator or City Council.
2. Submittal requirements shall be established administratively by the Department. The applicant shall submit a complete application with the applicable fee with the Department.

C. **Department Action.**

1. Following acceptance of an application as complete, the Planning Administrator or designee shall review the request and issue a formal written interpretation within thirty (30) days from the date of receipt of the written request.
2. If no appeal of the Planning Administrators' interpretation is received within fourteen (14) days following the issuance date of the interpretation, the Planning Administrators' interpretation shall be final.

D. **Appeal to Board of Adjustment.**

1. Code interpretations of the Planning Administrator may be appealed to the Board of Adjustment. Such appeals may be requested by any aggrieved party or initiated by City Council.
2. Appeals must be filed in writing within fourteen (14) days following the issuance date of the interpretation from the Planning Administrator.
3. The Department shall set a date for a public hearing with the Board of Adjustment and provide public notice in accordance with Section X. The Department shall prepare and submit a written report and recommendation to the Board, prior to the date of the public hearing.
4. The Board of Adjustment shall consider the request for interpretation at public hearing. The Board's scope of review shall be limited to determining whether the interpretation by the Planning Administrator was correct and in accordance with the intent and requirements of this Code. The Board may affirm, modify, or reverse the interpretation of the Planning Administrator.
5. If no appeal of the Board's decision is received within fourteen (14) days following the issuance date of the interpretation, the Board of Adjustment decision shall be final.

E. **Appeal to City Council.**

1. Board of Adjustment decisions on interpretations may be appealed in writing by the applicant or initiated by the Planning Administrator to the City Council for final determination. The City Council also may initiate review of a decision of the Board of Adjustment.
2. Appeals must be filed in writing within fourteen (14) days of the Boards decision.
3. **Public Hearing and Decision.** The Department shall set a date for a public hearing with the City Council and provide public notice in accordance with Section X. The City Council may affirm, modify, or reverse the decision of the Board.
4. **Review Criteria.** The City Council's scope of review shall be limited to determining

1.0 General Provisions
2.0 Administration
3.0 Zoning Districts
4.0 Zoning Uses
5.0 Development Standards
6.0 Nonconformities
7.0 Signs

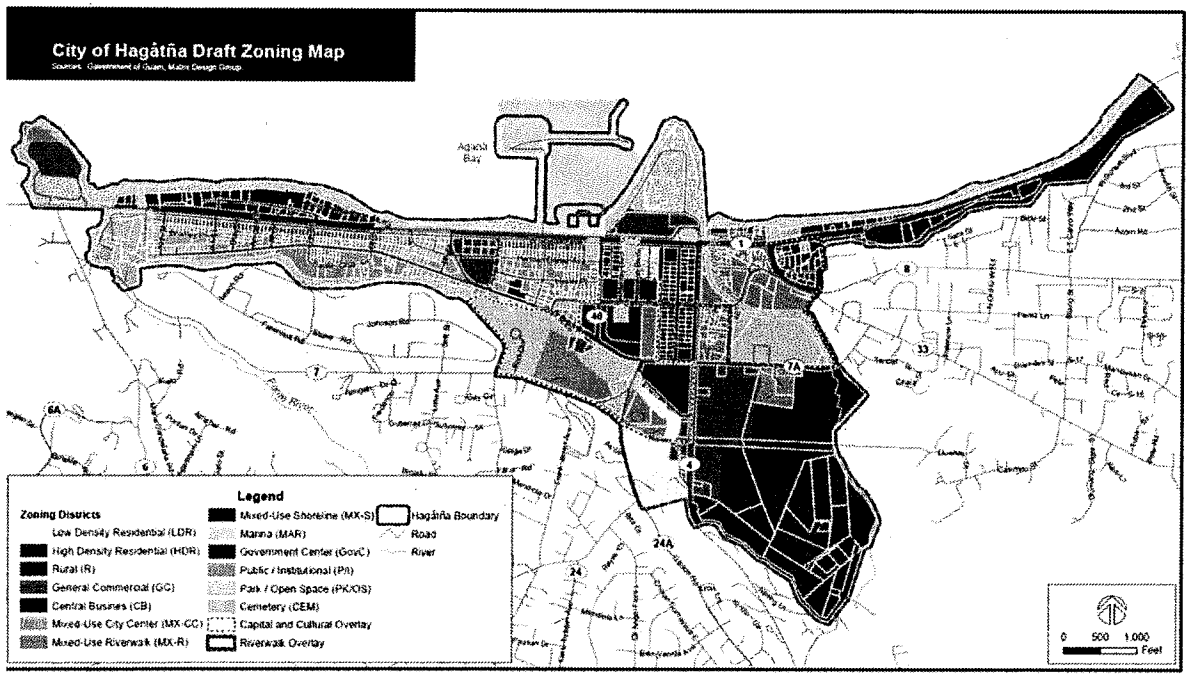
- Administrative Decisions
- Interpretations
- Appeals
- Enforcement
- Non-conforming Uses determinations
- Submittals and Fees

Public Participation

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Conditional Use Permit, Indoor, Up to 2,500 square feet of building/ leased area or Outdoor, five (5) acres and less	Yes	Yes	900	Yes	Yes
Conditional Use Permit, Indoor, Above 2,500 square feet of building/ leased area or Outdoor, above five (5) acres	Yes	Yes	1200	Yes	Yes
Rezoning, Five (5) acres and less	Yes	Yes	900	Yes	Yes
Rezoning, More than five (5) acres	Yes	Yes	1200	Yes	Yes
Site Plan, Five (5) acres and less	No	No	N/A	No	No
Site Plan, More than five (5) acres	Yes	Yes	1200	Yes	Yes
Site Plan Amendment, Major	Yes	Yes	1200	Yes	Yes
Site Plan Amendment, Minor	No	No	N/A	No	No
Temporary Use Permits	No	No	N/A	No	No
Variance	Yes	Yes	900	Yes	Yes
Zoning Code Text Amendments	No	No	N/A	Yes	No

- Public Notification
- Neighborhood Meetings
- Public Hearings

Zoning Districts / Zoning Map



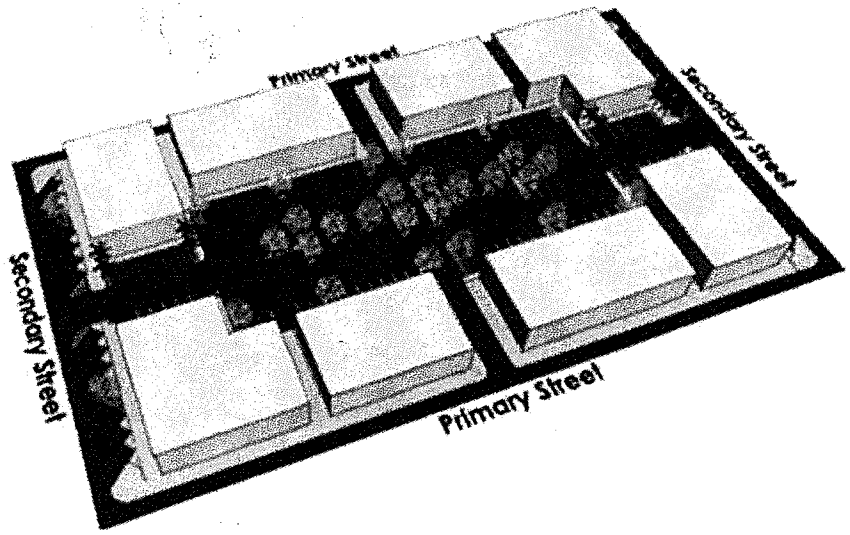
- Low Density Residential
- General Commercial
- Mixed Use
- Form Based Option
- Central Business District
- Government / Institutional
- Marina

Table of Permitted Uses

Uses	Rural		Residential	Commercial, Mixed Use								Other			
		PK/OS	LDR			MXU1			MCU1	MCU2		P/Inst		MAR	CEM
RESIDENTIAL															
Single-family Detached Dwelling	-	-	P	-	-	-	-	-	W	W	-	-	-	-	-
Single-family Attached Dwelling	-	-	P	-	-	-	-	-	W	W	-	-	-	-	-
Multi-family Dwelling	-	-	-	P	P	P	P	-	P	P	P	-	-	-	-
Condominium	-	-	-	P	P	P	P	-	P	P	P	-	-	-	-
Accessory Uses and Structures, Residential	-	-	A	A	A	A	A	A	A	A	A	-	-	-	-
Manufactured Housing	-	-	P	-	-	-	-	-	P	P	-	-	-	-	-
Mobile Home	-	-	P	-	-	-	-	-	-	-	-	-	-	-	-
Temporary Dwelling	A	-	A	-	A	A	A	A	A	A	A	-	-	-	-
Family Day Care Home	-	-	C	-	-	-	-	-	C	C	-	-	-	-	-
Home Occupations	A	-	A	-	-	-	-	-	A	A	A	-	-	-	-
Community Care Facility	-	-	P	-	-	-	-	-	P	P	-	-	-	-	-
Community Garden	P	P	P	P	P	P	P	P	P	P	P	P	-	P	-
AGRICULTURAL & ANIMALS															
Agricultural Use	P	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Accessory Uses and Structures, Agricultural	A	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Outdoor recreation, agricultural	P	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Farmers Markets	P	-	-	P	P	P	P	P	-	-	P	T	T	T	-
Nursery, wholesale	C	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Green House	A	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Animal Services	-	-	-	P	P	P	P	P	-	P	P	-	-	-	-
Kennels	-	-	-	-	C	-	-	-	-	-	C	-	-	-	-
Animal Shelter	-	-	-		C						C				
Feed Store	C	-													
Zoos	C	-									C				
Equestrian Uses	P														
LODGING AND ACCOMMODATIONS															
Hotels/Motels		-	-	C	P	P	P	P		P	P				
Resorts		-	-	C	P	P	P	P		P	P				
Retreats		-	-	C	P	P	P	P		P	P				
Boarding/Lodging House	-	-	C	C	P	C	C	C	-	C	P	-	-	-	-
Bed and Breakfast	-	-	P	-	-	-	-	-	P	P	-	-	-	-	-
Bed and Breakfast Inn			C						C	C					

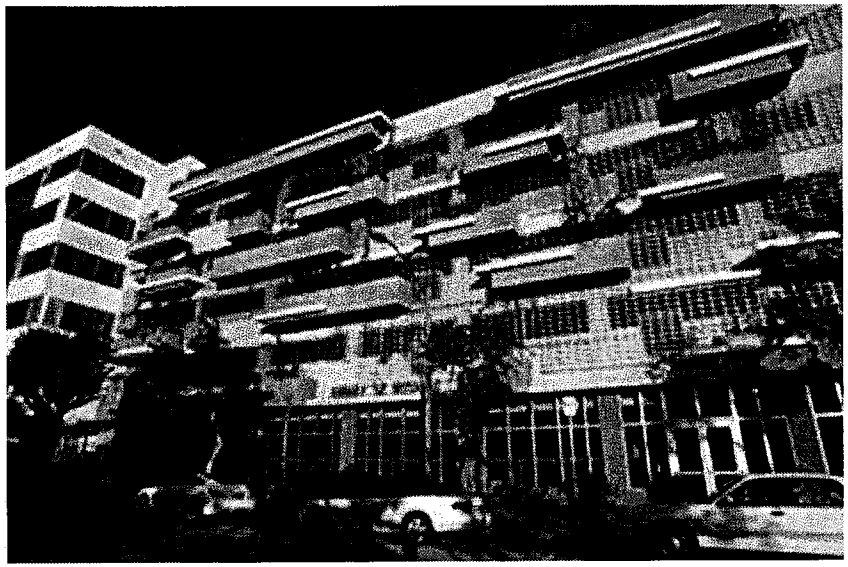
- Permitted Uses (by right)
- Permitted Uses with Conditions
- Conditional Uses
- Accessory Uses
- Temporary Uses

Zoning Standards (Form Based)



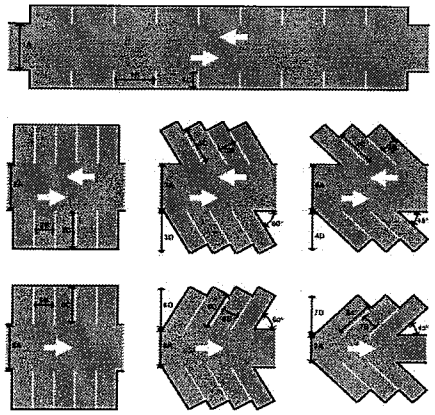
- Focus on building form and intensity
- Build-to lines
- Parking
- Frontages

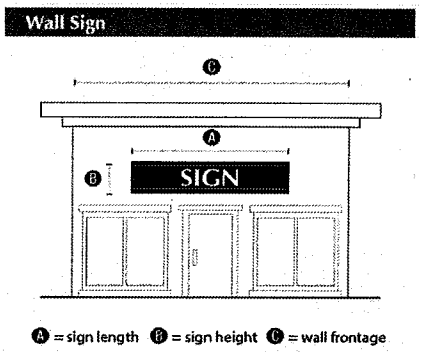
Zoning Standards (Mixed Use)



- Integrates residential and non residential land uses
- Supports creation of vibrant activity centers and downtown area
- Enables live-work-play development
- Supports parking structure integration

General Development Standards





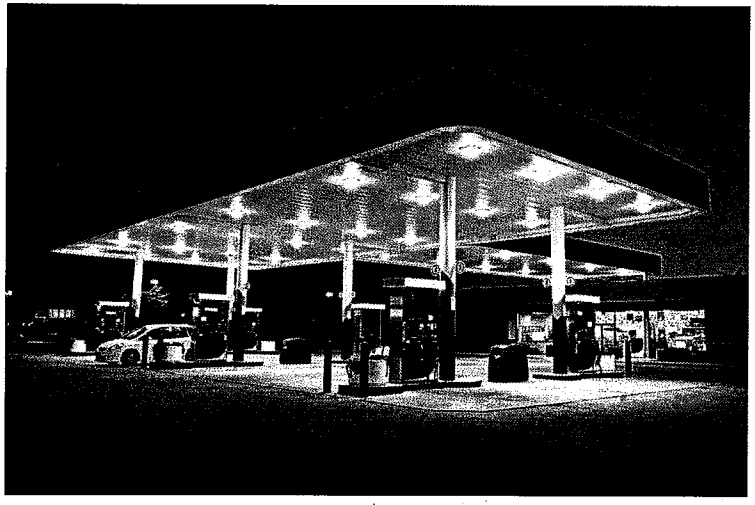
- Coastal Access standards
- Landscaping
- Parking
- Lighting
- Signs
- Screening and Walls
- Mechanical Equipment
- Trash Enclosures
- Performance Standards

Specific Use Standards



- Automotive Uses
- Large scale Retail
- Entertainment Uses
- Wireless Communication Facilities
- Day care centers
- Massage Establishments
- Adult Uses

Specific Use Standards



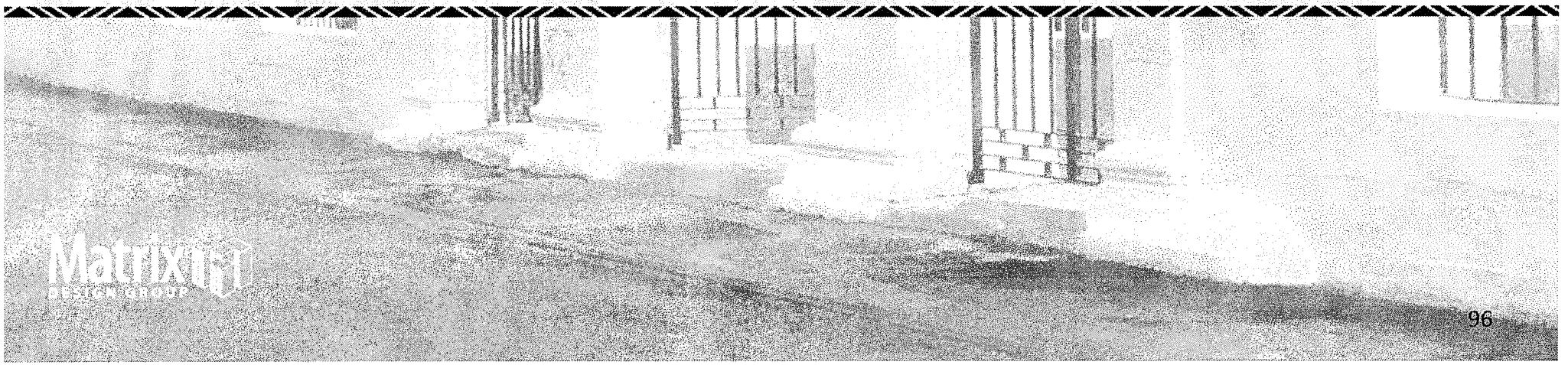
- Operational Standards
  - Outdoor Storage and Display
  - Hours of Operations
  - Mitigation of noise and other impacts
- Limitations to General Standards
  - Reduced building heights
  - Increased setbacks
  - Separation from other uses

Doc. No. 35GL-20-1498.



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MASTER PLAN
Preserving Our Past. Shaping Our Future.

Zoning Code

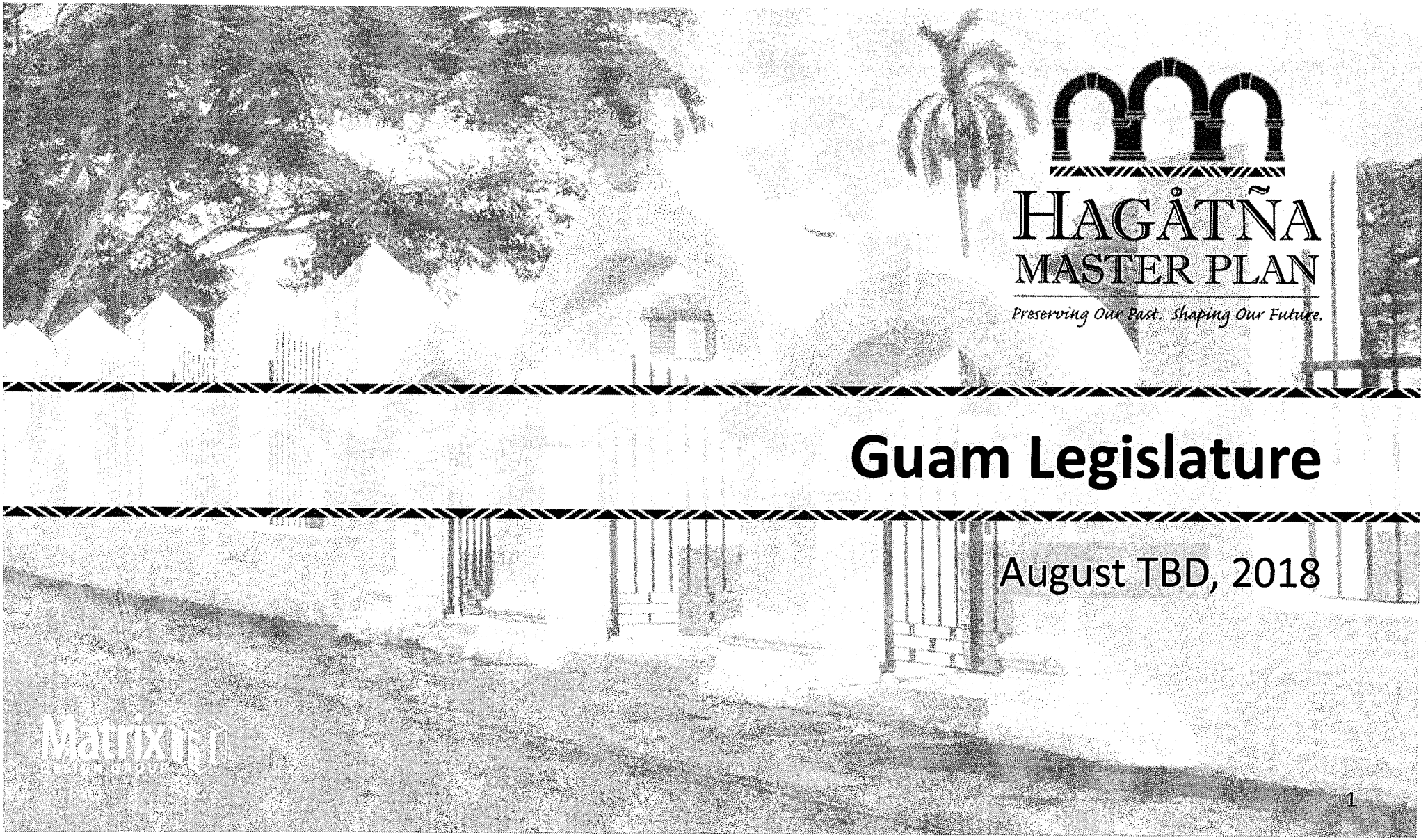


Matrix Design Group

Project Sheets

- VVVV




HAGÅTÑA
MASTER PLAN
Preserving Our Past. Shaping Our Future.
Guam Legislature
August TBD, 2018
Matrix

Status of Project Deliverables

✓ Done **1. Hagåtña Master Plan**

✓ Done **2. Appendix A: Master Plan Open House Overview**

✓ Done **3. Appendix B: Facility Scoping Memorandum**

4. Appendix C: Project Planning Sheets (Capital Improvement Plan)

5. Appendix D: Government Organizational Structure White Paper

6. Appendix E: Hagåtña Funding and Financing White Paper

✓ Done **7. Hagåtña Design Guidelines**

8. Hagåtña Zoning Code and Map

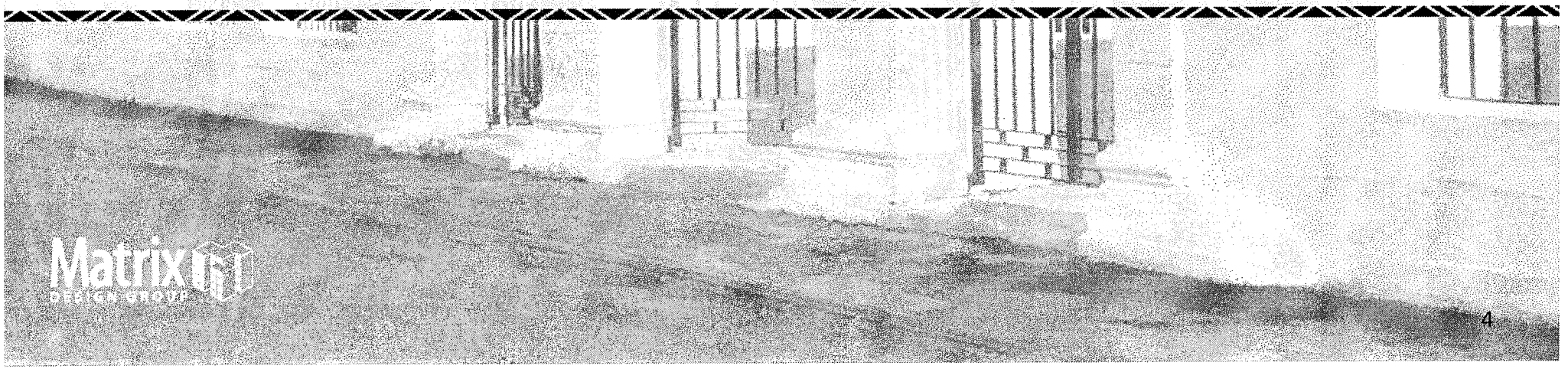
9. Hagåtña Enabling Legislation

Status of Project Deliverables

1. Hagåtña Master Plan – BOARD APPROVED
2. Appendix A: Master Plan Open House Overview
3. Appendix B: Facility Scoping Memorandum
4. **Appendix C: Project Planning Sheets (Capital Improvement Plan)**
   - In Progress
5. **Appendix D: Government Organizational Structure White Paper**
   - Submitted to HRRA Board for comments – DUE June 6
6. **Appendix E: Hagåtña Funding and Financing White Paper**
   - In Progress
7. Hagåtña Design Guidelines – BOARD APPROVED
8. **Hagåtña Zoning Code and Map**
   - Submitted to HRRA Board on Jan 4th – Comments were due by Jan 11th
   - Need Board to approve Zoning Code
9. **Hagåtña Enabling Legislation**
   - Submitted to HRRA Board today for comments – DUE June 6


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Governance


Matrix
DESIGN GROUP

Government Organizational Structure

Government Organizational Structure Whitepaper

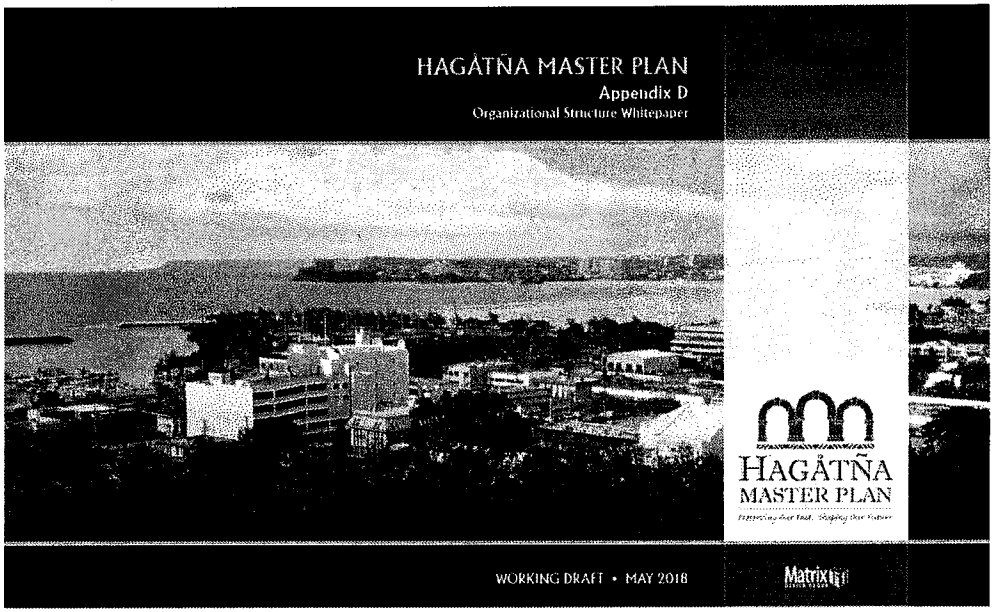
- Governance Alternatives Analysis
- Governance Recommendation

Guam Enabling Law (New Title 23, Guam Law Annotated)

- Incorporation of the City of Hagåtña
- Establishes Mayor/City Council powers, duties, departments, financial powers, etc.

Organizational Structure Whitepaper

- Hagåtña Master Plan
- Existing Governance in Hagåtña
- Alternative Forms of Governance
- Governance Recommendation



Hagåtña Master Plan – Vision Statement and Policies

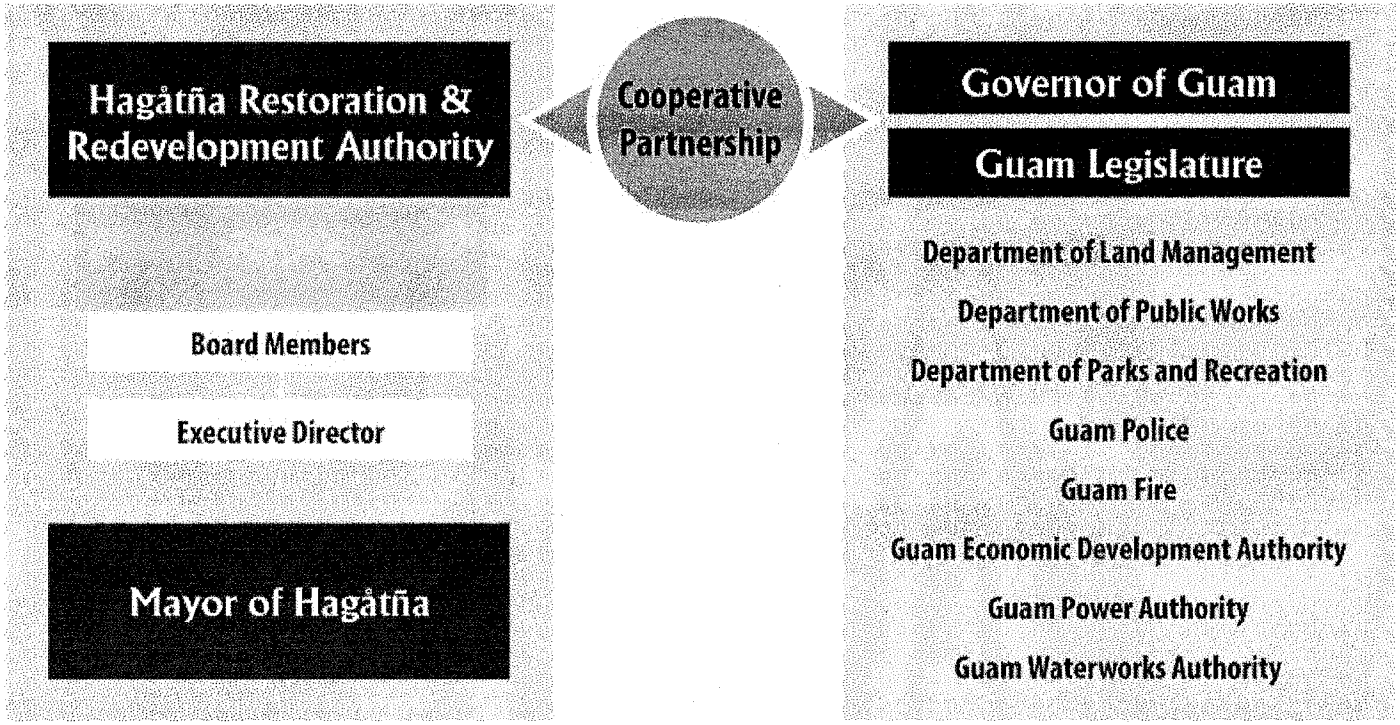
- **Hagåtña Master Plan Vision Statement**

  Re-establish Hagåtña as the Capital City of Guam, and the governmental, cultural, and commercial heart of the island supported by vibrant residential mixed-use areas

- **Governance Element:** Provides policy and guidance related to incorporation of the City of Hagåtña

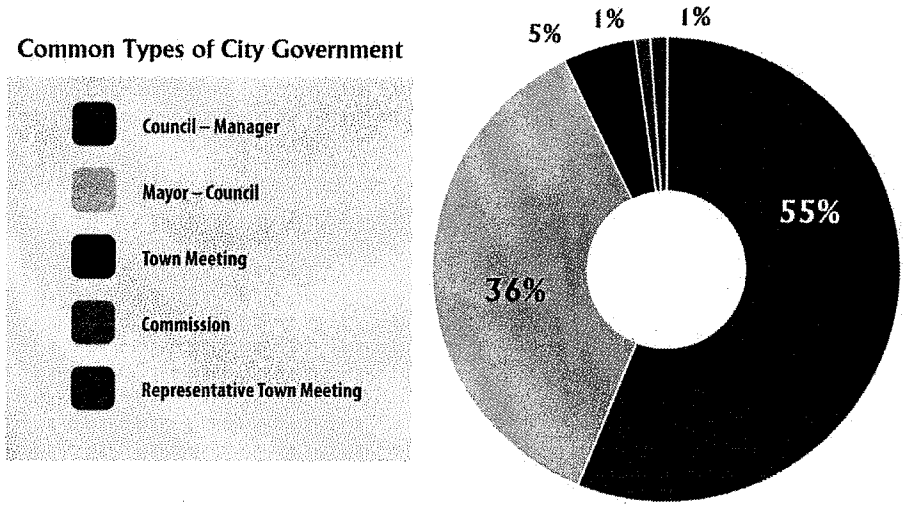
- **Goal Gov-1** *Provide effective governance to the City of Hagåtña citizenry, property owners, business owners and stakeholders advancing the City Council's mission and vision.*

Existing Governance in Hagåtña



Common Types of City Government

- Council – City Manager
- **Mayor – Council** (recommended)
- Town Meeting
  - All citizens (voters) have a voice
- Commission
  - Executive an legislative is within one governing board
- Representative Town Meeting
  - Citizens select 30 people to represent them



Source: International City Managers Association (ICMA) Website

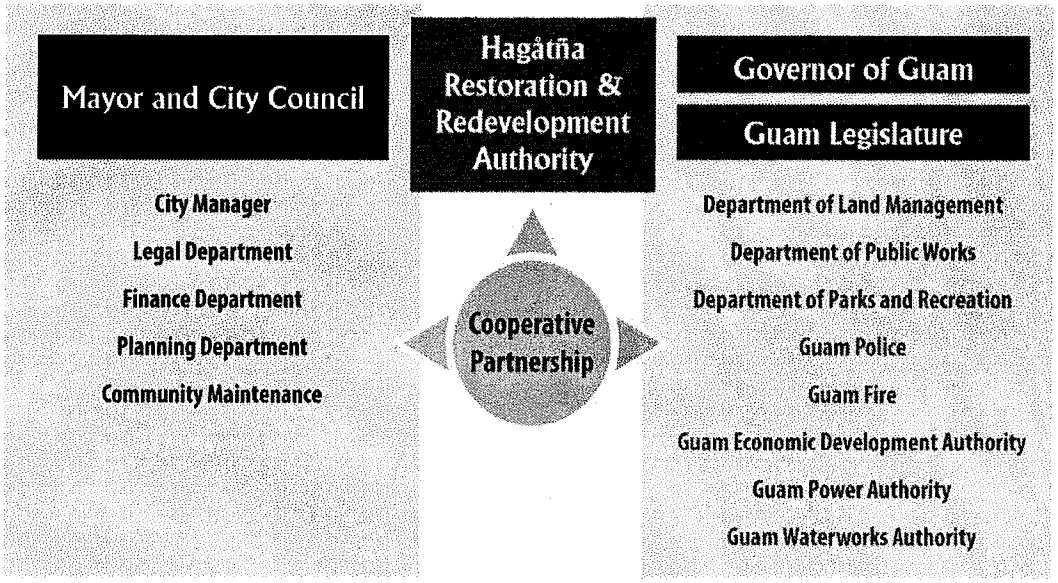
Governance Alternative A

- **Recommended Alternative**
  - Incorporate as a City
  - Mayor – Council structure
  - Current Mayor to serve as First Mayor
  - HRRA Board serve as First Council
  - Limited City departments
  - Continuing GovGuam primary services
  - Call for first elections: 45 days from appointment



Governance Alternative B

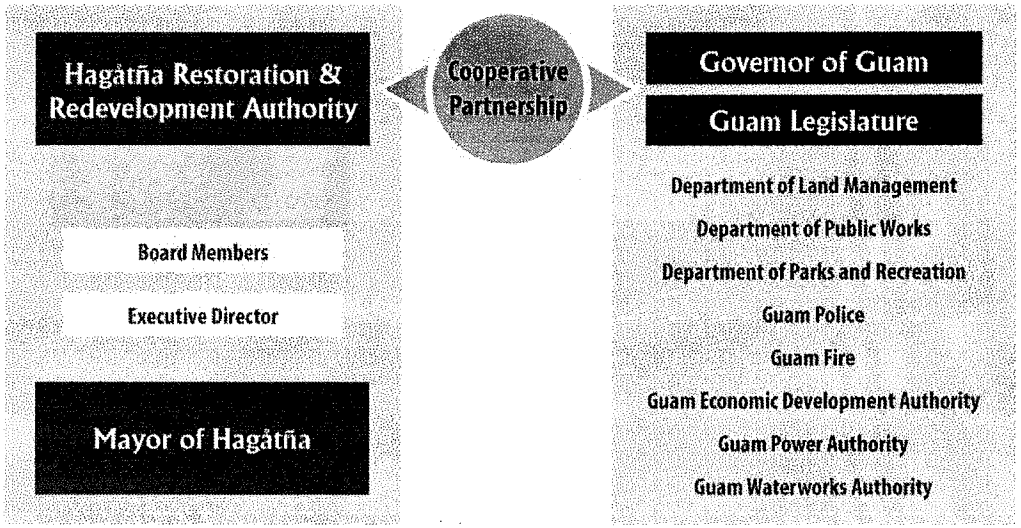
- **Alternative B:**
  - Incorporate as a City
  - Mayor – Council structure
  - HRRA remaining as a separate redevelopment authority
  - Current Mayor to serve as First Mayor
  - HRRA Board serve as First Council
  - Limited City Departments
  - Continuing GovGuam primary services



Governance Alternative C

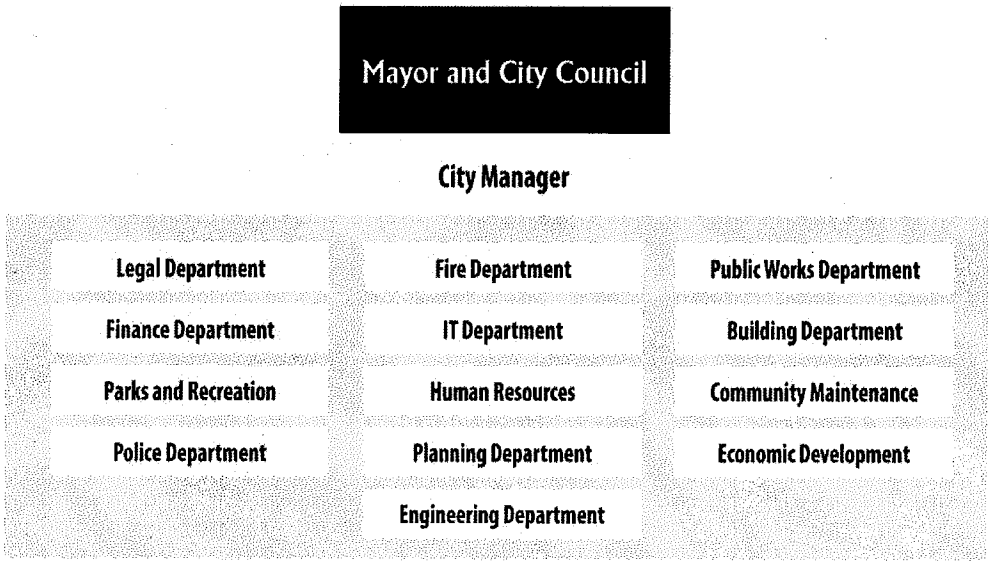
Alternative C:

- Maintain existing governance structure
- HRRA remaining as a redevelopment authority
- Continuing GovGuam services
- Current Mayor continues in exist capacity and duties



Governance Alternative D

- **Alternative D:**
  - Incorporate as a City
  - Establish full range of services and departments
  - Mayor – Council structure with City Manager
  - Current Mayor to serve as First Mayor
  - HRRA Board serve as First Council
  - Establish full range of City Departments and services
  - No GovGuam services



Recommended Alternative - Continuation of Public Services

- **City of Hagåtña**
  - Discretionary land use approvals (Master Plan, Rezoning, Code Amendments and Conditional Uses
  - Continuation of current community maintenance functions
- **GovGuam**
  - Continuation of primary services, such as water / wastewater, police, fire
  - Non-discretionary land use approvals (site plans, subdivisions, permits/inspections)
- **Hagåtña/GovGuam Coordination Committee**
  - Realignment of some services
  - Cooperative agreement defining roles and coordination between agencies

HAGÅTÑA MASTER PLAN

Preserving Our Past. Shaping Our Future.

Whitepaper on Organizational Structure

Introduction

Re-establishing Hagåtña as the governmental hub of Guam and elevating it from a village to a city is a foundational goal of the Hagåtña Master Plan. Hagåtña has served as the center of government for Guam throughout many parts of its history, from the Spanish colonial era through World War II, but has since lost its functionality as GovGuam entities have been dispersed to other parts of Guam.

To implement the broad goals and policies of the Hagåtña Master Plan, a detailed evaluation has been completed to assist decision-making relative to the appropriate form of organizational structure for establishing Hagåtña as a city. A companion Whitepaper on Funding and Financing will be provided separately and should be considered in conjunction with this document to provide understanding of the potential funding and financing sources to support the new city.

Key goals and policies of the Hagåtña Master Plan focus on establishing an effective form of organizational structure for the new city, which is tailored to complement the existing services provided within the Hagåtña area today and is focused on the provision of future local services most important within the community. The purpose of this document is to evaluate various alternative forms of city governance and provide recommendations on the appropriate organizational structure for the new City of Hagåtña.

Report Organization

This report is organized into the following sections:

Section 1 Hagåtña Master Plan
This section provides an overview of governance issues and opportunities within Hagåtña, including relevant goals and policies.

Section 2 Existing Governance in Hagåtña
This section identifies the agencies and governmental organizations which influence Hagåtña today.

Section 3 Alternative Forms of Governance
This section identifies and analyze the various alternative forms of city governance for Hagåtña.

Section 4 Governance Recommendation
This section provides a recommendation relative to the appropriate organizational structure for Hagåtña.

Section 5 Methods of Incorporation
This section provides alternatives and recommended methods of incorporation.

Section 6 Case Study – Fort Meyers Beach, Florida
This section provides a case study example of a shared service model organization.

Section 7 Typical Revenues for Incorporated Cities
This section provides typical revenues available to a city upon incorporation.

Doc. No. 35GL-20-1498.

Section 1 – Hagåtña Master Plan

The Hagåtña Master Plan was developed with the guidance of the Hagåtña Restoration and Redevelopment Authority (HRRA) as an update to the 2005 Hagåtña Master Plan. The master plan is a broad community vision expressed through goals, policies, mapping and graphics and is meant to guide decision-making relating to land use, roads, housing, utilities and other community needs in order to achieve its vision. A fundamental element of the Hagåtña Master Plan is the overarching goal of incorporation of the City of Hagåtña and the establishment of cooperative agreements with agencies and departments currently providing continuing primary services within the community.

The Hagåtña Master Plan is the product of an extensive and inclusive process of stakeholder and public participation including input from residents, community leaders, business owners and GovGuam agencies and departments. The resulting vision, goals and policies of the Hagåtña Master Plan were integrated into the approach and analysis within this whitepaper and provide essential guidance in determining the most effective form of governance, organization and function of the new city. This section provides applicable portions of the Hagåtña Master Plan related to city governance and re-establishing Hagåtña as the governmental capital of Guam and incorporating it as a city.

Hagåtña Master Plan Vision Statement

The Hagåtña Master Plan Vision Statement provides the overall intended result of plan implementation within the community. The Vision Statement was developed based on stakeholder interviews and public input as part of the update process.

> *Re-establish Hagåtña as the Capital City of Guam, and the governmental, cultural, and commercial heart of the island supported by vibrant residential mixed use areas."*

This vision correlates to a new Master Plan goal identified to "recreate Hagåtña as the Capital City of Guam," and a new Master Plan planning principle to "develop a sustainable community."

Hagåtña Master Plan Guiding Principles

The Guiding Principles in the Hagåtña Master Plan provide direction for the update process and the resulting goals and policies for the community. The Guiding Principles were developed based on stakeholder interviews and public input. A Guiding Principle related to the re-establishment of Hagåtña as the capital city in Guam was included in the Hagåtña Master Plan:

Guiding Principle: Re-establishing Hagåtña as the Capital City

Hagåtña is the political, commerce, and social center on the island of Guam. Hagåtña is an iconic model which other cities and villages strive to replicate.

Actions

- *Design iconic government buildings and public open space.*
- *Require planning and design best practices for all new developments.*
- *Relocate all government facilities and headquarters to downtown.*

Key Issues and Opportunities in Hagåtña

The Hagåtña Master Plan identifies a number of key issues and opportunities related to the re-establishment of Hagåtña as the capital city of Guam. These issues and opportunities broadly frame the fundamental aspects related to governance that are addressed in more detail later in this whitepaper.

Issues

Lack of Planning Authority. The Department of Land Management has planning authority over all of Guam, which creates a challenge for the City of Hagåtña with regards to planning and managing the future growth of the City.

Lack of Resources. The City of Hagåtña does not have the monetary resources necessary to create and manage its own departments for power, water, police, fire, public works, and other public services that are currently provided to all of Guam by GovGuam.

Opportunities

Existing Infrastructure. Power and water are currently provided to Hagåtña by the Guam Power Authority and the Guam Water Authority via existing infrastructure...The existence of the infrastructure and service within the city provides an opportunity for entering into formal agreements for the continuance of these public services, without needing to establish new city department to oversee these essential public services.

Hagåtña Master Plan Governance Element

Based on the Vision and Guiding Principles related to re-establishment of Hagåtña as the capital city of Guam, the Hagåtña Master Plan includes a Governance Element, which establishes a defined path to achieve the successful incorporation and function of the community.

The Governance Element outlines the actions necessary to provide for the incorporation of Hagåtña and provide for essential public services without exhausting available resources or duplicating non-local services provided by other agencies and levels of government. As GovGuam departments and agencies already provide most services throughout the island, the Governance Element establishes goals and policies related to formal coordination of resources and necessary cooperative agreements for the continuation of primary services by GovGuam, augmented by local services to be assumed by Hagåtña, creating a mutual benefit for both the city and Guam.

The Governance Element supports the Guiding Principle of re-establishing Hagåtña as the capital city of Guam by providing coordination mechanisms to facilitate efficient use of resources and providing for the level of public services necessary to realize the City's vision within a deliberate governance framework.

Goals and Policies

As the City of Hagåtña transforms into the capital city and cultural center for Guam, goals and policies are necessary to maximize available city resources. The Hagåtña Master Plan establishes a number of relevant Goals and Policies related to governance:

Goal GOV-1 *Provide effective governance to the City of Hagåtña citizenry, property owners, business owners and stakeholders advancing the City Council's mission and vision.*

Policy GOV-1.1 *Recognize that citizen involvement is an integral component of any major planning effort in the city and consider citizen input as an important component of the planning and implementation process. Provide ample and effective opportunities for public participation at all levels of City of Hagåtña governance and decision-making including opportunities for public review of plans, regulations, and development proposals at the appropriate stage of plan preparation and implementation.*

Goal GOV-3 *Establish and maintain intergovernmental coordination processes and procedures as a major means of achieving consistency among all GovGuam departments and agencies implementing plans and programs affecting the City of Hagåtña.*

Policy GOV-3.1 *Coordinate and cooperate city planning activities with GovGuam departments and agencies to achieve mutually beneficial goals and objectives.*

Policy GOV-3.2 *Identify opportunities for synergies and economies of scale through partnerships with GovGuam departments and agencies and institute programs for collaboration to maximize mutual benefits.*

Policy GOV-3.3 *Coordinate planning and impact assessment duties affecting the city with GovGuam departments and agencies providing services but not having regulatory authority over the use of city land, and with the planning initiatives outside the city including adjacent villages.*

Goal GOV-4 *Proactively engage in intergovernmental coordination and establish a leadership role on Guam planning issues that affect the City of Hagåtña.*

Policy GOV-4.1 *Maintain an active program of monitoring and communication with GovGuam departments and agencies.*

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Policy GOV-4.2 *Participate in community and government workshops sponsored by GovGuam departments and agencies to provide an open forum for communication and coordination of programs involving the city.*

Policy GOV-4.3 *Participate in the meetings and activities with the Department of Land Management and other intergovernmental planning groups / technical committees to ensure full participation in deliberations which may involve the city.*

Policy GOV-4.4 *Participate in intergovernmental coordination activities regarding issues involving: traffic and transportation systems improvement planning and financing; public utility improvement and financing; sustainability planning and financing including protection against flood damage; land use planning; historical and cultural resource planning; and economic development planning and financing for projects within and adjacent to the city.*

Goal GOV-6 *Coordinate with the GovGuam departments and agencies including the Department of Land Management and district Municipal Planning Councils on proposed development within and/or adjacent to the borders of the City of Hagåtña.*

Policy GOV-6.1 *The city shall ensure that the impacts of development within the city on adjacent villages and the region are addressed through coordination mechanisms. Likewise, planning for villages bordering Hagåtña should provide for opportunities for input by the City of Hagåtña.*

Policy GOV-6.2 *Coordinate with the Department of Land Management and Municipal Planning Councils on the resolution of land use matters involving the city and adjacent villages.*

Policy GOV-6.3 *Pursue resolution of development and impact assessment issues for impacts transcending the city's political jurisdiction. Issues of regional significance shall be coordinated with GovGuam departments and agencies. (see complete policy).*

Policy GOV-6.4 *The city shall coordinate transportation improvements proposed by new development with appropriate GovGuam departments and agencies concerned with assessing traffic impacts of proposed development.*

Policy GOV-6.5 *The city shall take a leadership role in establishing a process providing for the Department of Land Management, adjoining Municipal Planning Councils and the city, opportunities for input to ensure consistency related to planning and zoning matters with the intent of lessening and / or mitigating potential objectionable impacts of development on the area.*

Goal GOV-7 *Coordinate with GovGuam departments and agencies having operational and maintenance responsibility for public facilities to establish level of service standards.*

Policy GOV-7.1 *Coordination activities pursuant to the goals and policies in this Element shall include consideration for equitable Level of Service for public facilities.*

Policy GOV-7.2 *The city shall coordinate with GovGuam departments and agencies having operational and maintenance responsibility for public facilities for which the Level of Service standards are being established to ensure mutually compatible and equitable standards.*

Policy GOV-7.3 *Coordination activities pursuant to the goals and policies in this Element shall include consideration for equitable Level of Service standards for facility and service delivery systems consistent with the provisions of this Master Plan.*

Goal GOV-8 *Provide for the city's fiscal strength and ability to implement Master Plan initiatives*

Policy GOV-8.5 *Pursue funding partnerships with GovGuam to fund priority initiatives and projects.*

Policy GOV-8.6 *Vigorously pursue alternative revenue sources to fund priority initiatives and projects including P4 (private-public and private-private) initiatives.*

Goal GOV-9 *Provide for monitoring and evaluation schedule of intergovernmental coordination activities.*

Policy GOV-9.1 *Establish quantitative measures of success to monitor intergovernmental coordination activities. The city shall conduct a review of these activities not less than biennially. The review shall include the following issues:*

- *Regular monitoring of coordination activities via participation in meetings with GovGuam departments and agencies.*
- *Informal agreements or an enacted ordinance providing for mutual exchange of notice and information about proposed future land use and/or zoning map changes within an area to be determined as a significant distance from any village or City of Hagåtña municipal boundary.*
- *Assisting the Department of Land Management in identifying regional issues affecting the city and providing appropriate city participation in their analysis and resolution.*
- *Executing cooperative inter-local agreements for public services with GovGuam departments and agencies.*

Section 2 - Existing Agencies providing services in Hagåtña

Hagåtña and the rest of Guam is governed by I Maga'låhi (the Governor), with the advice and guidance of I Liheslaturan Guåhan (the Guam Legislature) and numerous GovGuam agencies and departments. Traditionally, Guam has been organized into different villages, with 19 villages existing today with municipal boundaries defined in Guam Law. While each village has its own mayor and established boundaries, there are no true cities on Guam. Under current Guam Law, the Mayor of Hagåtña is provided limited powers, including oversight over maintenance of parks and the community center and minor street improvements within Hagåtña.

In addition to the Governor and Guam Legislature, the primary departments and agencies currently providing services to Hagåtña are listed below, along with identified functions and roles.

Hagåtña Restoration and Redevelopment Authority

The Hagåtña Restoration and Redevelopment Authority (HRRA) was created to revitalize, promote, preserve and protect the heritage and economic vitality of Hagåtña by expanding the supply of low and moderate income housing, increasing employment opportunities and providing an environment for the social, economic, psychological growth and well-being of residents. One of HRRA's key functions is planning for the revitalization of Hagåtña through the formation of the Hagåtña Master Plan, Design Guidelines, Zoning Code, capital project development and municipal incorporation. HRRA is the only GovGuam authority that is specific only to Hagåtña.

Guam Economic Development Authority

The Guam Economic Development Authority (GEDA) was established to develop a sound and sustainable economy through innovative programs that preserve and promote local culture, economic opportunities and quality of life. Major GEDA influences on Hagåtña include capital improvement projects funded through the Hotel Occupancy Tax Bond. Projects include the renovation and

restoration of cultural and historic sites, such as Plaza de España and Senator Angel L.G. Santos Memorial Park (also known as Latte Park), as well as the construction of new cultural amenities like the new Guam Museum.

Department of Land Management

The Department of Land Management (DLM) has planning and zoning authority over the entire island, manages all public lands and regulates all new developments on Guam. Advisory land use commissions within DLM include the Guam Land Use Commission (GLUC), the Guam Seashore Protection Commission (GSPC), the Chamorro Land Trust Commission (CLTC) and the Guam Ancestral Lands Commission (GALC).

Department of Parks and Recreation

The Department of Parks and Recreation (DPR) develops, operates and maintains all public parks throughout Guam. The Guam Historic Resources Division of DPR, also known as the State Historic Preservation Office (SHPO), maintains and manages all historic sites on Guam, including the various historic sites and buildings in Hagåtña. The Guam Historic Preservation Review Board is an advisory board within the department.

Department of Public Works

The Department of Public Works (DPW) coordinates the planning, design and construction of public infrastructure throughout Guam. DPW operates the public transit system and is responsible for solid waste management throughout Guam. DPW also provides for storm drainage throughout the island.

Guam Police/Fire Departments

Public safety within Hagåtña is provided by the Guam Police and Fire Departments. The Guam Police Department is the primary law enforcement agency for Guam, with jurisdiction over the entire island. The Guam Fire Department provides emergency response related to safety throughout the island.

Guam Power Authority

Power is provided to Hagåtña by the Guam Power Authority (GPA) via existing infrastructure. GPA is a full service electric utility that generates, transmits, and distributes electric energy from its various power generation resources to all individual customers. GPA has a total generation capacity of 552 MW, with a total of 663 miles of transmission and distribution lines and 29 substations.

Guam Waterworks Authority

Potable water system service throughout Guam is provided by the Guam Waterworks Authority (GWA). GWA operates and maintains over 200 water facilities on Guam, which includes wells, reservoirs, booster pump stations and treatment plants.

Section 3 – Alternative Forms of Governance

The Hagåtña Master Plan provides a broad vision for the transformation of the community into the capital city and cultural center of Guam. Successful implementation of this vision is dependent on identification and development of an organizational structure best suited to provide for the effective governance of the city. Section 2 provides the existing service delivery model in Hagåtña, which consists of most services being currently provided by GovGuam and revitalization efforts managed by the Hagåtña Restoration and Redevelopment Authority.

This section explores several potential organizational structure alternatives for the future governance of Hagåtña and the advantages and disadvantages of each alternative. In selecting the forms of governance for evaluation, the following elements were considered:

- The history and evolution of governance in Hagåtña and Guam
- The existing governance present today in Hagåtña and Guam
- Current service delivery within Hagåtña, including specific programs and services provided by GovGuam or other entities
- The Vision, Goals and Policies in the Hagåtña Master Plan related to incorporation, public services and governance

The overarching goal of transforming Hagåtña into a municipality necessitates identification and implementation of a governance structure which compliments and augments the public services currently provided within Hagåtña. The selected alternatives were tailored to account for the present-day agencies, departments and authorities and the current governance environment in Hagåtña.

Common Types of City Government

For the purposes of this analysis, common forms of municipal governance within the United States were considered. In general, city government typically falls within five broad forms of government; Council-Manager, Mayor-Council, Commission, Town Meeting and Representative Town Meeting (See

Figure D-1). These typical forms of city governance were evaluated for consideration for Hagåtña and the development of the five alternatives herein. A summary of the organization and characteristics of each form of government follows.

Council-Manager

In the Council-Manager form of government the City Council establishes policy and oversees the general administration of the City. The Council also approves the budget and determines the municipality's tax rate. A professional City Manager is typically appointed to administer the day-to-day operations of the City. The Council provides legislative direction while the Manager is responsible for administering the operations of the city based on council policy. The Council-Manager form is the most common form of municipal government in the United States. Survey data from the International City/County Management Association (ICMA) indicates that use of this form of governance has risen from 48% in 1996 to 55% in 2006.

Mayor-Council

The Mayor-Council form of municipal government most closely parallels the American federal government with an elected legislature and a separately elected executive branch. In the Mayor – Council form of government, the Mayor is elected separately from the City Council and serves as the executive head of the municipal government, with significant administrative and budgetary authority. The Council is elected and maintains legislative powers. Professional managers typically are appointed who maintain limited administrative authority. This is the second most common form of city government (36%) and is found primarily in older, larger cities in the United States.

Commission

The Commission form of municipal government is characterized by an elected governing board that holds both legislative and executive powers. Individual commissioners are typically elected and responsible for one specific aspect of municipal government (fire, police, public works, public health, finance, etc.). The Board of Commissioners serves as the governing board and the head of government and is responsible for adopting the budget and enacting regulations. It is typical that a number of other officials typically are also elected, such as Sheriff, Treasurer and Clerk. This is the oldest form of government, but currently exists in less than 1% of cities in the United States.

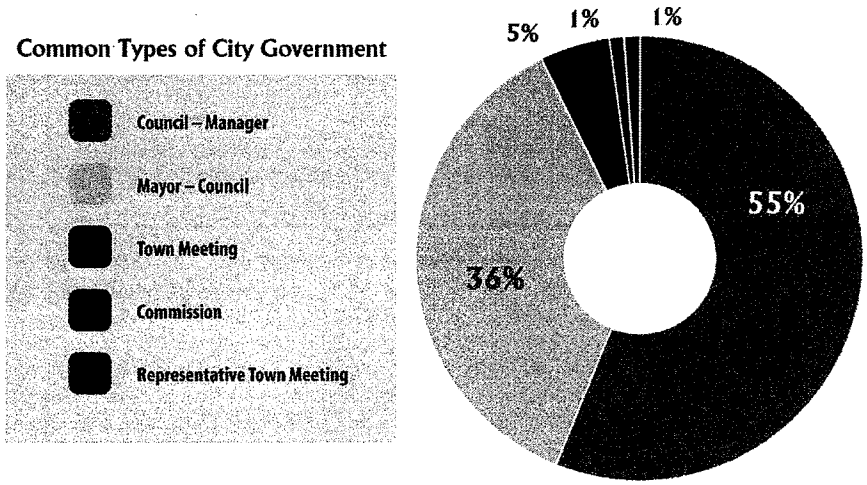
Town Meeting

In the Town Meeting form of government, all voters from the municipality meet and decide policies and elect officials (Selectmen) to implement the legislative direction from the community. The frequency of meetings varies, but Town Meetings are typically held once per year. In some cases, a manager is appointed to carry out the administrative operations of the town. This type of government is generally viewed as the purist form of democracy because it allows all voters a voice in local policy decisions. The Town Meeting form of government is found in only 5% of municipalities.

Representative Town Meeting

The Representative Town Meeting form of municipal government is similar to the Town Meeting, with the exception that voters select a large number of citizens for representation and voting at town meetings. All citizens can attend the meetings and participate in the debate, but only those chosen as representatives have a direct vote. In some instances, Selectmen are then responsible for implementing policy. This form of governance is found in only 1% of U.S. municipalities.

Figure D-1. Common Types of City Government



Recommended form of City Government

Recommendation:

The Mayor-Council form of municipal government is appropriate for the newly incorporated City of Hagåtña. This form of government provides an elected Mayor serving as executive head of the city responsible for personnel decisions on the City Manager, Department Heads, setting the city budget and veto power of legislative actions by the Council. The City Council establishes policy and legislative direction, and a professional manager would be employed to implement Mayor - Council policy and to administer the day-to-day operations of the city as directed by the Mayor.

Alternatives Analysis

Based on the existing service delivery model present in Hagåtña, the most appropriate form of governance is a small and efficient municipal government focused on delivering core local public services most important to residents and pursing cooperative agreements with GovGuam agencies and departments for the provision of other public services within the community.

Based on the community characteristics and the current service delivery model in Hagåtña, the four alternatives selected for evaluation in this section are as follows:

Alternative A	Incorporate as a City, with HRRA transformed into Mayor-Council and continuing primary services from GovGuam. (Recommended Alternative)
Alternative B	Incorporate as a City, with HRRA remaining as a separate redevelopment authority and continuing primary services from GovGuam.
Alternative C	Maintain existing governance structure with HRRA remaining as a redevelopment authority and continuing primary services from GovGuam.
Alternative D	Incorporate as a City and establish full range of services and departments.

Evaluation of the four alternatives is provided within the following sections of this report. Each alternative defines the proposed organizational structure, mission, roles and responsibilities, and the advantages and disadvantages of each alternative.

Alternative A **Incorporate as a City, with HRRA transformed into the City Council and continuing primary services from GovGuam**

This alternative would involve the incorporation of Hagåtña as a municipal government, with an elected Mayor and City Council serving as the governing body for the community. Appropriate city departments will be established to administer local public programs and services to residents such as planning and community maintenance, with most primary services continuing to be provided by GovGuam agencies and departments.

Under this alternative, cooperative agreements will be established with GovGuam agencies and departments to define and coordinate service delivery and provide for the continuation of most

existing GovGuam services and programs. This alternative would eliminate the need for redundant and duplicative city departments providing for public services such as water, power, fire, and police, which are already currently provided by GovGuam. This alternative would benefit the larger island of Guam through the success of Hagåtña as a stronger, more vibrant economic contributor, bringing new opportunities for business and tourism.

To facilitate the definition, reallocation and coordination of services, it is recommended that a committee be appointed with appropriate officials and departments of GovGuam and the City of Hagåtña to realign and coordinate service delivery within the community. This committee's work will serve as the basis for cooperative agreements relative to the continuance of certain GovGuam services within Hagåtña.

With regard to planning and development, this alternative will establish a City of Hagåtña Planning Department and adoption of a Master Plan, Zoning Code and Design Guidelines for the new city. Administration of the Hagåtña Zoning Code would be accomplished by the city, in partnership with the Department of Land Management. Some aspects of the development process would continue to be administered by the Department of Land Management such as review of site plans, construction documents and building inspections. Land use and other planning related decisions, including Master Plan Amendments, Zoning Code Amendments, Rezonings and Conditional Use Permits will be determined by the newly elected Mayor and City Council for the City of Hagåtña based on the community impacts and the need for local decision making on local land use changes.

In this alternative, the powers and duties of the Hagåtña Restoration and Redevelopment Authority Board will be transferred to the new Mayor and City Council and some members of the HRRA Board will be appointed to serve as the first City Council. As the new council will only have seven (7) available councilmember seats, a maximum of seven (7) members of HRRA may be appointed as the first City Council for the City of Hagåtña. For continuity, this alternative recommends that the current Mayor of Hagåtña continue service as the first Mayor of the new City of Hagåtña. The Mayor and City Council of the new city will serve until new elections in the community are held. The new Mayor will be responsible for hiring appropriate staff including a City Manager to organize and manage the city.

This option is based on an approach to municipal government that establishes local control and decision-making and provides for the efficient delivery of services and limitation to the size of local government. Section 6 of this whitepaper provides a case study example of this type of streamlined municipal government and results achieved by the Town of Fort Meyers Beach, Florida.

Alternative A - Mission Statement
This alternative will provide for the incorporation of the City, with the HRRA Board transformed into the City Council and with primary services continuing to be provided by GovGuam. A proposed Mission Statement for Alternative A is as follows:

> *The City of Hagåtña provides exceptional services focused on local issues and inclusive decision making. Effective partnerships with GovGuam agencies enable continuation of important community services valued by residents.*

Alternative A - Authorizations Needed
The process recommended to establish this alternative will require amendment to numerous sections of Guam Law to provide for the incorporation of the City and to establish municipal powers and duties. This legislation will provide for city departments and officials, election procedures and other rules and procedures regarding the conduct of municipal government.

Additionally, cooperative agreements will need to be reached between the new City and GovGuam to realign and coordinate service delivery within the new City of Hagåtña.

Alternative A - Roles and Functions
Under this alternative, the new City of Hagåtña will assume service delivery on primary local issues, which include the following:

- Administration and decision-making on any land use change in the community, including Master Plan Amendments, Rezonings and Conditional Use Permits
- Adoption of Zoning Code Amendments and other development-related policies and regulations, providing for local control of development
- Zoning and Code Enforcement relative to violations, abandoned vehicles and parking.
- Community maintenance relative to municipal buildings and properties.
- The City will assume the role and function of HRRA in community revitalization and redevelopment, including capital improvement planning and community enhancement.

Under this alternative, GovGuam will continue service delivery on the primary infrastructure elements within the community including public safety (police and fire), streets, storm water management,

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water and wastewater operation/maintenance, parks maintenance, and economic development. The organizational structure of this alternative is represented in Figure D-2 below.

Figure D-2. Alternative A - Organizational Construct



Alternative A - Advantages
This organizational structure has the following advantages.

- Establishment of Hagåtña as an incorporated city will provide local control and decision-making on important community issues such as zoning and land development.
- Transferring the powers and duties of the Hagåtña Restoration and Redevelopment Authority and appointing members of the HRRA Board to serve as the first City Council will provide continuity with regard to revitalization policy implementation for Hagåtña.
- Appointing the current Mayor of Hagåtña to serve as the first new Mayor of the new City of Hagåtña will provide continuity with regard to community representation and governance.
- This alternative restores the historical status of Hagåtña as the capital city of Guam and reinforces and enhances the center of government present in Hagåtña today.
- Incorporation establishes self-determination with regard to local control and the nature and level of local services. Through incorporation, a community can identify and address issues of local concern.
- Local government is typically more responsive to residents within the community. Locally elected public officials and officers are close to the people and as a result are more responsive to the needs and concerns of the community.
- City and town governments typically receive significant additional revenues disbursed from state or federal taxes, which are not available to unincorporated communities. Section 7 of this whitepaper provides typical revenues available to an incorporated municipality.
- An incorporated city typically has additional powers not granted to an unincorporated community, including the ability to levy taxes to address local issues.
- A city is able to plan for future growth and development within the city and can control growth through an adopted Master Plan and Zoning Ordinance and other development regulations.
- A city can better represent its citizens with federal, state or other governmental entities.
- An incorporated city will represent the entire Hagåtña area and all constituencies, including residents, neighborhoods, business interests, cultural heritage advocates, environmental and social groups.

Alternative A - Disadvantages
This organization structure has the following disadvantages.

- In some cases, incorporation can be unnecessary because the needs of the community are limited in scope or are currently being met by another level of government. Limited services within the area may be provided by a special district or authority to address specific needs within a community such as fire or sewer service.

- In some cases, a community is too small in area or population to serve as an efficient and effective unit of government.
- The most common argument against incorporation is that it will increase taxes. Most incorporated cities and towns impose additional taxation, most often a local sales tax. Residents want local control over local issues, yet are reluctant to form a new city over concerns of creating a large bureaucracy and corresponding tax increases.

Alternative B **Incorporate as City, with HRRA remaining as a separate authority and continuing primary services from GovGuam**

This alternative is similar to Alternative A, with the exception that under Alternative B, HRRA remains a separate redevelopment authority from the new Mayor and City Council, with the primary focus on revitalization of the city. The new Mayor and City Council will govern all other aspects of the city. The current Mayor of Hagåtña will serve as the new Mayor until the first elections within the community can be held.

This alternative would involve the incorporation of Hagåtña into a municipal government, with an elected Mayor and City Council serving as the governing body for the City. Appropriate city departments will be established to administer some local public services to residents such as planning and community maintenance. Under this alternative, cooperative agreements will be reached with GovGuam agencies and departments to provide for the continuation of existing GovGuam services and programs. This alternative would eliminate the need for redundant city departments for public services such as water, power, fire, and police currently provided by GovGuam. This alternative will benefit the larger island of Guam through the success of Hagåtña as a stronger, more vibrant economic contributor, bringing new opportunities for business and tourism.

To facilitate the definition, reallocation and coordination of services, it is recommended that a committee be appointed with appropriate officials and departments of GovGuam and the City of Hagåtña to realign and coordinate service delivery. This committee's work will serve as the basis for cooperative agreements providing for the continuance of certain GovGuam services within Hagåtña.

With regard to planning and development, this alternative will establish a City of Hagåtña Planning Department and adoption of a Master Plan, Zoning Code and Design Guidelines for the new City. Administration of the Hagåtña Zoning Code would be accomplished by the City, in partnership with the Department of Land Management. Some aspects of the development review process would continue to be administered by the Department of Land Management such as review of site plans, construction documents and building inspections. Land use and other planning related decisions on Master Plan Amendments, Zoning Code Amendments, Rezonings and Conditional Use Permits will be determined by the newly elected Mayor and City Council for the City of Hagåtña.

Alternative B - Mission Statement

This alternative will provide for the incorporation of the City, with HRRA remaining a separate redevelopment authority with primary services continuing to be provided by GovGuam. A proposed Mission Statement for Alternative B is as follows:

> *The City of Hagåtña provides exceptional services focused on local issues and inclusive decision- making. Effective partnerships with GovGuam agencies enable continuation of important community services valued by residents.*

Alternative B - Authorizations Needed

The process recommended to establish this alternative will require amendment to numerous sections of Guam Law to provide for the incorporation of the City and to establish the powers and duties of the new city. This legislation will provide for city departments and officials, election procedures and other rules and procedures for the conduct of municipal government.

Additionally, cooperative agreements will need to be reached between the new City and GovGuam to realign and coordinate service delivery for the new City of Hagåtña.

Alternative B - Roles and Functions

Under this alternative, the new City of Hagåtña will assume service delivery on primary local issues, which include the following:

- Administration and decision-making on any land use change in the community, including Master Plan Amendments, Rezonings and Conditional Use Permits
- Adoption of Zoning Code Amendments and other development-related policies and regulations, providing for local control of development
- Zoning and Code Enforcement relative to code violations, abandoned vehicles and parking enforcement.
- Community maintenance relative to municipal buildings and properties.

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Under this alternative, the Hagåtña Restoration and Redevelopment Authority will continue its role and function to revitalize Hagåtña through programs, services, capital planning efforts and community enhancement.

Under this alternative, GovGuam will continue service delivery on the primary infrastructure elements within the community including public safety (police and fire), streets, storm water management, water and wastewater operation and maintenance, parks maintenance, economic development. The organizational structure of this alternative is represented in Figure D-3 below.

Figure D-3. Alternative B - Organizational Construct



Alternative B Advantages
This organizational structure has the following advantages.

- Maintaining HRRA as a separate redevelopment authority provides continuity in the implementation of redevelopment policy within Hagåtña.
- Establishment of Hagåtña as an incorporated city will provide local control and decision-making on important community issues as zoning and land development.
- This alternative restores the historical status of Hagåtña as the capital city of Guam and reinforces and enhances the center of government present in Hagåtña today.

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- Incorporation establishes self-determination with regard to local control and the nature and level of local services. Through incorporation, a community can identify and address issues of local concern.
- Local government is typically more responsive to residents within the community. Locally elected public officials and officers are close to the people and as a result are more responsive to the needs and concerns of the community.
- City and town governments typically receive significant additional revenues disbursed from state or federal taxes, which are not available to unincorporated communities. Section 7 of this whitepaper provides typical revenues available to an incorporated municipality.
- An incorporated city typically has additional powers not granted to an unincorporated community, including the ability to levy taxes to address local issues.
- A city is able to plan for future growth and development within the city and can control growth through an adopted Master Plan and Zoning Ordinance.
- A city or town can better represent its citizens with federal, state or other governmental entities.
- An incorporated city will represent the entire Hagåtña area and all constituencies, including residents, neighborhoods, business interests, cultural heritage advocates, environmental and social groups.

Alternative B Disadvantages
This organization structure has the following disadvantages.

- The redevelopment and revitalization function is interrelated with land use and financial aspects of municipal governance. Maintaining HRRA as a separate redevelopment authority splits this function between two separate decision-making bodies and would create an overlap of roles and responsibilities related to revitalization of Hagåtña.
- In some cases, incorporation can be unnecessary because the needs of the community are limited in scope or are currently being met by another level of government. Limited services within the area may be provided by a special district or authority to address specific needs within a community such as fire or sewer service.
- In some cases, a community is too small in area or population to serve as an efficient and effective unit of government.
- The most common argument against incorporation is that it will increase taxes. Most incorporated cities and towns impose additional taxation, most often a local sales tax. Residents want local control over local issues, yet are reluctant to form a new city over concerns of creating a large bureaucracy and corresponding tax increases.

Alternative C **Maintain existing governance structure with HRRA remaining as redevelopment authority and continuing primary services from GovGuam**

This alternative maintains the existing governance structure in Hagåtña and maintains existing public services from the existing GovGuam authorities, agencies and departments. In this alternative, the current Mayor of Hagåtña will continue as the elected representative of Hagåtña residents, with the limited powers granted under Guam Law. The Hagåtña Restoration and Redevelopment Authority will continue to focus on efforts to revitalize Hagåtña and plan for redevelopment of the community.

Public services such as police, fire, water, sewer, parks, and solid waste disposal will continue to be provided by GovGuam agencies and departments. Planning and regulation of new growth and development will continue to be managed through GovGuam Department of Land Management. The Department of Parks and Recreation will continue to maintain and develop public parks within Hagåtña.

Alternative C - Mission Statement
This alternative will maintain the governance structure existing today with HRRA remaining as redevelopment authority and primary services continuing to be provided by GovGuam. A proposed Mission Statement for Alternative C is as follows:

> *The Hagåtña Restoration and Redevelopment Authority provides exceptional services focused on revitalization of the community. GovGuam agencies provide important community services valued by residents.*

Alternative C - Authorizations Needed
As this alternative maintains the governance structure existing today, no authorizations are necessary to enable this alternative. However, this alternative would involve adoption of the Hagåtña Master Plan, Zoning Code and Design Guidelines for implementation by the Department of Land Management. Amendments to Guam zoning law will be required to enact the proposed Hagåtña Zoning Code, and to reconcile applicable development regulations for Hagåtña.

Alternative C - Roles and Functions
Under this alternative, the Hagåtña Restoration and Redevelopment Authority will continue its role and function to revitalize Hagåtña through programs, services and capital planning efforts.

Under this alternative, GovGuam agencies and departments will continue to provide necessary public services to the Hagåtña area, including planning and development services, public safety (police and fire), streets, storm water management, water and wastewater operation and maintenance, parks maintenance and economic development. The organizational structure of this alternative is represented in Figure D-4 below.

Figure D-4. Alternative C - Organizational Construct



Alternative C Advantages
This organization structure has the following advantages.

- The existing GovGuam agencies and departments provide adequate public services to the residents of Hagåtña and to the rest of Guam. Continuance of services from GovGuam would avoid creation of duplicate municipal agencies and departments to perform the same role and function.
- The Hagåtña Restoration and Redevelopment Authority's focus on the revitalization of Hagåtña provides for some level of planning.

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- Redevelopment authorities are typically narrowly structured to provide a key area of government service delivery, without the over-arching control often found in larger centralized city governments.

Alternative C Disadvantages

- This organization structure has the following disadvantages.
- GovGuam agencies and departments are is responsible for service delivery across the entire island. As a result, decisions are made within the broader context of the island, rather than locally focused on Hagåtña.
- Land use planning is done within the larger context of the Island of Guam and may not reflect local needs, issues and input.
- The existing GovGuam zoning regulations are designed to accommodate the diversity of all communities on the island and are not reflective of the local community of Hagåtña.
- The current Mayor of Hagåtña is provided limited powers under current Guam Law, primarily focused on maintenance of the community. As such, the Mayor is not empowered to address the full scope of issues facing Hagåtña.
- Redevelopment authorities do not possess the full range of powers which are typical for a municipality. The lack of power to levy taxes significantly limits the ability to use local resources to address local community issues and needs.
- Redevelopment authorities typically are not a governing body elected by local residents. As a result, the city lacks direct representation provided by an elected Mayor and Council without the normal checks and balances found in traditional municipal organizations.
- Redevelopment agencies typically have a narrow focus related to revitalization of the community, rather than a broad focus encompassing the range of community issues within a city.
- Decision-making on planning and development related issues is currently made by two separate entities. HRRA provides decision-making related to revitalization issues and GovGuam provides decisions related to zoning, site plans and other development applications. This bifurcation of the planning function can result in fragmented and uncoordinated decision making relative to future growth within Hagåtña.

Alternative D Incorporate as a City, with full range of services and departments

This alternative involves incorporation of Hagåtña into a municipal government, with an elected Mayor and City Council serving as the governing board for the City. This alternative will establish a full range of city departments providing all municipal services including public safety, water, sewer, solid waste disposal, parks and development services. As discussed previously, GovGuam currently provides most public services within Hagåtña today.

Alternative D - Mission Statement

This alternative will provide for incorporation of the city and establishment of a full range of services and departments. A proposed mission statement for Alternative D is as follows:

> *The City of Hagåtña provides exceptional public services focused on local issues and inclusive decision- making.*

Alternative D - Authorizations Needed

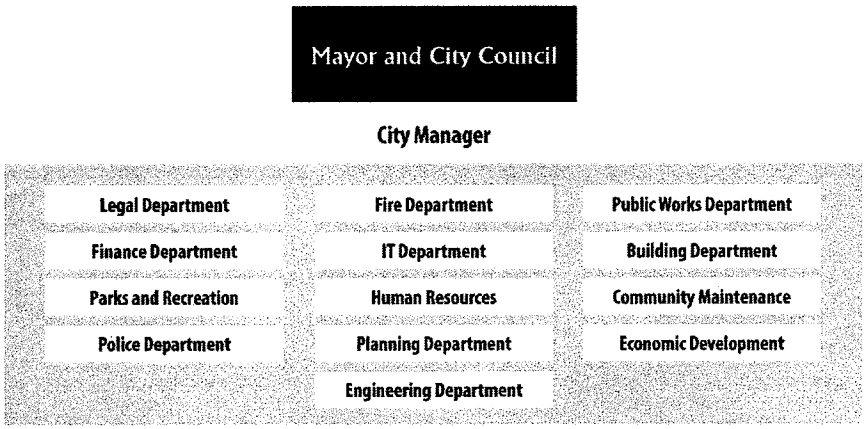
The process recommended to establish this alternative will require amendment to numerous sections of Guam Law to provide for the incorporation of the City and to establish the powers and duties of the new city. This legislation will provide for city departments and officials, election procedures and other rules and procedures for the conduct of municipal government.

Alternative D - Roles and Functions

Under this alternative, the new City of Hagåtña will assume service delivery on all issues, including planning and development services, public safety (police and fire), streets, storm water management, water and wastewater operation and maintenance, parks maintenance and economic development. The organizational structure of this alternative is represented in Figure D-5 below.

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Figure D-5. Organizational Construct



Alternative D Advantages
This organization structure has the following advantages.

- Incorporation establishes self-determination with regard to local control and the nature and level of local services. Through incorporation, a community can identify and address issues of local concern.
- Local government is typically more responsive to residents within the community. Locally elected public officials and officers are close to the people and as a result are more responsive to the needs and concerns of the community.
- City governments typically receive significant additional revenues disbursed from state or federal taxes, which are not available to unincorporated communities.
- An incorporated city typically has additional powers not granted to an unincorporated community, which provides additional resources to address local issues.
- A city is able to plan for future growth and development within the city and can control growth through an adopted Master Plan and Zoning Ordinance.
- A city or town can better represent its citizens with federal, state or other governmental entities.

Alternative D Disadvantages
This organization structure has the following disadvantages.

- The City of Hagåtña does not have the monetary resources necessary to create and manage its own departments for water, police, fire, public works, and other public services that are currently provided by GovGuam. This alternative would create duplicate and unnecessary city departments for existing public services.
- In some cases, incorporation is unnecessary because the needs of the community are limited in scope. Limited service needs within the area can be provided through another mechanism such as a rural fire district to provide fire protection or a special district to address other specific needs such as sewer service.
- In some cases, the community is too small is area or population to serve as an efficient and effective unit of government.
- The most common argument against incorporation is that it will increase taxes. Most incorporated cities and towns impose additional taxation, most often a local sales tax.

Section 4 – Governance Recommendation

Recommendation:
Based on the analysis in Section 3, Alternative A represents the most appropriate organizational structure for the City of Hagåtña. Alternative A will incorporate Hagåtña as a City with a Mayor-Council structure, with the HRRA Board transformed to the new City Council, with continuing services from GovGuam.

This alternative will establish a city with a limited number of operating departments. A Mayor and City Council will be elected to set municipal policy and provide for decision-making on local issues. Under this alternative, most existing public services currently provided by GovGuam agencies and departments will be maintained, avoiding duplication of services and programs already provided within the community. This alternative establishes local control and decision-making on primary land use requests and other local issues with an elected Mayor and City Council directly accountable to Hagåtña residents.

The powers and duties of the Hagåtña Restoration and Redevelopment Authority will be transferred to the newly elected Mayor and City Council. For continuity, the currently elected Mayor of Hagåtña will continue as Mayor and some members of the HRRA Board will be appointed as the first City Council and will serve until new elections in the community are held. The newly formed city will be based on a Mayor-Council structure wherein the Mayor is responsible for the administration of the city including personnel decisions involving the City Manager and Department Heads and preparation and submission of the budget. The newly established City Council will make legislative decisions relative to the City, with the Mayor having veto powers over ordinances and resolutions adopted by the City Council.

This alternative would involve cooperative agreements between the newly incorporated city and GovGuam agencies to provide for continuation of most primary public services within Hagåtña. This alternative will require defining and coordinating the separate planning functions which will be performed by the City and GovGuam Department of Land Management. The newly formed City of Hagåtña will be responsible for decision-making on primary land use applications such as Master Plan Amendments, Rezonings, Code Amendments and Conditional Use Permits. The Department of Land Management will be responsible for more detail planning at the site plan and construction document phases of the process, including the building inspection and approval process.

To facilitate the definition, reallocation and coordination of services, it is recommended that a committee be appointed with appropriate officials and departments of GovGuam and the City of Hagåtña to realign and coordinate service delivery for the new City of Hagåtña. This committee's work will serve as the basis for cooperative agreements on the continuance of most GovGuam services within Hagåtña.

Section 5 – Methods of Incorporation

This section outlines various alternative methods to achieve incorporation of Hagåtña as a city and the recommended method for the new city. The alternative methods which were evaluated include the following.

Petition without Election

This method of incorporation involves obtaining the petition signatures of a percentage of registered voters to establish incorporation. In this method, signatures are collected on a petition, which is submitted for verification by a higher form of government, such as a county, state or territory. A typical percentage of signatures required to incorporate into a city is two-thirds of the qualified voters residing in the area of incorporation. The number of signatures required is calculated on the basis of how many qualified voters there are in the area to be incorporated as of the date the completed petition is submitted to the county or state for verification. Upon determination by the county or state that all legal requirements have been met, the county, state or territory government declares the community incorporated.

Petition with Election

Another alternative method of incorporation involves obtaining signatures of a lower percentage of registered voters and calling an election on the question of incorporation. A typical percentage of signatures required with this method is ten percent (10%) of the qualified voters residing in the area of incorporation. The petitions are filed with the county or higher form of government, who verifies the signatures and calls the election. Only qualified voters living within the area proposed to be incorporated may vote in an election. If the majority of the qualified voters voting at the election favor incorporation, then the county, state or territory government declares the community incorporated. If the community rejects incorporation, another election generally cannot be held for a period of time, typically one (1) year.

Guam Law Legislation

An alternative to the petition processes listed above is to amend Guam Law to formally establish the city. This alternative involves defining the powers and duties of the new city, as well as appropriate city departments, advisory boards and city officials. The amendments to Guam Law would establish laws relative to elections, terms, voting, public hearings, appointments, powers and duties of city officials, finances, establishment of departments and all other aspects related to the incorporation of Hagåtña as a city. This legislation would also amend current Guam Law relative to municipalities, mayors and

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vice-mayors, and any necessary amendments relative to services provided by GovGuam which will be assumed by the new city,

Recommended Method of Incorporation – Guam Law Legislation

Recommendation:

It is recommended that method of incorporation is through Guam Law legislation. A number of amendments to Guam Law will be required to establish the ability of Hagåtña to incorporate and to establish and reconcile the powers and duties which will be assumed by the new city and those which will be retained by existing GovGuam agencies and departments. This legislation will formally declare Hagåtña as an incorporated city and provide for new elections to be held in the city.

Section 6 – Case Study: Fort Meyers Beach, Florida

A component of this whitepaper is the analysis of a real-world case example supporting the proposed governance structure for the new City of Hagåtña. The proposed shared service delivery model for the City of Hagåtña is also utilized by the Town of Fort Meyers Beach, Florida which was founded on a principle of governance providing for local control and decision making, efficient delivery of core municipal services and limitation to the size of local government. Under this form of governance, the city maintains a small and efficient service delivery profile, with some municipal services contracted out to private entities or provided by other regional or state agencies. This enables the city to focus on the core municipal services most important to local residents and utilize operational cost savings to reinvest in community infrastructure and assets such as roads, bridges and buildings. The resulting municipal government is small and efficient, with few municipal employees and a limited budget.

The Town of Fort Meyers Beach was selected as a comparative example to Hagåtña, based on shared similarities in terms of size, population and community characteristics. Some of the shared community characteristics include:

- Relatively small population (Hagåtña: 1,200, Fort Meyers Beach: 6,300)
- Slow or neutral population growth
- Small community size (Fort Meyers Beach: 2.2 square miles. Hagåtña: 1 square mile)
- Geographic barriers preventing expansion of the community
- Community near build out
- Focused on community maintenance and revitalization
- Recreation and tourism based economy
- Higher levels of government provide services within the community (Fort Meyers Beach: water, wastewater and solid waste provided by Lee County)



Fort Meyers Beach, Florida

Community Characteristics – Fort Meyers Beach, Florida

Fort Meyers Beach Florida was established in 1995 by residents who wanted local control over issues, but with an efficient and small government. This community was founded on a local service delivery model under which a number of core municipal services are performed by volunteers, contracted out to private entities or provided by a higher level of government. This enterprising approach significantly limits public debt and the overall operational costs for the town. The resulting government footprint is small and efficient, with budgeting decisions made through the lens providing services in the most

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efficient and cost-effective manner. This results in a reduction in the resources needed from the community to support core governmental services and programs. This form of governance is based on the concept of government specialization, that certain governments or private entities can provide certain governmental services in a more cost efficient and competent manner than other governments. (Source: Public Manager, July 1997, April 1998. "Government Lite".)

An example of this concept is the types of specialization needed within a city to fully perform the planning function within a community. The typical planning and development function within a city involves many different types and levels of specialization including land use planning, engineering, building construction and inspection, historic preservation, environmental conservation, architectural design review and landscape architecture. To comprehensively address the range of development issues facing a typical community, a city must hire numerous professionals with different specialties, resulting in a large bureaucracy and tax burden on residents.

Alternatively, if some of this service can be provided by another agency such as a county or regional planning organization, the local municipality can then focus its resources on the most important issue to local residents such as land use, community maintenance and zoning enforcement. In this scenario, detailed site plan review, building and engineering review and inspections may be provided by a higher level of government, allowing the city to focus its resources on local decision-making on land use and community maintenance. The resulting planning and development department is small and efficient and tailored specifically to the local needs of the community.

With regard to the Town of Fort Meyers Beach, development plan review and inspection services are provided by Lee County, allowing the Town to focus on community maintenance through code enforcement. The Town has adopted a comprehensive plan and zoning standards which establish goals and policies for development. Based on an evaluation of service delivery efficiency, the town has determined that the planning function can be efficiently performed by the County, reducing the size and level of specialization of necessary town staff and resulting in a smaller, more efficient and cost effective local government.

Results of Governance Model – Fort Meyers Beach, Florida

The Town's comprehensive plan reflects the approach to local governance which focuses on municipal cost efficiencies in delivering local services most desired by its residents. The Town continues the implementation of this core principle with an institutionalized and deliberate process of evaluating the most cost-effective entity to provide the highest quality of service.

This model of governance has resulted in local control and minimal duplication of services provided by other entities and a small government with few employee and a limited budget. This enables the town to focus on developing initiatives and programs, and then separately evaluating the most cost-effective method and entity to deliver the service. The town has been successful in its efforts to develop and then outsource some programs and services to public and private entities, rather than attempting to address all community issues solely by the municipality.

The Town Manager for Fort Meyers Beach, Roger Hernstadt, was interviewed in conjunction with this whitepaper to determine the Town's current approach to efficient service delivery and to identify any results the Town has realized. With regard to the Town's current approach to service delivery, the founding concept of service delivery efficiency has been continued through present day, with services continuously evaluated to determine what service, or portion of a service should be provided by a private entity or another level of government. To implement this approach, the Town's comprehensive plan establishes minimum levels of services to reflect community expectations. The comprehensive plan also identifies necessary cooperative inter-agency agreements and the primary roles of each agency with regard to provision of service delivery.

Primary services provided by the Town are evaluated annually during the budget process on a rotating basis, resulting in the evaluation of all town services being completed approximately every 3 years. The Town's evaluation of service delivery is done at a granular level, resulting in some services being split by public and private entities based on the most cost-effective method to provide the highest quality of service for residents. The Town has proven results which support consideration of this organization structure for the City of Hagåtña. The primary result has been to utilize the cost savings from the reduction of operational costs (salaries and benefits) to invest and maintain town infrastructure and assets.

Conclusion

The Town of Fort Meyers Beach, Florida was founded on an approach to local governance which is aligned with the organizational structure necessary and best suited for the City of Hagåtña. The experience of Fort Meyers Beach provides several principles of municipal governance which should be considered and implemented within the operation and structure of the new municipal government for the City of Hagåtña as follows.

- Establishment of a municipal culture of ideas, innovation and continuous improvement focused on cost efficient delivery of key municipal services and programs.
- Integration of this organizational mission and approach to shared service delivery into comprehensive planning, budgeting and municipal decision making.
- Establishment of a competitive approach to service delivery with departments, employee groups and private contractors, fostering innovative approaches and ideas to reduce overall costs, while meeting desired quality and level of services desired by residents.
- The establishment and clear identification of minimum standards for each service.
- Services should be broken down into component elements to determine appropriate service delivery of each component element.
- Continuous evaluation of town services to determine opportunities for service delivery efficiency, innovation and collaboration with other agencies.

The service delivery approach exemplified by Fort Meyers Beach, Florida is appropriate for consideration for Hagåtña given the similarities in community characteristics and the existing quality services and programs currently provided by GovGuam agencies and departments. Continuation of most existing primary services and programs from GovGuam will enable the newly formed City of Hagåtña to tailor its municipal structure and size and focus its services and programs on issues requiring local decision-making such as community planning, revitalization, capital planning and community maintenance. This partnership between GovGuam and the City of Hagåtña will leverage the competency and specialization of existing staff within GovGuam, augmented by enhanced local representation and decision-making.

Section 7 – Typical Revenues for Incorporated Cities

As previously indicated, a key component of any implementation plan is the funding and financing aspects related to incorporation and municipal governance. A separate companion analysis (Whitepaper on Funding and Financing) will be provided which defines and describes the current funding and financing of public services and future funding options available for consideration for the new City of Hagåtña.

It should be noted that the following revenues are typical and may not be applicable in the Hagåtña area. The following summarizes typical federal, state and local revenue available to an incorporated city.

Federal Revenues

Generally, many federal programs that have historically provided a revenue source for municipalities have been gradually phased out. Some programs are still available, but typically are grant programs awarded on a competitive basis. Community Development Block Grants (CDBG) is an available federal program which provides financial resources to a community for a variety of local housing, public works and physical construction projects on a competitive grant basis. Funding through the CDBG program is limited and the distribution of funds is based on population and measures of need.

State Revenues

Some states have established a shared revenue program for the distribution of certain state revenues to cities or towns. Typical programs established by states including the following.

Urban Revenue Sharing

This program is typically funded by a percentage of the net proceeds of the state income tax, and is distributed directly to cities and towns. The funds are distributed based on the individual municipality's population in relation to the total incorporated population of the state.

State Sales Tax

This typical program provides incorporated cities and towns a portion of state sales tax collections. The funds are distributed based on the individual municipality's population in relation to the total incorporated population of the state.

Highway Users Revenue Fund

In this typical program, cities and towns are entitled to receive a portion of the highway user revenues collected by the state. Distribution of funds is typically based in part on population and in part based on the amount of gasoline sales in the individual municipality. Highway user revenues comprise of gasoline and diesel fuel taxes and other transportation related fees and typically can only be used for street and highway purposes.

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Vehicle License Tax

Some states allow incorporated cities and towns to receive a portion of the money collected by the state for the licensing and registration of motor vehicles. These funds are typically distributed based on the population of the city or town in relation to the total incorporated population of the state.

Local Revenues

Local revenues are typically derived from a number of sources and local taxation programs. Some common forms of local revenue are as follows.

Sales Taxes

Many communities fund municipal operations through the enactment of a local sales tax on retail sales within the community. Sales tax rates vary from city to city, with typical rates ranging from 1 to 4% in the western United States where sales tax revenue is the most important source of local revenue for municipalities. Sales taxes can be enacted through the election process, or can be adopted by ordinance of the city council.

Property Taxes

Taxes on property such as real estate have been a traditional means of funding municipal services. The importance of property tax has decreased in recent years due to increased revenues from excise taxes, it still is an important source of funding for a community. Property taxes have traditionally been one of the most stable sources of revenue, because it is not subject to variations sometimes experienced with excise taxes. Property taxes are typically enacted as a voter-approved initiative in a municipal election.

Property taxes are typically based on the assessed value of property which includes the value of all real and personal property within the community. The tax rate is the dollar amount charged by the city for each one hundred dollars of assessed valuation of all real and personal property.

Property tax levies are typically divided into a primary property tax levy and a secondary property tax levy. Secondary property taxes may only be levied to pay the principal and interest charges on voter approved bonds. Primary property tax levies are used for all other purposes, and typically has strict limits placed by the state.

Business and Occupational License Taxes

A common revenue source for cities is the imposition of business license taxes for operating a business, profession or occupation.

Utility Franchise Taxes

A typical source of revenue is the imposition of utility franchise taxes for the use of public streets by public utility companies. The tax is typically based on a percentage of the gross receipts of utility sales within the municipality. Prior to granting a franchise, an election is typically required to obtain voters' approval of the franchise.

Development Fees

Cities and towns may charge application and permit fees for development, which are typically limited to the costs borne by the city to review and approve the application or permit. Impact fees can also be assessed by a city to offset the costs of providing necessary infrastructure (streets, water, sewer, drainage, police, fire, parks, etc.) to serve the area within the city.

Fines and Forfeitures

Fines and forfeitures imposed by the local magistrate court are another typical revenue source for municipal government. These fines are imposed following citations by local police officers for violations of state or municipal law.

Municipal Utility Operations

Many cities operate municipal utilities such as water, sewer and refuse collection. Utility services are operated as a fee for service model with fees for the service approximately equal to the operating costs. Surplus utility fees are typically transferred to the general fund and used for other city or town expenses.

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HAGÅTÑA MASTER PLAN

Preserving Our Past. Shaping Our Future.

Whitepaper on Funding / Financing

Executive Summary

The Hagåtña Master Plan envisions a transformation of the community into the center of government for Guam, and as a community with significant public amenities for residents and visitors alike. In order to implement the transformation of Hagåtña, significant investments will be required. This section provides an overview of thirty one (31) capital improvement projects for Hagåtña. Projects range from a low of approximately $30,000 for the relocation of the Statue of Liberty replica to more than $134 million for the relocation of the wastewater treatment plant. Cost estimates for each project were developed using published data from a nationally recognized cost estimating service, adjusted to reflect the unique cost structure of developing projects of this type on Guam. Overall, it is expected that these projects will require more than $550 million in investment over the next fifteen years.

Offsetting a portion of the necessary investment in these projects are potential sources of funding. Notable among these potential sources of funding is the US Economic Development Administrations Comprehensive Economic Development Strategy program, which could provide funding for 50% to 80% of identified projects. Approximately $490 million of the $555 million in capital improvement projects are included in the Guam Comprehensive Economic Development Strategy, meaning Guam could apply for funding of $245 million to $390 million (50% to 80% of $490 million). Other potential sources of funding include agency funding, hotel occupancy bond funding, tax-related funding and GovGuam appropriations.

Where possible, revenue information is provided for specific operations, notably parking, which has the potential to generate more than $4 million annually. Other projects will have an operating revenue component, including the marina expansion, cruise dock, central park and the sports/entertainment venue.

Overview of Enhancement Projects

Project Descriptions

As part of the Hagåtña Master Planning process, thirty one (31) projects were identified to assist in enhancing the community. The projects range from simple, relatively inexpensive such as the installation of solar powered parking kiosks to complex large, costly projects in the tens of millions of dollars such as the relocation of the wastewater treatment plant and the development of a cruise ship docks. The thirty one projects reviewed in this analysis are:

- **Palacio Restoration** - The restored Palacio will become the center piece to the Plaza de España and will be used as a welcome center for residents and visitors to familiarize them with the Government Civic Center Complex.
- **Administrative Complex Construction** - This project includes the development of four (4) government office buildings and associated parking improvements within and adjacent to the Plaza de España, in order to centralize government agencies and services within Hagåtña.
- **Streetscape Enhancements** - This project involves the construction and installation of pedestrian oriented street enhancements throughout Hagåtña.
- **Installation of Parking Kiosks** - This project will install solar powered parking kiosks on the primary streets utilizing on-street parking in the downtown area.
- **Underground Electric Lines** - This project involves undergrounding of the existing above ground electrical lines within Hagåtña to improve the overall appearance of the streetscapes within the community.

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- **Community City Hall** - This project involves construction of a community center ahead and separate from the main Central Park improvements, and then to utilize this new building as a temporary City Hall for the City of Hagåtña.
- **Pedestrian Overpass** - This project will construct an attractive and accessible pedestrian bridge over Marine Corps Drive, providing a safe and vital connection between Chamorro Village and Skinner Plaza.
- **Land Resources Building** - This project involves construction of a new Land Resources Building to house the Department of Land Management (DLM) and additional GovGuam agencies which may include Guam Environmental Protection Agency (GEPA) and the Bureau of Statistics and Plans (BSP). Conceptual plans for this building include a three-level parking garage with 121 parking spaces and 51 surface parking spaces, for a total of 172 parking spaces.
- **Relocate Wastewater Treatment Plant** - The project will decommission and deconstruct the existing treatment facility and design/construct a new replacement facility in an alternate location, allowing the land to be repurposed for new commercial and recreation activities.
- **Paseo de Susana Planned Development District** - The existing wastewater treatment plant and marina occupy approximately 20 acres. The proposed reclamation and shoreline reconfiguration will result in approximately 34 new acres of land area to accommodate the expanded marina, cruise ship dock and future mixed-use areas envisioned within the Hagåtña Master Plan.
- **Cruise Ship Dock** - Following relocation of the Agaña Wastewater Treatment Plant and reclamation/reconfiguration of the shoreline to accommodate the cruise ship dock and marina expansion, this project will construct the cruise ship dock and provide building areas for future private mixed-use tourism-based development.
- **Marina Expansion** - The proposed marina expansion will increase the size to approximately 28 acres and provide for the addition of 144 new boat slips and a new boat launch.
- **Multi-purpose Sports and Entertainment Venue** – In conjunction with the Paseo de Susana Planned Development District, a new first tier multi-purpose sports facility and entertainment venue would be reconstructed on 22 acres of land on the Paseo peninsula.
- **Paseo Beautification** - This project will beautify the Chamorro Village with an enhanced pedestrian connection from the parking area into the north entrance, including gateway elements to define main entrances and create a sense of arrival. Improving the pedestrian connection will provide a more attractive and safe pedestrian linkage from the surface parking area into the village.
- **Paseo and Central Park Parking Garages** - To accommodate existing parking demand as well as increases anticipated in the future, this project involves the construction of two parking garages, each with space for 550 vehicles.
- **Proa Pavilion Canoe House - This project involves design and construction of a 1,000 square foot, single-story building** for a proa Canoe House, including areas to demonstrate historical proa construction techniques.
- **San Rafael Fort Replica** – This project will construct a 9,600-square foot replica of San Rafael Fort near the tip of the Paseo peninsula along this active pedestrian promenade.
- **Statue of Liberty Relocation** - This project will involve relocation and restoration of the Statute of Liberty to the tip of the Paseo peninsula. The new location on the tip of the planned peninsula extension is approximately 300 feet from its present location.
- **Waterfront Trail** - The existing Waterfront Trail and associated parks will be enhanced to include improved lighting, safer pavement and pedestrian access and use improved pedestrian amenities and picnic areas, and linkages to recreational areas such as Paseo de Susana and Adelup Park.
- **Heritage Trail Enhancements** - This project will include design costs, trail improvements, landscaping, signage and renewable energy trail lighting using green technology.
- **Transit and Trolley System** - This project will provide for three (3) transit/trolley stations in the Government Center, Chamorro Village and Central Park/Pool areas. These stations will enable transportation between villages, tourist drop-off, and park-and-ride facilities.
- **Gateways and Wayfinding Signage** -The Hagåtña Design Guidelines establish a hierarchy of signs for identification, wayfinding and direction for residents and visitors to Hagåtña. This project will provide community signs throughout Hagåtña.
- **Soledad Avenue Completion** - This project will extend Nuestra Senora Soledad Avenue by a length of 9,500 feet, or approximately 1.8 miles.

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- **O'Brien Drive Turn Lane** – This project is to expand a 0.3-mile segment of the right lane of O'Brien Drive West from Aspinall Avenue to Route 4 by 11 feet.
- **Hagåtña River Channelization and Watershed Feasibility Study** - This project is a channelization and watershed feasibility study to determine the capabilities to re-establish the Hagåtña River corridor and provide for the future development of the Riverwalk improvements.
- **Hagåtña River Wetland and Watershed Restoration** – This project will re-establish portions of the historic river corridor and develop a vibrant and pedestrian focused Riverwalk Esplanade with future mixed-use development opportunities.
- **Hagåtña River Channelization** - This project involves channelization of approximately one mile of the Hagåtña River to re-establish the historic river course and reduce the floodplain and floodway to provide new pedestrian areas and development along the river corridor.
- **Riverwalk Esplanade Phase I** - Following channelization of the river corridor, this project will construct the new Riverwalk Esplanade on both sides of the Hagåtña River.
- **Riverwalk Esplanade Phase II** - This project will extend the Riverwalk improvements southeast connecting the esplanade to Central Park.
- **Chalan Santo Papa Juan Pablo Dos Streetscape** - This project involves the design and construction of Chalan Santo Papa Juan Pablo Dos extension east of Route 4 into the Riverwalk District.
- **Central Park Enhancements** - This park expansion consists of multiple recreational facilities, which will create a dynamic and versatile park when fully completed. This project will also add multi-use fields and sports courts to serve the residents of Hagåtña

The majority of these projects are included in the Hagåtña Redevelopment and Restoration Authority's (HRRA) Comprehensive Economic Development Strategy (CEDS). The CEDS program is supported by the U.S. Economic Development Administration (EDA). According to the EDA website:

> "Simply put, a CEDS is a strategy-driven plan for regional economic development. A CEDS is the result of a regionally-owned planning process designed to build capacity and guide the economic prosperity and resiliency of an area or region.2 It is a key component in establishing and maintaining a robust economic ecosystem by helping to build regional capacity (through hard and soft infrastructure) that contributes to individual, firm, and community success. The CEDS provides a vehicle for individuals, organizations, local governments, institutes of learning, and private industry to engage in a meaningful conversation and debate about what capacity building efforts would best serve economic development in the region. The CEDS should take into account and, where appropriate, integrate or leverage other regional planning efforts, including the use of other available federal funds, private sector resources, and state support which can advance a region's CEDS goals and objectives." [1]

One of the important factors as it relates to these projects being included in the HRRA's CEDS is the availability of funding to support capital improvements. In particular, EDA's Investments for Public Works and Economic Development Facilities program provides the opportunity for grant funds to support a broad array of projects and programs. In general, EDA requires a grant match of 50% of the project cost, though in some cases the match requirement can be as low as 20%. Given Guam's history of strong Federal support, it may be possible for match requirements to be reduced. However, for purposes of this analysis, a match of 50% of total project costs is assumed.

Cost Estimating Methodology

Based on the project descriptions developed for the targeted community enhancement projects, a cost estimate was developed for each individual project. For the majority of the proposed projects, a cost estimate was developed using information from the Marshall Valuation Service (MVS). The MVS provides data on dozens of types of facilities, and hundreds of individual development components.

In general, MVS provides a base cost for new building projects using an average construction cost per square foot, based on the type of construction and the quality level of construction. For example, MVS uses five different classes of construction, ranging from lower quality wood frame construction to high end steel frame projects. In addition, MVS provides pricing for each class of construction for groups of similar buildings. Among the categories available through MVS are:

- Apartments, Hotels and Clubs;
- Residences and Motels;
- Stores and Commercial Buildings;
- Garages, Industrials, Lofts and Warehouses;
- Offices, Medical and Public Buildings;

[1] https://www.eda.gov/ceds/

- Churches, Theaters and Auditoriums;
- Sheds and Farm Buildings; and
- Schools and Classrooms.

MVS also provides information related to the costs for individual development components. For example, MVS has data regarding a variety of cost components under subdivision costs, such as street improvements, lighting and public utilities, paving, decking, patio enclosures, surface parking lots, bridges and outdoor lighting, to name a few.

For each of the proposed projects, a baseline cost was developed using MVS. Once the initial cost estimate was developed, it was then updated using the MVS cost multiplier for Guam. MVS has hundreds of local cost multipliers for communities in the fifty United States and the District of Columbia, Canadian provinces, and U.S. territories, including Guam, Puerto Rico and the U.S. Virgin Islands. MVS data indicates that on average, construction costs in Guam are 32% higher than the U.S. mainland average. Thus, baseline cost estimates developed using MVS data for each project were adjusted by an additional 32% to reflect the higher construction costs in Guam.

MVS uses five distinct classes of construction to further refine its estimates. These include:

- Class A buildings have fireproofed structural steel frames with reinforced concrete or masonry floors and roofs;
- Class B buildings have reinforced concrete frames and concrete or masonry floors and roofs;
- Class C buildings have masonry or concrete exterior walls, and wood or steel roof and floor structures;
- Class D buildings generally have wood frames, floor and roof structures. They may have a concrete floor on grade and other substitute materials, but are considered combustible construction;
- Class S buildings have frames, roofs and walls of incombustible metal (including pre-engineered metal buildings.

As an example, MVS indicates that governmental buildings of Class B construction cost an average of $245 per square foot for "good quality" and $181 for "average quality. Adding the 32% premium for Guam, the cost for "good quality" is estimated to be $323 per square foot, and $239 for "average quality". In addition to the MVS base cost per square foot for each building, a 17% premium was added to reflect soft costs, such as legal fees, planning, permitting, off-site costs, marketing, contingencies, appraisal, testing and hazardous materials testing.

It should also be noted that the U.S. Department of Defense (DoD) prepares an estimate of area cost factors for each state and territory, as well as for countries where DoD conducts operations. The most recent DoD Area Cost Factors advisory was published in May of 2018.[2] DoD indicates that on average, construction costs on Guam are 150% higher than the average for DoD's U.S. facilities. The difference between the MVS multiplier of 32% and the DoD multiplier of 150% is likely due, in part, to the DoD's contracting rules and requirements, limitations on personnel work hours, Davis-Bacon wage requirements and more stringent inspection requirements.

Cost Estimates

For the majority of the community enhancement projects, pricing data was developed based on the per square foot construction cost from MVS, augmented by site features identified in the Project Sheets for each project. Many site features are found in multiple project sheets. For example, many of the potential projects include various styles of streetlights, palm trees, street trees, planters, bike racks, trash receptacles and signage. To create a consistent analysis of each community enhancement project, these items are priced separately in the cost model for the projects. The Table below provides a summary of the unit cost for each item. It should be noted that these costs reflect the U.S. average cost for each item, and do not reflect the 32% premium for Guam as identified by MVS. The 32% premium is added to the overall cost of each project.

As shown in Table 1, some items, such as concrete sidewalks and pedestrian overpasses, are priced on a per-square-foot basis. Other items, such as streetlights, trees, shrubs, bike racks, benches and trash receptacles are priced on a per-unit basis. This approach provides comprehensive cost information while allowing the ability to change project cost estimates in the event that the scope of a project and/or the component features of that project are changed as each project moves towards implementation. These items are collectively referred to as "takeoff items" in discussing the cost for each project.

[2] UFC 3-701-01 DoD Facilities Pricing Guide, https://www.wbdg.org/ffc/dod/unified-facilities-criteria-ufc/ufc-3-701-01

Table 1 – Unit Costs for Takeoff Items

Item	Unit Cost	Unit
Concrete Sidewalks	$ 5.51	per SF
Traditional Streetlights	$ 2,975	Each Installed
Historic streetlights	$ 4,165	Each Installed
Bollard lights	$ 3,570	Each Installed
Standard shade structures	$ 189	per SF
Royal palm street trees	$ 3,175	Each Installed
Shade trees (48" box)	$ 3,175	Each Installed
Shrubs	$ 75	Each Installed
Enhanced Gateway	$ 5,625	Each Installed
Wayfinding signs	$ 5,625	Each Installed
Interpretive panels	$ 5,000	Each Installed
Benches	$ 3,500	Each Installed
Trash receptacles	$ 910	Each Installed
Bike racks	$ 1,087	Each Installed
Planters	$ 785	Each Installed
District Kiosks/Barrio Signs	$ 5,625	Each Installed
Elevators	$ 61,500	Each Installed
Brick paving	$ 37	per SF
Street signs	$ 5,625	Each Installed
Special gateways	$ 23,360	Each Installed
Pedestrian bridge	$ 400	per SF

Source: Marshall Valuation Service, March 2018

Data from each project sheet was used to calculate the cost for any planned building project, using MVS where data was identified as available and comparable. For those projects where sufficient data was not available, or where the project description did not include a sufficient level of detail to prepare an estimate, the CEDS estimate was used.

The following project summary information provides an overview of each project, and the costs associated with any necessary buildings and the costs for takeoff items.

Project 1A – Restoration of the Palacio – The restoration involves construction of 12,000 SF of new construction, with a cost of $4.5 million. Takeoff items add an additional $0.6 million to the project cost, bringing the overall total for the restoration to $5.2 million, or an "all-in" cost of $430 per square foot.

Project 1B – Manuel F.L. Guerrero Administrative Complex – The development of the new administrative complex for the government is a significant construction project. The project includes the construction of four new administrative buildings as well as a 329-space parking garage. Not including the parking garage, a total of more than 111,000 square feet of new facilities will be constructed. Construction cost for the office facilities is estimated to be more than $42.1 million, with the parking garage requiring an additional $10 million. Takeoff items are estimated at $1.7 million, bring the total for the development of the administrative complex to $53.8 million.

Project 1C – Streetscape Enhancements – The upgrade of the Hagåtña streetscape is expected to enhance the community for both residents and tourists alike. While this project does not include the development of new buildings, there is a heavy focus in the takeoff items on streetlighting, trees, shrubs and plants. The cost for this project is estimated to be $12.9 million.

Project 1D – Solar Powered Parking Kiosks – The installation of parking kiosks also does not require the construction new buildings. The purchase and installation of thirty six (36) solar powered parking kiosks is budgeted at $428,000.

Project 1E - Undergrounding of Electrical Lines – This project will serve a dual purpose of reducing the visual impact of the power lines while also reducing the potential damage to the electrical system as a result of storms. The initial phase call for 9,000 linear feet of electric lines to be buried, with a cost of approximately $860,000. Subsequent phases of the project will move an additional 19 miles of cable underground, with an estimated cost of $9.9 million.

Project 1F – Temporary City Hall – This project calls for the creation of a Temporary City Hall by developing a facility which will ultimately become a community center, and using it as the City Hall until a permanent City Hall facility can be built. The construction of the 30,800 square foot facility is estimated at $12.8 million, with no additional costs budgeted for takeoff items.

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Project 1G – Pedestrian Overpass – The development of a pedestrian overpass across Marine Corps Drive to provide a pedestrian crossing between the Paseo/Chamorro Village area and the downtown/ government center area is expected to enhance safety for residents and visitors to Hagåtña. The overpass is expected to include two elevators for compliance with the Americans with Disabilities Act, and will span almost 200 feet. The total cost for the overpass is estimated to be $1.1 million.

Project 1H –Land Resources Building – This project calls for the construction of a five-story, 49,600 square foot building and a three-story parking garage with 121 spaces. Construction of the building is estimated to cost $9.3 million, and the cost for the parking garage is estimated to be $4.2 million. Takeoff items add almost half a million dollars to the project, bringing the total cost for the DLM facility to $13.9 million.

Project 2A – Relocation of the Agaña Wastewater Treatment Plant – The relocation of the existing wastewater treatment plant (WWTP) is likely to be one of the most costly projects envisioned as part of the Master Plan. In evaluating the costs for the development of new WWTP, one common benchmark is the cost of the plant as a function of the number of millions of gallons per day of treatment capacity. For example, if a plant costs $260 million and has a design treatment capacity of 25 million gallons per day, the plant development cost is $10.4 million per million gallons per day (mgd) of treatment capacity.

Using this approach, several U.S.-based facilities were reviewed to identify the potential average cost per mgd of capacity. An average of $8.5 million was identified as reasonable. Increasing this cost by the 32% premium for Guam makes the average cost per mgd of treatment capacity $11.2 million. Assuming replacement of the existing capacity (12 mgd), an estimate of $134.6 million would be realistic for a US mainland project.

However, there are several limiting factors. First, it is not clear what design capacity Guam Waterworks Authority (GWA) will use for the new plant. Second, it is unclear whether development of a new plant will also require the construction of new effluent lines throughout the service area, which stretches well beyond the borders of Hagåtña. Anecdotally, a cost estimate as high as $360 million has been discussed by GWA, but no additional detail was available to support this estimate.

Project 2B – Paseo Planned Development District – This project calls for the development of additional developable land in the area east of the Agaña WWTP site. The project envisions filling in 34 acres adjacent to the existing 20-acre WWTP site. The costs for filling in an area such as this will require a significant level of engineering analysis, as well as environmental permitting. There are limited recent examples of property being filled in to create developable land. One example is off the coast of Hong Kong. A plan to reclaim almost 3,000 acres of land has a budget for the reclamation of almost $2 million per acre. Using a base cost of $2.5 million per acre and increasing this cost by 32% for the Guam premium yields an order-of-magnitude budget of approximately $3.3 million per acre. Overall, an order-of-magnitude cost for the 34-acre site of $115.1 million is included.

Project 2C – Cruise Ship Dock – The creation of facilities that can support cruise ships to support additional tourism is an investment that will pay dividends over the long term. In order to support the cruise industry, it will be necessary to construct a dock, estimated to be 800 feet long and 30 feet deep. In addition, a gangway will be required to support access to ships, and a small terminal building to support security operations, passenger check-in and luggage services will also be required. It will also be necessary to dredge the area to support the ability of cruise ships to access the dock. An allowance of $26.5 million is included for dredging, as well as $16 million for the dock and support facilities. Overall, the project is estimated to cost $42.3 million.

Project 2D – Marina Expansion – This project envisions expansion of the marina by an additional 144 slips. At an average cost of more than $12,000 per slip, the estimated cost for the marina expansion is $1.7 million.

Project 2E – Sports/Entertainment Venue – This project is included in the most recent CEDS Capital Improvement Project Summary at a cost of $41.2 million. No additional detail on the size or scope of the project was provided by HRRA.

Project 2F – Paseo Beautification – This project will provide upgrades and enhancements on the Paseo, in and around the Chamorro Village. The effort will focus on upgrades such as enhanced lights, palm trees, shrubs and walkways. The total cost estimate is approximately $405,000.

Project 2G – Paseo and Central Park Garages – This project will construct two parking garages in proximity to the Paseo and Central Park. The garages will each be four stories and will have 550 spaces. The estimated cost for each garage is $16.7 million, or $33.4 million combined.

Project 2H – Canoe House – This project involves design and construction of a 1,000 square foot, single-story building for a Proa Museum and Cultural Center, and will include areas to demonstrate historic proa construction techniques. The demonstration area will accommodate approximately 6-10 forty foot canoes. The coastline adjacent to Hagåtña is frequently used for practice and racing of proas and

this project will construct proa launch sites to support and expand this cultural activity. The estimated cost for this project is $1.6 million.

Project 2I – San Rafael Fort Replica – The replica is a single-story building with a wall height of 26 feet. The location of the Fort replica on the peninsula will enhance the cultural experience of visitors and tourists to this area and provide education on one of Hagåtña's many historical buildings. The overall size of the Fort will be 9,600 square feet, and the estimated cost to develop the facility is $6.4 million.

Project 2J – Statue of Liberty Relocation – This project will relocate the Statue of Liberty replica from its current location to the nprthern-most tip of the Paseo. The Statue is eight feet tall, weighs 1,200 pounds and is constructed **of white jade. The relocation is expected to cost approximately $31,000.**

Project 3A – Waterfront Trail – This project will construct a waterfront trail which follows the shoreline in an east-west direction. The Waterfront Trail will be constructed with shoreline protection measures to withstand strong tidal events. The trail will consist of a 2.6 mile, 14-foot-wide concrete path with exercise stations placed every quarter-mile to encourage active, healthy lifestyles. The estimated cost for the project is $9.6 million.

Project 3B – Heritage Trail Enhancements – This project will extend the existing Heritage Trail by 3,500 feet. The project includes additional signage for wayfinding and identification of landmarks, as well as additional lighting, landscaping, trash receptacles and bike racks. The estimated cost is $3.0 million.

Project 4A – Transit/Trolley System – This project includes the acquisition of ten trolley buses, as well as the construction of three trolley stops and a small maintenance facility. Acquisition of the ten trolleys is estimated to cost $2.2 million. Paving/site work and construction of shade structure for nine trolley stops is estimated to cost an additional $1.2 million. In addition, it is anticipated that there will be three trolley stations of 3,000 square feet each and a 5,000 square foot maintenance facility. The estimated cost for these facilities is $4.6 million, bringing the total cost for the project to $8.0 million. It is important to note that these costs reflect only the capital investment, and do not include annual staffing or operating costs.

Project 4B – Gateways and Wayfinding – This project will provide updated signage throughout the community. The project includes major and minor gateways, district kiosks, barrio signs and interpretive panels. The estimated cost for this project is $1.1 million.

Project 4C – Extend Soledad – This project will extend Nuestra Senora Soledad Avenue by a length of 9,500 feet, or approximately 1.8 miles. The project estimated cost of $2.4 million includes only the roadway construction cost, and does not include any takeoff items/costs for landscaping, etc.

Project 4D – Expand O'Brien Drive – This project will add a single right hand turn lane to O'Brien Drive. The cost estimate assumes a distance of 1,600 feet at an average cost of $250 per linear foot of roadway, or an approximate cost of $400,000.

Project 5A – River Channelization Feasibility Study – This project is a Water Resources Authorization and Development Act (WRADA) requirement estimated at $1.3 million for the feasibility study.

Project 5B – Wetland and Watershed Restoration – This project is focused on restoration of the Hagåtña River watershed area, and is expected to restore historic Spanish dikes and to reintroduce traditional wetland farming. It is also expected that the project will provide more than a mile of walking trails. The overall cost is estimated to be approximately $740,000.

Project 5C – River Channelization - The Hagåtña Master Plan identified a concept to re-establish portions of the historic river corridor and develop a vibrant and pedestrian focused Riverwalk Esplanade, to provide a public amenity as well as an enhanced visitor experience. This project involves channelization of approximately one mile of the Hagåtña River to re-establish the historic river course and reduce the floodplain and floodway to provide new pedestrian areas and development along the river corridor. Once completed, this project will also provide future building areas to support mixed-use riverfront development. The estimated cost for the river channelization is $35.0 million.

Project 5D – Riverwalk, Phase 1 – The initial phase of the Riverwalk project will establish a Riverwalk Esplanade of approximately 1,500 feet. The Riverwalk will be defined by rows and groupings of Royal Palms, along with groupings of shade trees and landscaped planters. Additional improvements include benches, viewing bulb-outs, vegetated shade structures, and lighting to enhance the pedestrian experience. The estimated cost for the first phase of the Riverwalk project is $6.6 million.

Project 5E – Riverwalk, Phase 2 – The second phase of the Riverwalk project will extend the Riverwalk by approximately 725 feet. The Riverwalk extension in this location will comprise a large pond area with an enhanced pedestrian boardwalk with lighting, bench seating and other amenities. The estimated cost is $3.7 million. More than half of this cost is associated with the development of a 30,000 square foot pond, estimated to cost $2.2 million.

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Project 5F – Chalan Santo Papa Juan Pablo Dos Extension – This project involves the design and construction of Chalan Santo Papa Juan Pablo Dos extension east of Route 4 into the Riverwalk District. In addition, significant streetscape enhancements are envisioned for this area. This project will connect the historic and revitalized downtown governmental center with the historic Hagåtña River and the planned Riverwalk Esplanade. The estimated cost for this project is $1.4 million.

Project 5G – Central Park Improvements – This project includes the revitalization and expansion of fields and facilities at Central Park. The project includes sand volleyball courts, basketball courts, football/softball/soccer fields, a baseball field, tennis courts, walking paths and a small concession stand. The estimated cost is $3.5 million.

Table 2 provides a summary of the anticipated cost for each project. Table 2 includes the baseline order-of-magnitude cost, developed using published sources, as well as the adjusted price based on the premium associated with building on Guam. Overall, the projects have a total estimated cost of $555 million. The two largest projects, the relocation of the Agaña WWTP and the Paseo Planned Development District, are estimated to cost approximately $250 million, and account for 45% of the total estimated project costs.

Table 2 - Summary of Project Cost Estimates

Project	Base ROM Cost	With 32% Guam Adjustment
Project 1A - Restore Palacio	$ 3,906,807	$ 5,156,985
Project 1B - Administrative Complex	$ 40,760,271	$ 53,803,557
Project 1C - Streetscape Enhancements	$ 9,775,022	$ 12,903,029
Project 1D - Parking Kiosks	$ 324,000	$ 427,680
Project 1E - Underground Electrical Lines	$ 652,037	$ 860,688
Project 1F - Temporary City Hall	$ 9,729,720	$ 12,843,230
Project 1G - Pedestrian Overpass	$ 843,000	$ 1,112,760
Project 1H - DLM Building	$ 10,566,632	$ 13,947,955
Project 2A - WWTP Relocation	$ 102,000,000	$ 134,640,000
Project 2B - Paseo de Susana Planned Development District	$ 87,229,727	$ 115,143,240
Project 2C - Cruise Ship Dock	$ 32,078,700	$ 42,343,884
Project 2D - Marina Expansion	$ 1,321,200	$ 1,743,984
Project 2E - Sports/Entertainment Venue	$ 31,212,121	$ 41,200,000
Project 2F - Paseo Beautification	$ 307,156	$ 405,446
Project 2G - Paseo/Central Park Garages	$ 25,327,485	$ 33,432,280
Project 2H - Canoe Houses	$ 1,203,930	$ 1,589,188
Project 2I - San Rafael Fort Replica	$ 4,815,720	$ 6,356,750
Project 2J - Relocate Statue of Liberty	$ 23,400	$ 30,888
Project 3A - Waterfront Trail	$ 7,258,883	$ 9,581,726
Project 3B - Heritage Trail Enhancements	$ 2,292,092	$ 3,025,561
Project 4A - Transit and Trolley System	$ 6,067,790	$ 8,009,482
Project 4B - Gateways and Wayfinding	$ 862,660	$ 1,138,711
Project 4C - Extend Soledad	$ 1,795,500	$ 2,370,060
Project 4D - Expand O'Brien	$ 302,400	$ 399,168
Project 5A - River Channelization & Feasibility Study	$ 1,300,000	$ 1,300,000
Project 5B - Wetland and Watershed Restoration	$ 560,700	$ 740,124
Project 5C - River Channelization	$ 26,515,152	$ 35,000,000
Project 5D - Riverwalk 1	$ 4,965,261	$ 6,554,144
Project 5E - Riverwalk 2	$ 2,807,033	$ 3,705,284
Project 5F - Chalan Santo Papa Juan Pablo Dos Extension	$ 1,042,773	$ 1,376,461
Project 5G - Central Park Enhancements	$ 2,654,513	$ 3,503,957
Total	**$ 416,804,397**	**$ 554,646,222**

Source: HRRA, Marshall Valuation Service, March 2018

Potential Revenue Sources

The implementation of the projects described above could require more than half a billion dollars of investment over the next five to fifteen years. While some projects are relatively inexpensive to complete, others will require tens of millions of dollars for implementation. This section describes some

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of the potential funding sources that could be available to HRRA in implementing specific projects. Each potential funding source is discussed in terms of the magnitude of the potential financial resources that might be available to HRRA to implement the community enhancement projects described above.

Federal Financial Sources

U.S. EDA CEDS Grants – The CEDS program offers grant funding for projects which are included in a community's CEDS document, which is typically updated every five years. As discussed previously, EDA typically provides grant funding for up to 50% of CEDS projects, and in some cases, can provide grants as high as 80% of the total project cost.

HRRA provided a copy of their 2018 CEDS project list. The list includes a total; of 34 projects, the majority of which are included in the Master Plan. However, some of the projects included in the Master Plan are not included in the CEDS projects. The projects which are not included in the CEDS are summarized in Table 3.

Table 3 – Recommended Non-CEDS Projects

Project	Base ROM Cost	With 32% Guam Adjustment
1F - Temporary City Hall	$ 9,729,720	$ 12,843,230
1G - Pedestrian Overpass	$ 843,000	$ 1,112,760
2C - Cruise Ship Dock	$ 32,078,700	$ 42,343,884
2I - San Rafael Fort Replica	$ 4,815,720	$ 6,356,750
2J - Relocate Statue of Liberty	$ 23,400	$ 30,888
5F - Chalan Santo Papa Juan Pablo Dos Extension	$ 1,042,773	$ 1,376,461
Total	**$ 48,533,313**	**$ 64,063,974**

Source: HRRA CEDS Project List 2018

Given the estimated $555 million in total project costs discussed above, this means that approximately $490 million in community enhancement projects could be eligible for CEDS grant funding. Assuming a range of 50% to 80% funding, EDA could provide between $245 million and $390 million in funding.

Federal Highway Administration – HRRA indicates that the Federal Highway Administration has committed to purchase the ten trolley buses needed to establish the trolley circulation system in Hagåtña. This $2.2 million commitment is equal to just over 27% of the estimated total $8.0 million cost for the trolley system.

U.S. Army Corps of Engineers – USACE has a significant interest in the proposed river channelization project, and has agreed to provide partial funding for completion of the river channelization feasibility study. In addition, USACE has reportedly committed to fund up to $25 million to implement the channelization project.

U.S. Department of Agriculture – USDA has more than fifty financial assistance programs focused on rural economies through their Rural Development program. Notable among Rural Development's programs are those that support infrastructure development, including water, wastewater, telecommunications and electrical infrastructure. USDA offers grants as well as low interest loans to support economic development activities in rural areas. HRRA has indicated that USDA representatives could provide as much as $100 million in funding for projects in Hagåtña.

Federal Emergency Management Agency (FEMA) – FEMA provides grant funding for flood mitigation and hazard mitigation. Typically, FEMA requires a 25% match for grant funded projects. The most common way to access FEMA funding is after a disaster is declared, such as the disaster declared for Guam by President Obama in June 2015 after Typhoon Dolphin. implement the community enhancement projects described above.

Agency Support for Projects

Some of the projects envisioned for Hagåtña are inextricably linked to specific entities within Guam. The relocation of the Agaña WWTP is within the purview of the Guam Waterworks Authority (GWA), and the undergrounding of electrical lines in the area is directly related to the operations or the Guam Power Authority. While both of these projects are expected to receive outside funding (for example, from EDA through the CEDS program), it is also reasonable to anticipate that these organizations will participate in funding these system upgrades. Upgrades to these systems can be funded through capital contributions directly to the projects, or a portion of the cost for these upgrades could be built into the rate base for each entity and funded through customer charges. Assuming each organization provided 25% as a capital contribution, and an additional 50% was provided by CEDS, the remaining 25% would have to be built into customer charges, unless additional capital contributions are identified.

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Tax-Related Revenue Sources

There are potential tax-related revenue sources which could be applied to the community enhancement projects described above. These include HRRA's ability to use property taxes generated within Hagåtña and available funding from Guam's Hotel Occupancy Tax (HOT) bonds.

Property Taxes – The enabling legislation for HRRA provides for the ability of HRRA to use incremental property taxes for operations and other projects. The language, enacted in 1997, states:

> *§ 79501. Real Property Tax on Improvements.*
> *All taxes assessed, levied and collected by the government of Guam by virtue of the Real Property Tax Law, on improvements, buildings and structures, to be constructed within the Project, over and above the real estate taxes currently assessed, levied and collected, shall revert to the Authority for its use and disposition.*

In order to calculate the level of incremental property taxes, it would be necessary to evaluate the baseline property tax level at the time the legislation was enacted, and compare it against the property taxes for each year subsequent to 1997. In theory, 100% of the incremental property taxes for each year should be available to HRRA.

According to the Guam Department of Revenue and Taxation (DRT), for Fiscal Year 2017, the total assessed value for Agaña (Urban and Suburban) is more than $343 million, and property taxes for FY 17 were almost $825,000. Depending on the 1997 baseline for tax revenue, HRRA could receive between 25% and 75% of total tax revenues, or in the range of $205,000 to $615,000 for FY 17. It may also be possible for HRRA to obtain prior-year revenues since the program's inception. Although a portion of this funding could be used for capital improvements, it is likely to be required for the City's annual operating costs.

HOT Bonds – Guam's Hotel Occupancy Tax (HOT) bonds are managed by the Guam Economic Development Authority (GEDA). Available funds from the bonds are intended to be focused on tourism and other specified activities. The HOT has been levied since 1971, and grew an average of 8.1% annually between 2004 and 2016. In 2016, HOT revenues reportedly exceeded $40 million.

GEDA manages projects funded by funds from the HOT and has established a number of programs to fund projects which are included on the list of community enhancement projects described above. For example, GEDA has established HOT funding for the restoration of the Plaza de Espana, for crosswalk upgrades in proximity to the Chamorro Village, and for reinforcement of the dock and shoreline. In addition, GEDA also allocates some HOT funds to the Guam Preservation Trust, which could also provide financial support to some of the projects outlined above.

Operating Revenues

Many of the projects described in this report will generate operating revenues. From parking meters and garage fees to cruise dockage fees to league/field use fees at Central Park to bus fees, a variety of revenue opportunities will be available to HRRA as a result of these operations. This section provides an overview of some of the available revenue sources.

Parking Kiosks – The installation of parking kiosks will offer HRRA to generate revenues through parking fees. With a parking kiosk every 200 feet, and an average length per parking space of 25 feet, the meters could serve an estimated 288 cars. Assuming an average charge of $1 per hour and revenue generation for an average of six hours each day, the meters could generate between $450,000 and $600,000 annually.

Parking Garages – In total, the proposed projects will add 1,550 garage spaces. HRRA will have the opportunity to generate parking revenues through hourly and/or monthly charges for these spaces. Assuming 300 users pay an annual fee of $750 for "unlimited garage parking", revenue of $225,000 would be generated. Additional hourly users paying an average fee of $1.50 per hour for an average of six hours per day (300 days annually) would an additional $3.2 million. Total estimated parking garage revenues would be $3.5 million annually.

Marina Expansion – A review of data from the Port Authority of Guam (PAG) indicates that during FY17, the PAG generated less than $275,000 in revenue from marina operations. Published data for the George Perez Marina indicates a monthly fee of $40 for a 20-foot slip, or just under $500 per slip annually. At 100% occupancy at $500 per slip, the additional 144 slips would generate $71,000 annually in total.

Cruise Ship Dockage Fees – The revenue potential associated with cruise ship dockage varies dramatically for various vessels. Some ports charge based on the tonnage of the vessel, while others charge based on the overall length of the vessel. The charge for docking can range from just a few thousand dollars for a day to more than $75,000. To be conservative, an average daily dockage fee of $5,000 is assumed, with two vessels per week parked for a single day each. These assumptions yield

potential revenue of approximately $500,000 per year. Additional indirect revenues and fees would be generated based on the need for on-call security, pilots, tugs, etc.

Central Park Use Fees – Use of the fields at Central Park by organized leagues is likely to generate a limited amount of revenue. However, without a definitive programming schedule of field usage, it is not possible to provide a realistic estimate of potential revenue.

Sports/Entertainment Venue – The development of a large-scale sports/entertainment venue is likely to generate significant revenues. However, without more specific information regarding the capacity/ design of the facility, and the expected programming or the venue, it is not possible to realistically estimate potential revenues.

GovGuam Appropriations

For some of the proposed community enhancement projects, the participation of GovGuam through financial appropriations is likely. Specifically, the development of the Administrative Complex, the DLM building and the parking structures are all likely to require some level of financial participation from GovGuam. These three projects will require an estimated $100 million in funding to complete. Assuming CEDS funding can be obtained for 50% to 80% of these projects, local funding of between $20 million and $50 million would be required.

Many of the remaining projects could also require financial support. Beautification projects, trail development/expansion, roadway upgrades and Riverwalk development are all projects with limited direct revenue-generation potential. Typically, public amenities are typically funded by governmental entities, through the use of public money. Whether those funds are generated through property taxes, Federal grants, or through legislative appropriations, the funding for public amenities is highly competitive, and will need to be prioritized among the various community enhancement projects included in the analysis.

Summary of Potential Revenues

Given the number of projects identified in the analysis, and the projected $555 million in funding necessary to implement HRRA's vision for Hagåtña, understanding the potential sources of funding to help fund capital improvements is critical. The Table below provides a summary of the potential funding sources that could be available to HRRA to implement to proposed community enhancement projects. Funding through EDA's CEDS program is the largest source of potential revenues to support capital improvements. Obviously, if HRRA is successful in reducing the required match from 50% to 20%, the financial performance of the projects as a group is dramatically improved.

Table 4 – Potential Sources of Funding

Funding Source	Low	High
CEDS	$ 245,000,000	$ 390,000,000
FHWA	$ 2,000,000	$ 2,500,000
USACE	$ 20,000,000	$ 30,000,000
USDA	$ 40,000,000	$ 50,000,000
FEMA	$ 5,000,000	$ 7,500,000
GPA	$ 250,000	$ 350,000
GWA	$ 25,000,000	$ 35,000,000
HOT	$ 20,000,000	$ 40,000,000
GovGuam	$ 197,000,000	$ -
Total	**$ 554,250,000**	**$ 555,350,000**

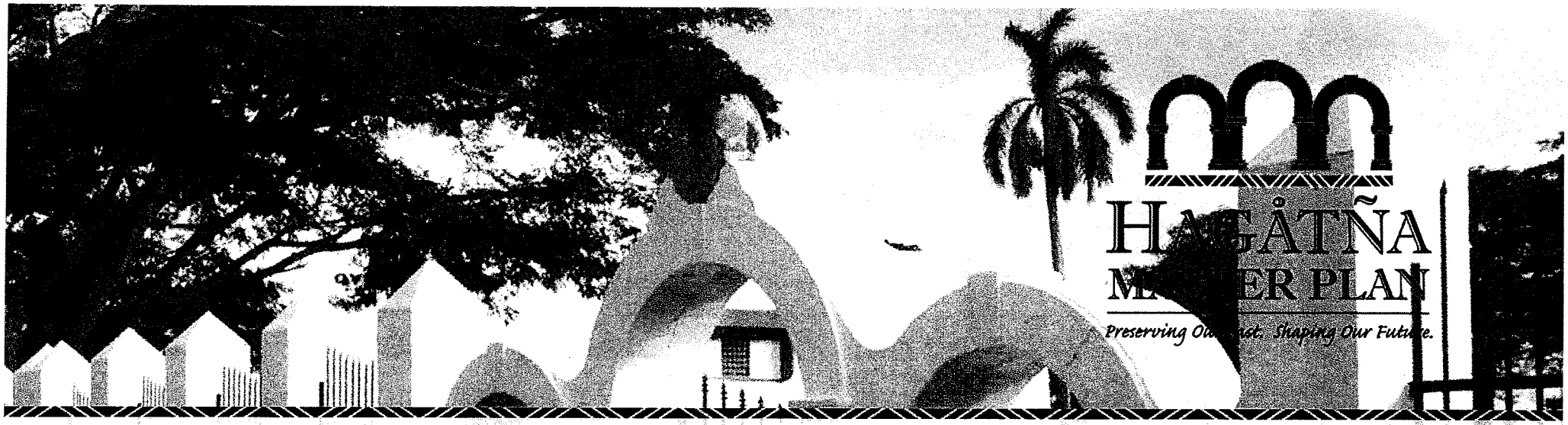
Source: Federal and GovGuam Agencies

It should be noted that Table 4 is focused only on the capital improvement costs for the proposed projects. While revenues for some activities are discussed above, these operating revenues would be partially offset by operating costs.

Doc. No. 35GL-20-1498.

Please see the next page.

Doc. No. 35GL-20-1498.



HRRA Board Meeting

May 23, 2018

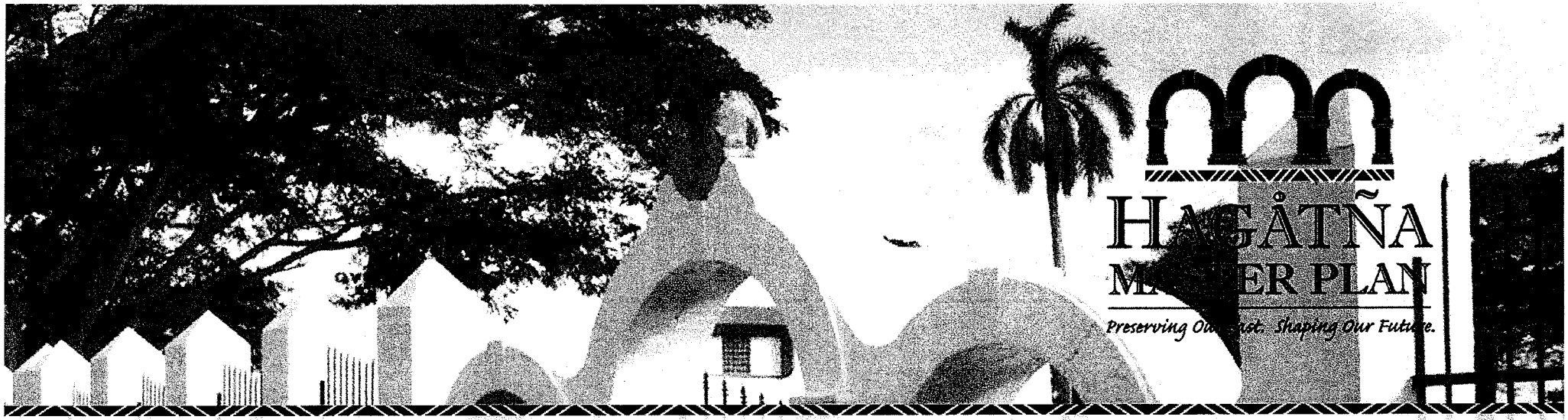
Matrix DESIGN GROUP

Status of Project Deliverables

- ✓ Done **1. Hagåtña Master Plan**
- ✓ Done **2. Appendix A: Master Plan Open House Overview**
- ✓ Done **3. Appendix B: Facility Scoping Memorandum**
- **4. Appendix C: Project Planning Sheets (Capital Improvement Plan)**
- **5. Appendix D: Government Organizational Structure White Paper**
- **6. Appendix E: Hagåtña Funding and Financing White Paper**
- ✓ Done **7. Hagåtña Design Guidelines**
- **8. Hagåtña Zoning Code and Map**
- **9. Hagåtña Enabling Legislation**

Status of Project Deliverables

1. Hagåtña Master Plan – BOARD APPROVED
2. Appendix A: Master Plan Open House Overview
3. Appendix B: Facility Scoping Memorandum
4. **Appendix C: Project Planning Sheets (Capital Improvement Plan)**
   - In Progress
5. **Appendix D: Government Organizational Structure White Paper**
   - Submitted to HRRA Board for comments – DUE June 6
6. **Appendix E: Hagåtña Funding and Financing White Paper**
   - In Progress
7. Hagåtña Design Guidelines – BOARD APPROVED
8. **Hagåtña Zoning Code and Map**
   - Submitted to HRRA Board on Jan 4th – Comments were due by Jan 11th
   - Need Board to approve Zoning Code
9. **Hagåtña Enabling Legislation**
   - Submitted to HRRA Board today for comments – DUE June 6


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Governance


Matrix
DESIGN GROUP

Government Organizational Structure

Government Organizational Structure Whitepaper

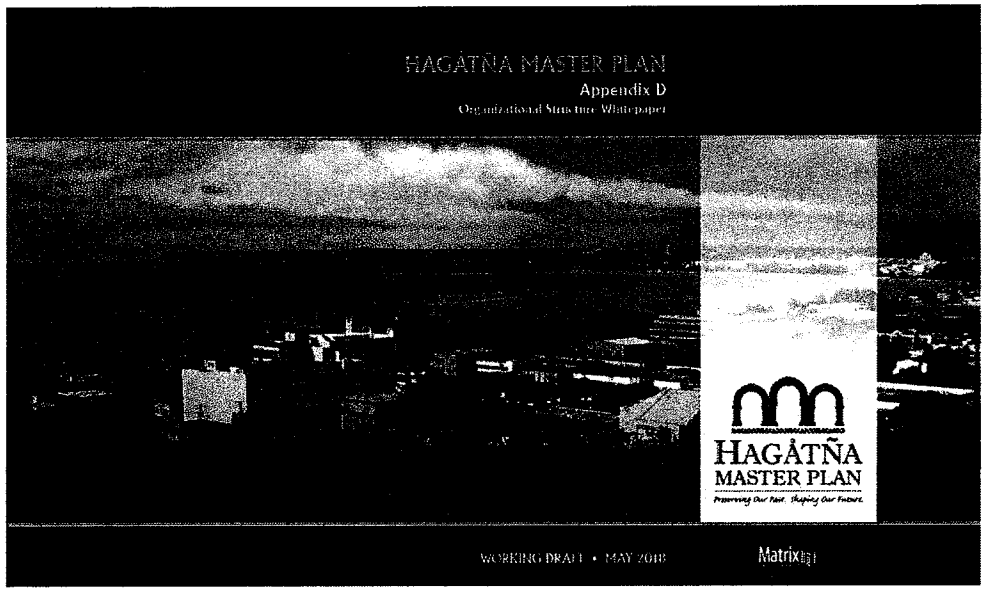
- Governance Alternatives Analysis
- Governance Recommendation

Guam Enabling Law (New Title 23, Guam Law Annotated)

- Incorporation of the City of Hagåtña
- Establishes Mayor/City Council powers, duties, departments, financial powers, etc.

Organizational Structure Whitepaper

- Hagåtña Master Plan
- Existing Governance in Hagåtña
- Alternative Forms of Governance
- Governance Recommendation



Hagåtña Master Plan – Vision Statement and Policies

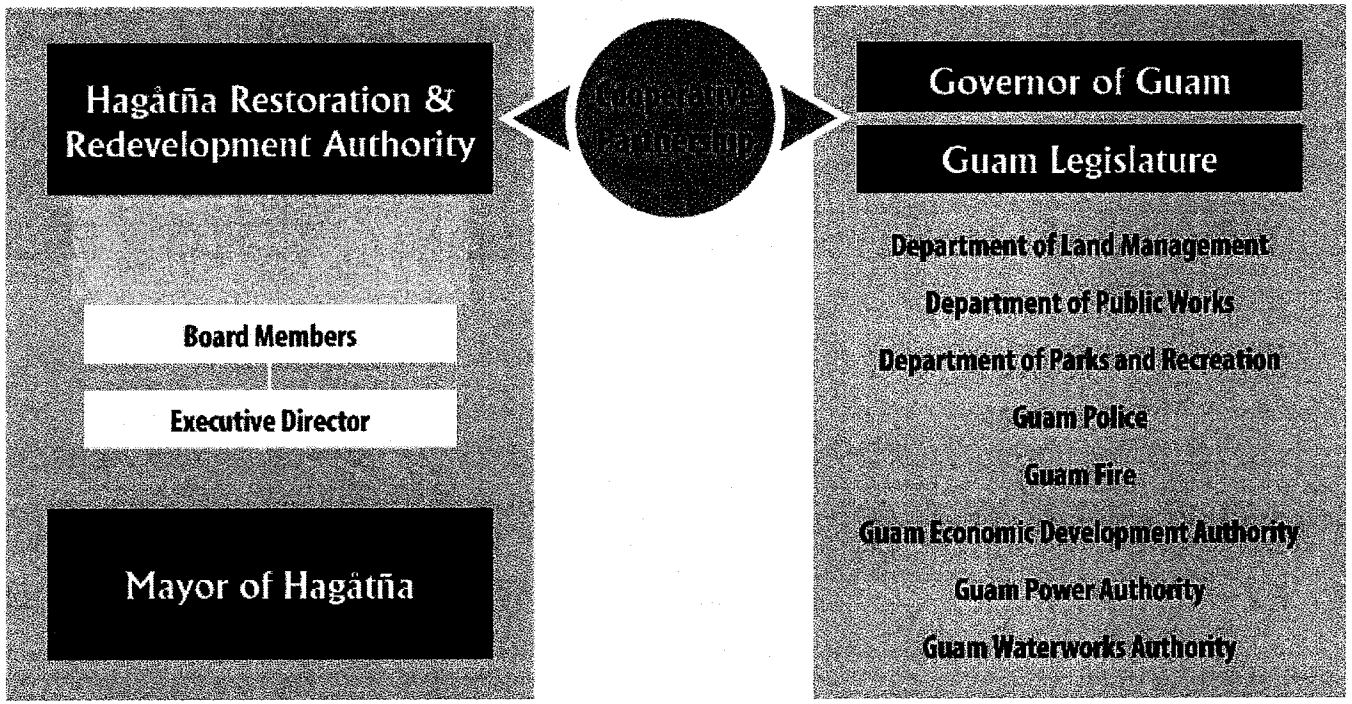
- **Hagåtña Master Plan Vision Statement**

  Re-establish Hagåtña as the Capital City of Guam, and the governmental, cultural, and commercial heart of the island supported by vibrant residential mixed-use areas

- **Governance Element:** Provides policy and guidance related to incorporation of the City of Hagåtña

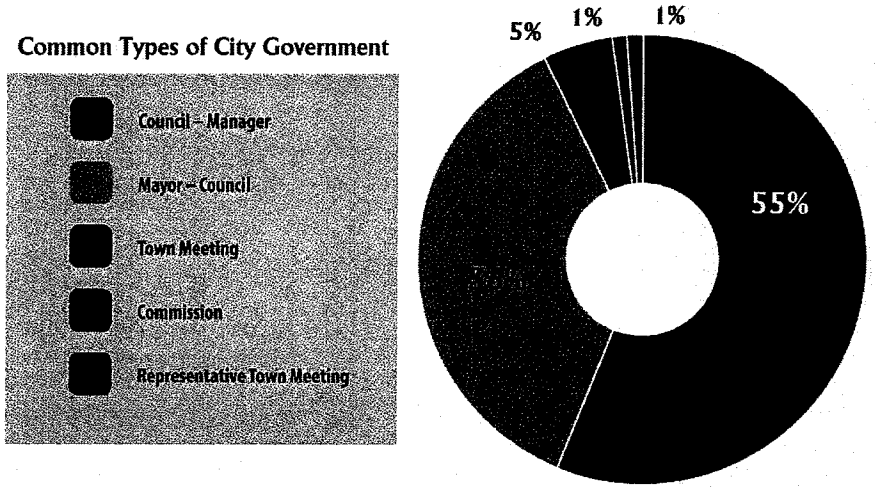
- **Goal Gov-1** *Provide effective governance to the City of Hagåtña citizenry, property owners, business owners and stakeholders advancing the City Council's mission and vision.*

Existing Governance in Hagåtña



Common Types of City Government

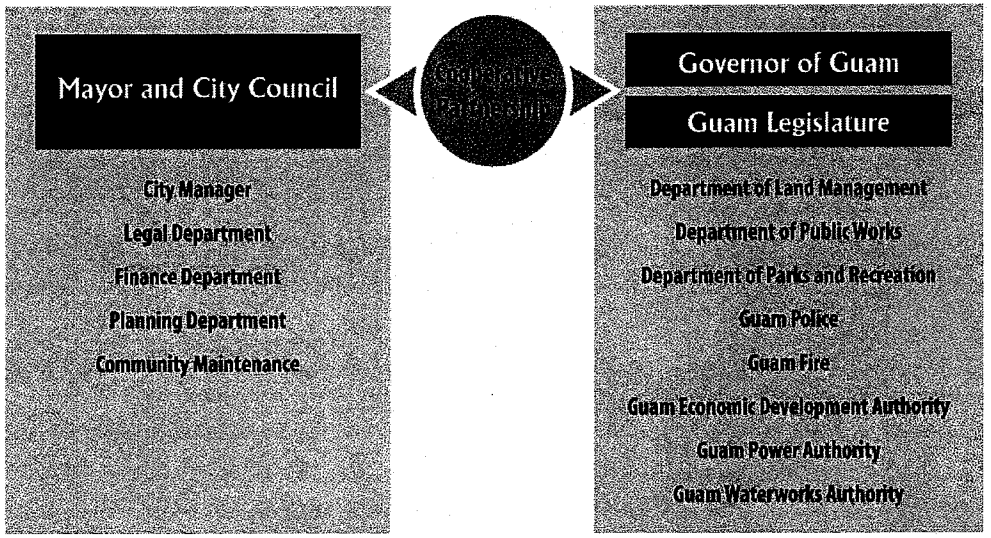
- Council – City Manager
- **Mayor – Council** (recommended)
- Town Meeting
  - All citizens (voters) have a voice
- Commission
  - Executive an legislative is within one governing board
- Representative Town Meeting
  - Citizens select 30 people to represent them



Source: International City Managers Association (ICMA) Website

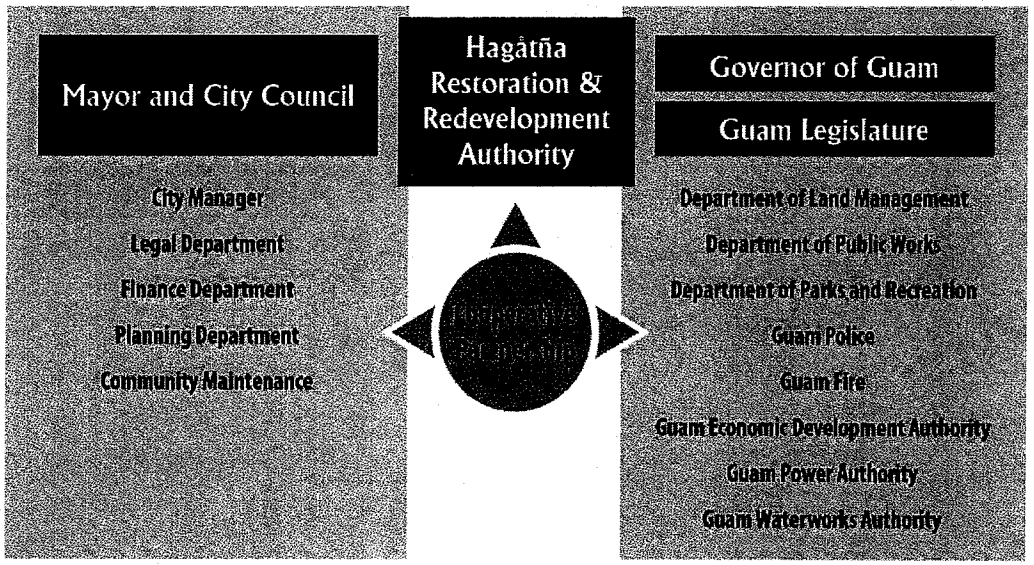
Governance Alternative A

- **Recommended Alternative**
  - Incorporate as a City
  - Mayor – Council structure
  - Current Mayor to serve as First Mayor
  - HRRA Board serve as First Council
  - Limited City departments
  - Continuing GovGuam primary services
  - Call for first elections: 45 days from appointment



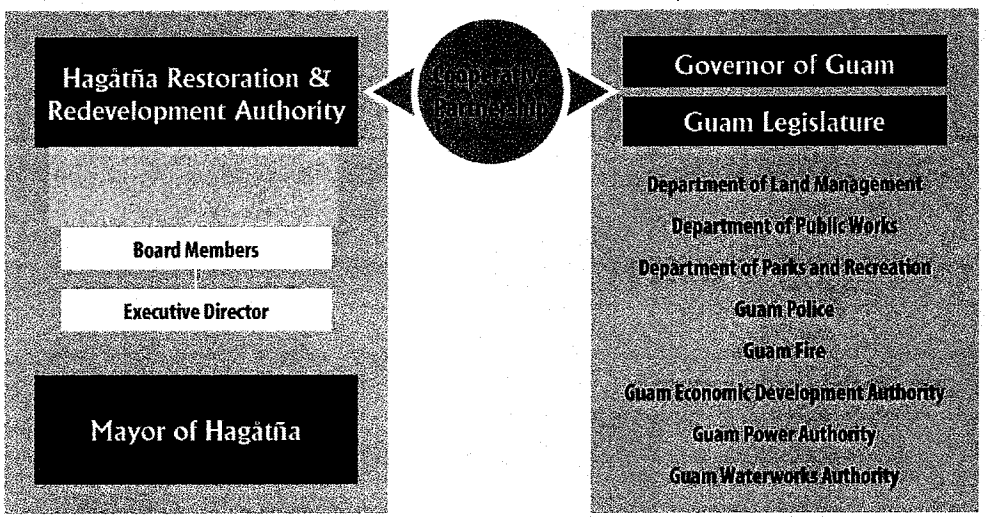
Governance Alternative B

- **Alternative B:**
  - Incorporate as a City
  - Mayor – Council structure
  - HRRA remaining as a separate redevelopment authority
  - Current Mayor to serve as First Mayor
  - HRRA Board serve as First Council
  - Limited City Departments
  - Continuing GovGuam primary services



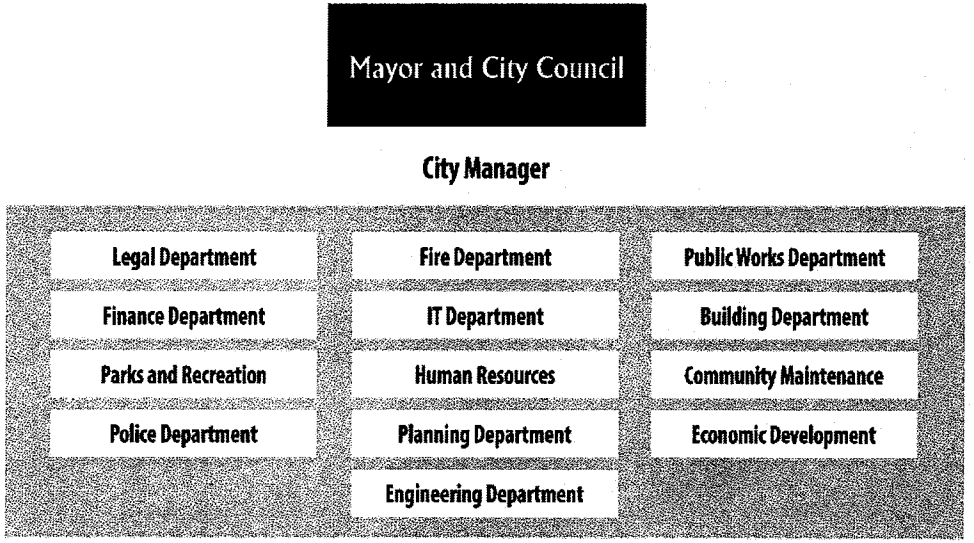
Governance Alternative C

- **Alternative C:**
  - Maintain existing governance structure
  - HRRA remaining as a redevelopment authority
  - Continuing GovGuam services
  - Current Mayor continues in exist capacity and duties



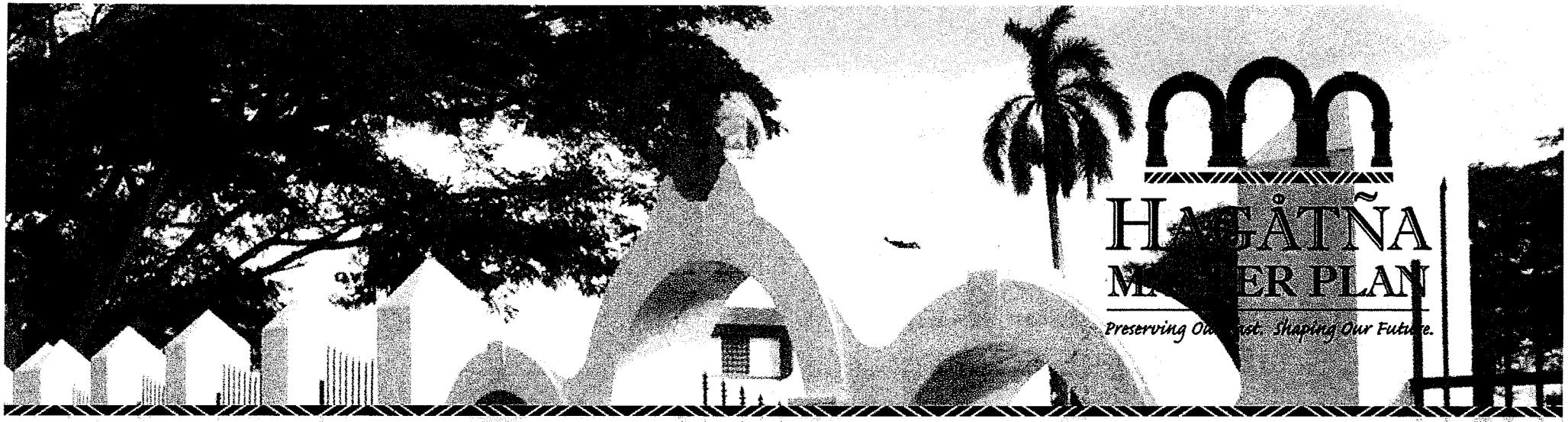
Governance Alternative D

- **Alternative D:**
  - Incorporate as a City
  - Establish full range of services and departments
  - Mayor – Council structure with City Manager
  - Current Mayor to serve as First Mayor
  - HRRA Board serve as First Council
  - Establish full range of City Departments and services
  - No GovGuam services



Recommended Alternative – Continuation of Public Services

- **City of Hagåtña**
  - Discretionary land use approvals (Master Plan, Rezoning, Code Amendments and Conditional Uses
  - Continuation of current community maintenance functions
- **GovGuam**
  - Continuation of primary services, such as water / wastewater, police, fire
  - Non-discretionary land use approvals (site plans, subdivisions, permits/inspections)
- **Hagåtña/GovGuam Coordination Committee**
  - Realignment of some services
  - Cooperative agreement defining roles and coordination between agencies



Guam Enabling Law Amendments



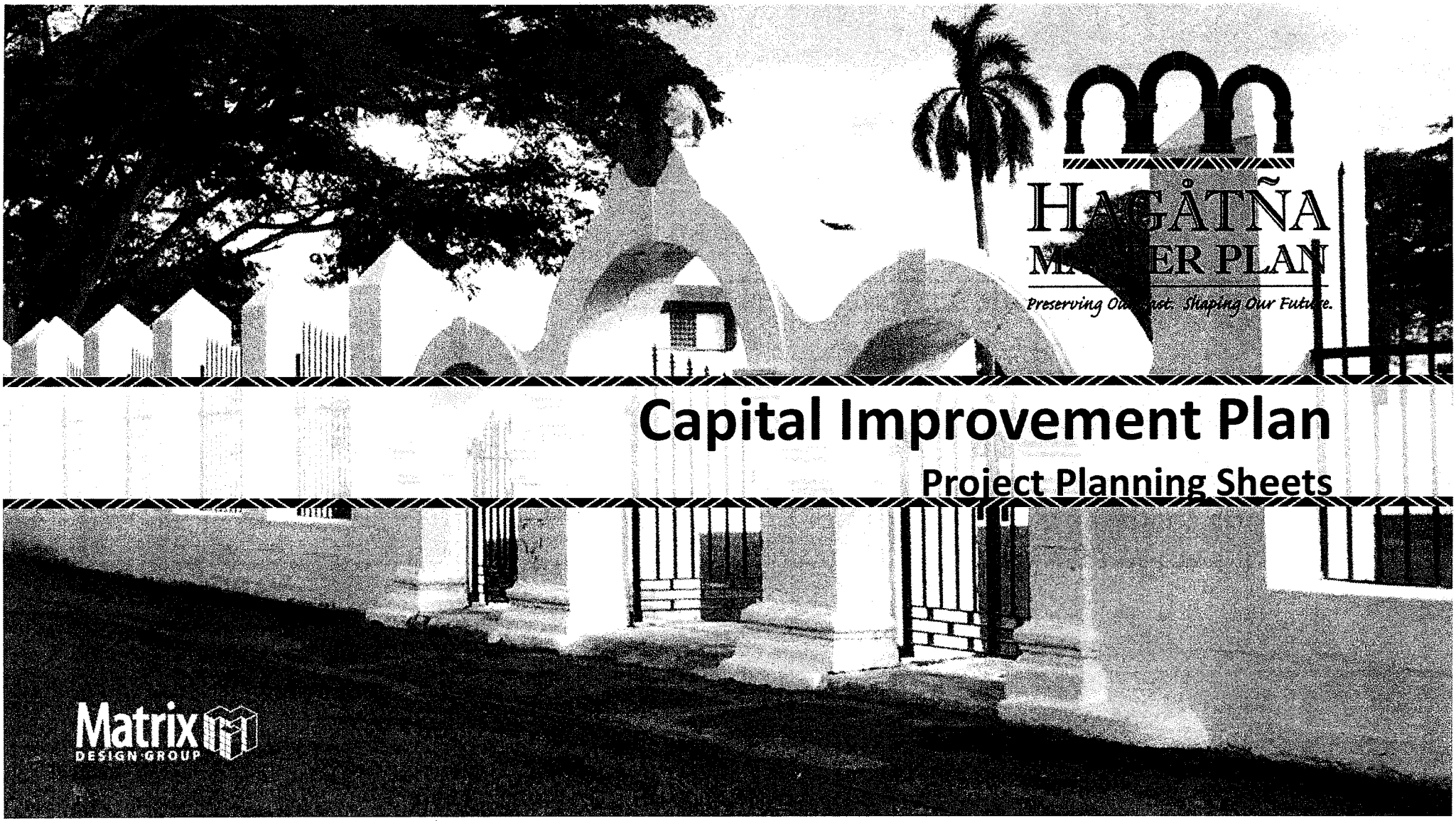
Proposed Amendments to Guam Enabling Law

- Incorporates the City of Hagåtña
- Establishes Mayor and City Council – Powers and Duties
- Finance and Taxation
- Ethics
- Contracts / Procurement
- Planning and Development Authorities
- Restoration and Redevelopment
- Establishes Departments
  - City Manager
  - City Clerk
  - City Attorney
  - City Planner
  - Additional Departments – Determined by Mayor and Council

Mayor and City Council Powers

- **Mayor**
  - Administration of the City
  - Hiring/firing department heads
  - Preparation and submission of budget to City Council for approval
  - Approves Council agenda items (Council override)
  - Veto over Council actions (no Council override)
  - Can participate in discussion and make motions, but does not vote

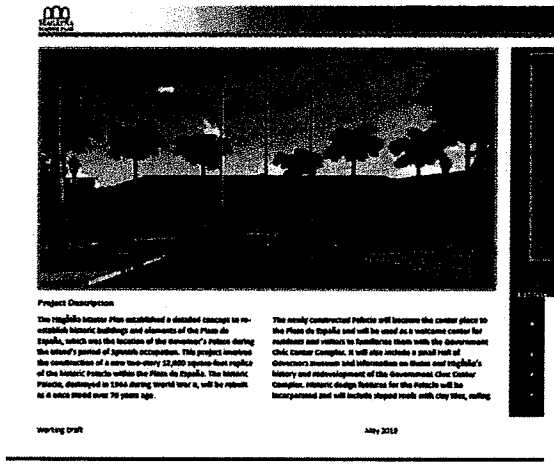
- **City Council**
  - Legislative powers of the City (adoption of Ordinances and Resolutions)
  - Sets City Council policy for the City

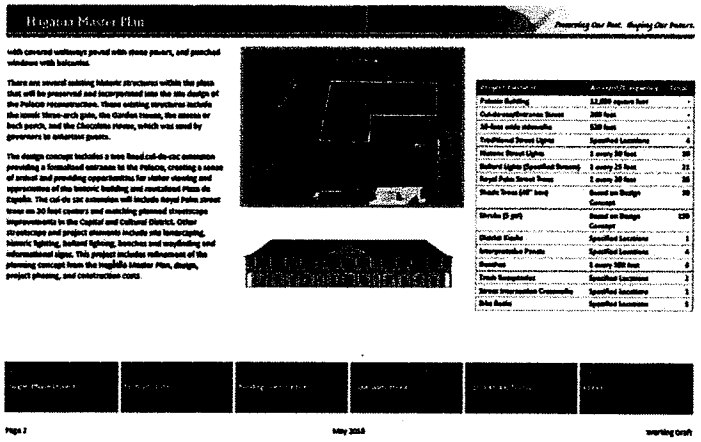

HAGÅTÑA
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Capital Improvement Plan
Project Planning Sheets
Matrix
DESIGN GROUP

Project Planning Sheets

- 30 Project Sheets
- Organized by area or type:
  AREA
  - Capital Cultural District
  - Riverwalk
  - Marina
  - Paseo

  TYPE of Project
  - Transit/Infrastructure
  - Trails





- Costing and Revenue sources
- Sources used to develop the list:
  - Hagåtña Master Plan
  - Comprehensive Economic Development Strategy (CEDS)
  - DPW / Marshal Valuation

Project Planning Sheets

- **Capital Cultural District Projects**
  - Palacio Reconstruction
  - Guerrero Administrative Complex
  - Streetscapes
  - Parking Meters
  - Underground Utility Lines
  - Temporary City Hall
  - Pedestrian Bridge over Marine Corps
  - Land Resources Building DLM
  - Plaza de España Garden

- **Marina Projects**
  - Agana Wastewater Treatment Plant
  - Expand Shoreline in Marina area
  - Expand Marina
  - Cruise Ship Dock

- **Transit/Infrastructure Projects**
  - Transit Circulator / Trolley Stops
  - Gateways and Wayfinding Signs

Planning Project Sheets (con't)

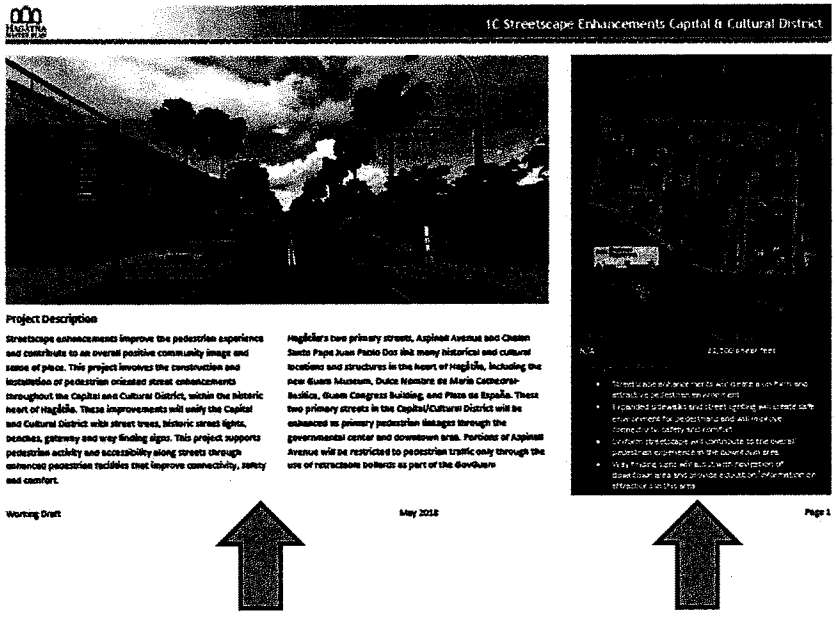
- **Riverwalk Projects**
  - Hagåtña River Study
  - Hagåtña River Restoration
  - Hagåtña River Channelization
  - Riverwalk Esplanade
  - Central Park Pond
  - Central Park Enhancement
  - Chalan Santo Papa Juan Dos

- **Paseo Projects**
  - Paseo Beautification
  - Paseo Stadium
  - Proa Canoe Pavilions
  - San Rafael Fort Replica
  - Statute of Liberty Relocation

Hagåtña Master Plan

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Project Planning Sheet – Example


1C Streetscape Enhancements Capital & Cultural District

Project Description

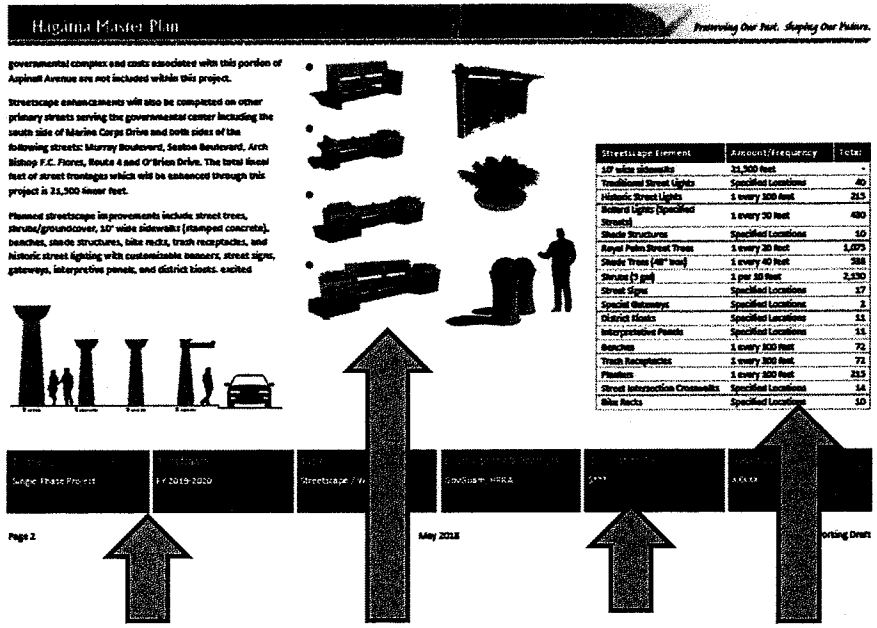
Streetscape enhancements improve the pedestrian experience and contribute to an overall positive community image and sense of place. This project involves the construction and installation of pedestrian oriented street enhancements throughout the Capital and Cultural District, within the historic heart of Hagåtña. These improvements will unify the Capital and Cultural District with street trees, historic street lights, benches, gateway and way finding signs. This project supports pedestrian activity and accessibility along streets through enhanced pedestrian facilities that improve connectivity, safety and comfort.

Hagåtña's two primary streets, Aspinall Avenue and Chalan Santo Papa Juan Pablo Dos like many historical and cultural locations and structures in the heart of Hagåtña, including the new Guam Museum, Dulce Nombre de Maria Cathedral-Basilica, Guam Congress Building, and Plaza de España. These two primary streets in the Capital/Cultural District will be enhanced as primary pedestrian linkages through the governmental center and downtown area. Portions of Aspinall Avenue will be restricted to pedestrian traffic only through the use of retractable bollards as part of the Govduare

Working Draft

May 2018

Page 1


Hagatna Master Plan

Preserving Our Past. Shaping Our Future.

governmental complex and costs associated with this portion of Aspinall Avenue are not included within this project.

Streetscape enhancements will also be completed on other primary streets serving the governmental center including the south side of Marine Corps Drive and both sides of the following streets: Murray Boulevard, Seaton Boulevard, Arch Bishop F.C. Flores, Route 4 and O'Brien Drive. The total lineal feet of street frontage which will be enhanced through this project is 21,500 linear feet.

Planned streetscape improvements include: street trees, shrubs/groundcover, 10' wide sidewalks (stamped concrete), benches, shade structures, bike racks, trash receptacles, and historic street lighting with customizable banners, street signs, gateways, interpretive panels, and district kiosks. exited

Streetscape Element	Amount/Frequency	Total
10' wide sidewalks	21,500 feet	-
Traditional Street Lights	Specified Locations	40
Historic Street Lights	1 every 100 feet	215
Bollard Lights (Specified Streets)	1 every 20 feet	480
Shade Structures	Specified Locations	10
Royal Palm Street Trees	1 every 20 feet	1,075
Shade Trees (40' tree)	1 every 40 feet	538
Shrubs (3 gal)	1 per 10 feet	2,150
Street Signs	Specified Locations	17
Special Gateways	Specified Locations	3
District Kiosks	Specified Locations	11
Interpretive Panels	Specified Locations	11
Benches	1 every 300 feet	72
Trash Receptacles	1 every 300 feet	72
Planters	1 every 100 feet	215
Street Intersection Crosswalks	Specified Locations	14
Bike Racks	Specified Locations	10

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May 2018

Working Draft

Description **Justification** **Phasing** **Elements** **Cost** **Quantities**

GUAM CODE ANNOTATED

TITLE 23

THE CITY OF HAGÅTÑA, GUAM

TABLE OF CONTENTS

TITLE 23
THE CITY OF HAGÅTÑA, GUAM

Chapter 1	Incorporation, Form of Government, Powers and Boundaries
Chapter 2	Mayor and City Council
Chapter 3	The City Manager
Chapter 4	Administrative Departments, Offices and Employees
Chapter 5	Appointive Boards, Commissions and Committees
Chapter 6	Finance and Taxation
Chapter 7	Purchase, Sale or Lease of Property
Chapter 8	Ordinances and Resolutions
Chapter 9	Contracts
Chapter 10	Ethics
Chapter 11	Elections
Chapter 12	Initiative, Referendum and Recall
Chapter 13	Franchise and Public Utilities
Chapter 14	General Provisions
Chapter 15	Definitions
Chapter 16	Planning and Development
Chapter 17	Hagåtña Restoration and Redevelopment
Chapter 18	Declaration of Redevelopment Policy
Chapter 19	Hagåtña Restoration and Redevelopment Plan
Chapter 20	Bonds Related to Redevelopment
Chapter 21	Real Property Tax on Improvements
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CHAPTER 1

INCORPORATION OF THE CITY OF HAGÅTÑA

§ 100. Incorporation of the City of Hagåtña.

§ 101. Form of Government.

§ 102. Powers of the City.

§ 103. First Mayor and City Council.

§ 100. Incorporation of the City of Hagåtña.

The City of Hagåtña is hereby incorporated as a Municipal body politic and corporate in perpetuity, under the name of "Hagåtña, Guam." The boundary of the municipality is delineated on Land Management Drawing No.G1-56T18 filed in the Department of Land Management under Document 31523 and defined in §403 of Title 1 of the Guam Code Annotated.

§ 101. Form of Government.

The municipal government of the City of Hagåtña, established by this section, shall be a Mayor - Council form of government. Pursuant to its provisions and subject only to the limitations imposed by Guam Law, all legislative powers of the City shall be vested in an elective City Council, hereinafter referred to as "the Council" which shall enact local legislation, adopt budgets, and determine policies. The Office of Mayor, herein after referred to as "Mayor" exercises broad administrative powers and duties including appointment of the City Manager and Department Heads and administration of the affairs of the City, as prescribed by the constitution and applicable laws, and ordinances hereafter adopted by the City. All powers of the City shall be exercised in the manner prescribed by this Chapter, or if they be not prescribed, then in such manner as may be prescribed by ordinance.

§ 102. Powers of the City.

The City shall have all the powers, functions, rights, privileges and immunities possible under the United States and Guam Constitution and general laws of Guam as fully as though they were specifically enumerated in this section, and all of the powers, functions, rights, privileges and immunities granted or to be granted, either expressly or by implication, to the City of Hagåtña incorporated under the provisions of this Title, not in conflict herewith, and in addition, the City:

(a) May acquire property within or without its corporate limits for any city purposes in fee simple or lesser interest or estate by purchase, gift, devise, lease or condemnation. The City may lease, sell, convey and otherwise dispose of any real or personal property owned by the city in the manner, for such consideration, and upon such conditions as may be determined by the Council.

(b) May designate and establish as floodways or floodplains, areas of land within the boundaries of the city reasonably required or necessary to improve, extend, maintain or facilitate the control or discharge of waters of rivers and streams and intermittent flowing creeks, washes, drains and channels together with surface and floodwaters so as to prevent the loss of or injury to lives and damage to property and prevent and prohibit encroachments and obstructions within the floodway and floodplain areas so designated and established by the city, together with criminal and civil penalties for the violations thereof.

(c) May adopt, and may from time to time modify, a Master Plan of the future physical development of the City to serve as a guide to all future Council action concerning land use regulations and expenditures for capital improvements, and the Council may by ordinance implement said Master Plan by adopting land use and development regulations including, but not limited to, an Official Zoning Map, Zoning Code, Design Guidelines, subdivision regulations, and specific area plans.

(d) May require architectural and site plan review and approval prior to the development, construction, reconstruction, or conversion of any building.

(e) May levy and collect assessments and file liens on real property to collect amounts owed to the city for municipal services including reasonable amounts expended by the City in the abatement of any nuisance, demolition and removal of any legally condemned building or structure and the cleaning and renovating of vacant lots which are offensive to the sight or smell or hazardous to the public health.

(f) May prescribe the number of times a notice is to be published, the place of publications and the form of such notice when publication of a notice is directed or authorized by law.

(g) May control and regulate the use and enjoyment of its streets and alleys, public grounds, or ways.

(h) May compel the owner or occupant of buildings or grounds to remove dirt, rubbish or weeds therefrom and from the sidewalks adjacent thereto; and in his/her default to authorize the removal or destruction thereof by some officer of the City at the expense of such owner or occupant, and to make such expense a lien upon such buildings or grounds, and to provide for the imposition of a penalty as in cases of misdemeanor for the failure of such owner or occupant to effect such removal.

(i) May require all persons, firms, or corporations responsible for new physical development within the City to provide for or furnish, or pay a fee for furnishing:

(1) Public utility easements;

(2) Water production, storage and transmission;

(3) Sewage collection, treatment and disposal;

(4) Park land and development;

(5) School sites;

(6) Dedication and improvement of public rights-of-way;

(7) Bike paths and other necessary transportation;

(8) Detention, retention, drainage, storm water management facilities and water resources acquisition costs, storage and transmission;

(9) Flood control; and

(10) Other public facilities necessary to maintain satisfactory levels of service for said new development, as provided by ordinance which shall include definite standards basing the foregoing requirements on the needs of the residents of said new development.

(j) May compel the owner or occupant of buildings or grounds to keep the sidewalks adjacent thereto in good repair, and in his/her default to authorize the repair thereof by some officer of the City at the expense of such owner or occupant, and the City may make such expense a lien upon such buildings or grounds and to provide for the imposition of a penalty as in cases of misdemeanors for the failure of such owner to effect such repairs.

(k) May provide remedies to prevent, abate, and control pollution, including pollution of the air, water, and noise pollution, and exercise its rights and privileges under equity or under common law or statutory law to suppress nuisances or to abate pollution in any form.

(l) May exercise any of its powers or perform any of its functions, and may participate in the financing thereof jointly or in cooperation, by contract or otherwise, with any one or more states, political subdivisions, school districts, councils, or any board, commission or agency, a combination of them, or with the United States or any department or agency thereof or with any insular subdivision of the United States or with any political subdivision of a foreign nation.

(m) May exercise any powers or perform any functions as established by Chapters 17-19 relative to the restoration and redevelopment of the City of Hagåtña.

(n) In this Title, mention of a particular power shall not be construed to be exclusive or to restrict the scope of the powers which the city would have if the particular power were not mentioned. This Title shall be liberally construed to the end that the city shall have all powers necessary or convenient for the conduct of its municipal affairs, and for the health, safety, and general welfare of its residents.

(o) The City Council may by ordinance, establish a Planning Agency. The Planning Agency shall have powers and duties as provided in Chapter 15 of this Title.

§ 103. First Mayor and City Council.

The Hagåtña City Council shall consist of seven (7) City Councilmembers. The Governor shall appoint the first interim Mayor and City Council to serve the City of Hagåtña until elections are held in accordance with this Title.

(a) Appointment to the interim Hagåtña Mayor and City Council by the Governor shall include the following:

(1) The current Mayor of Hagåtña shall be appointed and continue service as Mayor until elections are conducted in the community as provided by Chapter 2 of this Title. The Mayor shall have all powers and duties as proscribed herein.

(2) A minimum of four (4) and a maximum of seven (7) current members of the Hagåtña Restoration and Redevelopment Authority Board.

(3) After meeting the requirements of subsection a. and b. above, any remaining seats shall be recommended by the Guam Legislature and appointed by the Governor.

(b) The interim Mayor and City Council appointed pursuant to this Chapter, shall, within forty-five (45) days of appointment, call for municipal elections for the Office of Mayor and all seven (7) seats on the City Council. Such election shall be held within one (1) year of the appointment of the interim Mayor and City Council.

(c) The time on service of the interim Mayor and City Council shall not be counted in any term of the subsequently elected Mayor and City Council pursuant to this Chapter.

(d) Appointments to the interim Mayor and City Council shall meet the minimum qualifications established by Chapter 2.

CHAPTER 2

MAYOR AND CITY COUNCIL

§ 200. General Powers of Mayor and City Council.
§ 201. Powers of the Mayor
§ 202. Powers of the Mayor
§ 203. Number; Selection.
§ 204. Elections.
§ 205. Terms of Mayor.
§ 206. Terms of Councilmembers.
§ 207. Qualifications.
§ 208. Duties of Mayor.

§ 209. Salaries, Generally; Salary Commission.
§ 2010. Council to be Judge of Qualifications of its Members.
§ 211. Induction of the Mayor and City Council into Office.
§ 212. Absence to Terminate Membership.
§ 213. Vacancies in the Office of Mayor and Council.
§ 214. Meeting of Council, Boards, Commissions and Committees.
§ 215. Special Meetings.
§ 216. Rules of Procedure; Minutes.
§ 217. Quorum; Ayes and Nays.
§ 218. Failure to Vote.
§ 219. Conduct of Council as to Powers Authorized by Law when no Procedure.

§ 200. General Powers of Mayor and Council.

All powers of the city, not in conflict with the Constitution and applicable laws of Guam and subject to the limitations of this Title, shall be vested in the Mayor and Council, which shall enact appropriate legislation and do and perform any and all acts and things which may be necessary and proper to carry out these powers or any of the provisions of this Title.

§ 201. Powers of Mayor.

The Mayor is the elected head of the city government and exercises broad authority and power over the administration of the City. Powers of the Mayor include the hiring and firing of the City Manager and all Department Heads. The Mayor is responsible for setting the City Council agenda, the preparation and submission of the city budget and veto power over legislative actions of the

City Council. Any powers not expressly otherwise designated herein, shall be performed and administered by the Mayor.

§ 202. Powers of Council.

The legislative power of the City of Hagåtña shall be vested in and exercised by the City Council, except as otherwise provided in the title.

§ 203. Number; Selection.

The Council shall consist of seven (7) Council members to be elected from the City at large by the qualified electors of the City of Hagåtña. The Mayor shall be elected at large by the qualified electors of the City of Hagåtña.

§ 204. Elections.

Conduct of all city elections shall be under the control of the Council and the Council shall by ordinance provide for the holding of all municipal elections. The interim Mayor and City Council appointed pursuant to section, shall, within forty-five (45) days of appointment, call municipal elections for Mayor and the entire City Council. Such election shall be held within one (1) year of the appointment of the interim Mayor and City Council.

5. Terms of Mayor.

(a) The term of office of Mayor shall commence at 7:00 p.m. on the first regularly scheduled meeting in December following the election for such office, and it shall be for four (4) years or until a successor is elected and qualified. No person shall be eligible to succeed themselves in the office of Mayor for more than two (2) consecutive terms, but there shall be no limit on the number of nonconsecutive terms.

(b) In the event a person serves as Mayor for more than two years of a term that some other person is elected for, such portion of the term shall count as one term for purposes of the term limit set forth in subsection (a).

§ 206. Terms of Councilmembers.

(a) The term of office of Councilmembers shall commence at 7:00 p.m. on the first regularly scheduled meeting in December following election for such office, and it shall be for four (4) years until a successor is elected and qualified. No person shall be eligible to succeed themselves in the office of Councilmember for more than two (2) consecutive terms, but there shall be no limit on the number of nonconsecutive terms.

(b) In the event a person serves as Council member for more than two years of a term that some other person is elected for, such portion of the term shall count as one term for purposes of the term limit set forth in subsection (a).

§ 207. Qualifications.

The Mayor and Council members shall be qualified electors of the City at the time of election; shall hold no other public office for which they receive compensation except that of a notary public or member of the national guard or naval or military reserve; and shall have resided in the city for not less than one (1) year preceding the date of such election or appointment. No person shall be eligible for the office of Mayor who shall not have attained the age of twenty-five (25) years and no person shall be eligible to serve as Council member who shall not have attained the age of twenty-one (21) years. If the Mayor or a Council member shall cease to possess any of these qualifications or shall be convicted of a crime involving moral turpitude, his or her office shall immediately become vacant. City employees are not eligible to stand for election or serve as Mayor or as members of the City Council.

§ 208. Powers and Duties of Mayor.

The Mayor shall set the City Council agenda and shall preside over its deliberations. The Mayor may propose any motion or adoption of any resolution or ordinance, or amendments thereto, but shall have no right to vote thereon. The Mayor is responsible for the preparation and submission of the city budget for consideration by the City Council. The Mayor shall be recognized as head of the city government for all ceremonial purposes and by the Governor for the purposes of military law. The Mayor shall exercise broad administrative powers and duties including appointment of the City Manager and Department Heads and administration of the affairs of the City. In addition thereto, the Mayor shall govern the city by proclamation during times of emergency, riot, civil insurrection, major disaster and times of great public danger. The Mayor exercises the right of veto power over any legislative actions of the City Council.

§ 209. Salaries, Generally; Salary Commission.

(a) The annual salary of the Mayor and Council members shall be: Mayor $_____, Council member $_____, which may be modified as set forth in subsections (b) through (f). The annual salary of the Mayor and Council members shall be payable in installments consistent with the city employee payroll system, not to exceed the annual salary as established pursuant to this Chapter.

(b) A Salary Commission may be appointed by the City Council. The Commission shall be comprised of a chairman plus four (4) members who shall be appointed from private citizens, none of which are city employees of city elected officials. The members of the Commission shall serve without compensation but shall be reimbursed for actual expenses.

(c) The Commission shall conduct a review of the compensation provided to elected city officials. Such review shall be made for the purpose of recommending adjustments to pay levels to the duties and responsibilities of the positions. The Commission may hold public hearings to inform the compensation review.

(d) The commission shall submit to the City Clerk, no later than 150 days prior to the date of the primary election a copy of their review and their recommendations. The City Council may accept, reject or modify the recommendations of the Commission.

(e) In the event the Council approves a change, including a reduction in the salaries for elected officials of an amount equal to or less than five percent (5%) greater than the existing salary for elected officials, no question shall be submitted to qualified electors and the change in salary shall be effective immediately.

(f) In the event the Council approves a change of an amount in excess of five percent (5%) greater than the existing salary for elected officials, the Council shall submit the question to the qualified electors at the next regular election. The recommended increase, if accepted by the qualified electors, shall become effective for the Mayor and all Council members upon taking office following an election after approval of the question.

§ 2010. Council to be Judge of Qualifications of its Members.

The council shall be the judge of the election and qualifications of its members and for such purpose shall have power to subpoena witnesses and require the production of records, but the decision of the council in any such case shall be subject to review by the courts.

§ 211. Induction of the Mayor and City Council into Office.

(a) At 7:00 p.m. on the day set for the first regularly scheduled meeting in December following the general election, the Council shall induct the newly elected Mayor and Councilmembers.

(b) In the case of a Council member elected at a special election, the Council member shall file the oath of taking office with the city clerk not less than 24 hours prior to the meeting where the adoption of the canvass shall occur and may be inducted immediately thereafter.

§ 212. Absence to Terminate Membership.

If the Mayor or any Council member shall be absent from more than two (2) consecutive regular meetings, or a total of four (4) regular meetings in any calendar year, without the consent of the council duly recorded in the minutes, they shall thereupon cease to hold office.

§ 213. Vacancies in the Office of Mayor and Council.

(a) If a vacancy in the office of the Mayor occurs two (2) years or more prior to the next regular election for the vacant position, there shall be a special election held to fill the unexpired portion of the term. For purposes of this section, the next regular election is deemed to be the primary election. The special election shall be held subject to the following provisions:

(1) There shall be a period of ten (10) days from the date the vacancy occurs during which any person desiring to run for the vacant office must declare as a candidate for the office by filing a written statement declaring their intention to be a candidate with the City Clerk.

(2) Upon expiration of the ten day period in subsection (a) (1), the City Clerk shall schedule a special election on the first available election date permitted by this section.

(3) The procedure for nomination and election shall be the same as for regular council elections.

(b) If a vacancy in the Office of the Mayor occurs less than two (2) years prior to the next regular election for the Office of the Mayor, the vacancy shall be filled as follows: the Council shall choose a Mayor who is qualified from among its membership. Should no member of the Council be qualified by age, a Mayor shall be chosen to fill the unexpired term by special election. Upon taking the oath of office for the position of Mayor, the seat of the council position held by the Council member shall be deemed to be vacant.

(c) If a vacancy on Council occurs two (2) years or more prior to the next regular election for the vacant position, there shall be a special election held to fill the unexpired portion of the term. For purposes of this section, the next regular election is deemed to be the primary election. The special election shall be held subject to the following provisions:

(1) There shall be a period of ten (10) days from the date the vacancy occurs during which any person desiring to run for the vacant office must declare as a candidate for the office by filing a written statement declaring their intention to be a candidate with the City Clerk.

(2) Upon expiration of the ten day period in subsection (c) (1), the city clerk shall schedule a special election on the first available election date permitted by Guam Law.

(3) The procedure for nomination and election shall be the same as for regular council elections.

(d) If a vacancy on Council occurs less than two (2) years prior to the next election for the office of Mayor, the vacancy shall be filled as follows:

(1) A vacancy shall be filled by a qualified elector residing in the City.

(2) The first candidate receiving an affirmative majority of the votes of the Mayor and Councilmembers present shall be selected to fill the vacancy. If more than two candidates are nominated and no candidate receives a majority of the votes of Mayor and Council members present, then a second ballot shall be held and the two candidates having received the most votes deemed nominated and voted on by the Mayor and Council members present.

(3) The appointment shall be until their successor at the next regular election shall be elected and qualified.

(e) A vacancy in the office of Mayor or the Council shall exist, except under the recall provisions of this section, when the respective elected official fails to qualify within thirty (30) days after commencement of his or her term, dies, resigns, moves from the City, absents himself or herself from the duties of his office without the consent of the Council as provided in this section, is convicted of intentionally violating any of the provisions of this section, or of a felony, or is judicially declared an incapacitated person as defined by statute.

§ 214. Meeting of Council, Boards, Commissions and Committees.

(a) All meetings shall be held consistent with Guam Law Annotated GCA Title 5 Chapter 8.

(b) Notices and agendas of such meetings, including a short summary of items on the agenda, shall be posted pursuant to statute in such public places as the council may set by ordinance, and the places of such posting shall be kept on file with the City Clerk.

(c) The Agenda for regularly scheduled meetings shall be set by the Mayor, with the exception that the Council may, by the affirmative majority vote of its membership, place an item on a regularly scheduled council agenda. An individual member of Council may submit a request to the Mayor to have an item placed on an agenda for consideration by Council. Upon receipt of such request, the Mayor shall have not less than twenty-four hours to act upon such written request.

(d) All meetings of the City's council, boards, commissions and committees shall be open to the public, provided that executive sessions may be held as provided by statute.

(e) Minutes of executive sessions shall be kept confidential except from members of the body which met in executive session and from a city officer, appointee or employee who is the subject of discussion or consideration during an executive session of the public body held for the purpose of discussion or consideration of his employment, assignment, appointment, promotion, demotion, dismissal, salary, disciplining or resignation.

(f) No executive session may be held for the purpose of taking any final action or making any final decision.

§ 215. Special Meetings.

(a) Special Meetings of the Council shall be held in accordance with the following:

(1) Upon not less than twenty-four hours after notice is given and posted pursuant to law.

(2) Upon request of the Mayor or if the Mayor is absent or fails to act, then upon written request of three members of Council filed with the Mayor. The Mayor shall have not less than twenty-four hours to act upon such a written request. The Mayor may approve or disapprove the scheduling of a special meeting of Council. Notice shall be given to all Council members by the City Clerk in the manner most practicable.

(3) Special meetings shall be scheduled and held without undue delay.

(b) In case of an emergency, a meeting may be held upon such notice as is appropriate to the circumstances. At such meeting, business concerning only such emergency shall be discussed or acted upon.

§ 216. Rules of Procedure; Minutes.

The Council shall determine its own rules and order of business subject to the provisions of this section. It shall keep minutes of its proceedings and the minutes shall be open to public inspection, with the exception of Executive Session minutes. Executive Session minutes shall be kept confidential except from members of the body which met in Executive Session and from a city officer, appointee or employee who is the subject of discussion or consideration during an Executive Session of the public body held for the purpose of discussion or consideration of his employment, assignment, appointment, promotion, demotion, dismissal, salary, disciplining or resignation.

§ 217. Quorum; Ayes and Nays.

A majority of the members of the Council shall constitute a quorum, but a smaller number may adjourn from day to day or from time to time until a quorum can be compelled. The vote on any question shall be by ayes and nays and shall be entered in the minutes. At the request of any member of the council, a roll call vote shall be taken. The vote may be taken by mechanical device.

§ 218. Failure to Vote.

The Council members shall not be excused from voting except upon matters involving the consideration of his or her own official conduct or in such matters as he or she may have a conflict of interest as set forth by statute. In all other cases, a vote of aye or nay must be cast. Should a Council member fail to vote, his or her vote shall be counted with the majority vote on the issue, and in case of a tie vote, his or her vote shall be counted as a nay vote.

§ 219. Conduct of Council as to Powers Authorized by Law when no Procedure.

Whenever, by any provisions of this section, it is prescribed that any power, duty or procedure shall or may be exercised, performed or adopted in the manner established by Gum Law, and there be no procedure established by law therefor, then the Council shall by ordinance prescribe the procedure.

CHAPTER 3

THE CITY MANAGER

§ 300. Appointment of City Manager; Evaluation.

§ 301. The City Manager; Qualifications.

§ 302. City Manager; Powers and Duties.

§ 303. Right of City Manager to Attend Council Meetings.

§ 304. Acting City Manager.

§ 305. Removal of City Manager.

§ 300. Appointment of City Manager; Evaluation.

(a) The Mayor shall appoint a City Manager who shall have the powers and perform the duties provided in this Chapter. No Council member shall receive such appointment during the term for which they shall have been elected nor for one year after the expiration of his term. The Mayor shall enter into a written agreement with the City Manager setting forth the terms and conditions of employment of the City Manager by the City, provided that the written agreement shall be for an indefinite term and shall not restrict the power of the Mayor to remove the City Manager pursuant to Section §305 of this Chapter.

(b) The Mayor shall evaluate the City Manager consistent with a process adopted by ordinance of the council and available for public inspection.

§ 301. The City Manager; Qualifications.

The City Manager shall be chosen by the Mayor solely on the basis of his or her executive and administrative qualifications with special reference to his or her actual experience in, or his or her knowledge of, accepted practice in respect to the duties of the office as hereinafter set forth.

§ 302. City Manager; Powers and Duties.

The City Manager shall be responsible for the proper administration of the City and expressly directed by the Mayor and to that end, subject to the provisions of this Title, they shall have power and shall be required to:

(a) Devote their entire time to the discharge of their official duties, attend all meetings of the Council unless excused therefrom by the Mayor;

(b) See that all ordinances are enforced and that the provisions of all franchises, leases, contracts, permits and privileges granted by the City are observed;

(c) Appoint, promote, remove and demote for cause, subject to rights of appeal, and in compliance with applicable personnel rules and regulations, all officers and employees of the City, with the exception of Department Heads who are appointed and remove by the Mayor;

(d) Keep the council advised at all times of the affairs and needs of the City, and make reports annually, or more frequently if requested by the council, of all the affairs of the City;

(e) Have such other powers, duties and functions as this section may prescribe, and such powers, duties and functions consistent with this section as the Mayor may prescribe.

§ 303. Right of City Manager to Attend Council Meetings.

The City Manager shall have the right to attend all council meetings and take part in the discussions of all matters coming before Council.

§ 304. Acting City Manager.

The City Manager shall designate, a qualified city administrative officer to exercise the powers and perform the duties of the City Manager during his or her temporary absence or disability. During such absence or disability, the Council may revoke such designation at any time and appoint another officer of the City to serve until the City Manager shall return or his or her disability shall cease.

§ 305. Removal of City Manager.

(a) The removal of the City Manager shall be determined by the Mayor. If requested by the City Manager, a public hearing with the Council shall be granted within thirty (30) days following notice of removal. During the interim, the Mayor may suspend the manager from duty, but may continue the City Manager's salary, subject to the provisions of the City Manager's written agreement.

(b) Notwithstanding the provisions of this section, the City Manager shall not be removed from office, other than for misconduct in office, during or within a period of ninety (90) days commencing from the date of taking office of the Mayor following any general municipal election.

CHAPTER 4

ADMINISTRATIVE DEPARTMENTS, OFFICES AND EMPLOYEES

§ 400. Administrative Departments.

§ 401. City Clerk; Evaluation

§ 402. City Attorney; Evaluation

§ 403. Merit System to be Established.

§ 400. Administrative Departments.

(a) The Council, by ordinance not inconsistent with this Title, shall provide for the organization, conduct and operation of the offices and departments of the City as established by this Chapter, for the creation of additional departments, divisions, offices and agencies and for their consolidation, alteration or abolition.

(b) The Council, by ordinance not inconsistent with this Chapter, may assign additional functions or duties to offices, departments or agencies. Where the positions are not incompatible, the council may combine in one person the powers and duties of two or more offices created or authorized by this Chapter.

(c) The Council shall provide for the number, titles, qualifications, powers, duties and compensation of all officers and employees of the City.

§ 401. City Clerk; Evaluation.

(a) The Mayor shall appoint an officer of the city, who shall have the title of City Clerk, and who shall give notice of all council meetings, keep the official minutes of the council's proceedings, authenticate by signature and record in full in books kept for the purposes all ordinances and resolutions, and shall perform such other duties as shall be required by this Chapter or by ordinance. The City Clerk shall serve at the pleasure of the Mayor.

(b) The Mayor shall evaluate the City Clerk consistent with a process adopted by ordinance of the council and available for public inspection.

§ 402. City Attorney; Evaluation.

(a) The Mayor shall appoint a city attorney who shall be the legal advisor of all officers, departments and agencies and of all officers and employees in matters related to their official powers and duties. The City Attorney shall work in cooperation with the City Manager and shall represent the City in all legal proceedings; provided, however, that the Council may employ other counsel as may be deemed by them to be necessary or appropriate. It shall be the duty of the City Attorney to perform all services incidental to the position as may be required by statute, by this Title or by ordinance. The City Attorney shall serve at the pleasure of the Mayor.

(b) The Mayor shall evaluate the City Attorney consistent with a process adopted by ordinance of the council and available for public inspection.

§ 403. Merit System to be Established.

(a) The Council shall, by ordinance, provide for the establishment of a merit system for the purpose of regulating and controlling the appointments, promotions, demotions, discharges and reinstatements of all officers and employees of the city except the City Manager, City Clerk and City Attorney.

(b) The Council shall have the right, by ordinance, to govern the process of setting employees' wages, hours, benefits and working conditions with employees, employee groups or their representatives.

CHAPTER 5

APPOINTIVE BOARDS, COMMISSIONS AND COMMITTEES

§ 500. Appointive Board, Commissions and Committees.

§ 500. Appointive Board, Commissions and Committees.

The Council may, by ordinance, create or abolish boards, commissions or committees as in its judgement are required, and may grant to them such powers and duties as are consistent with the provisions of this Title.

CHAPTER 6
FINANCE AND TAXATION

§ 600. Finance Director.
§ 601. Fiscal.
§ 602. Fiscal Year.
§ 603. Taxing Powers.
§ 604. Claims Against the City.
§ 605. Cash Basis Fund; Transfer of Sums of Cash Basis Fund and Other Funds.
§ 606. Cash Basis Fund; Transfer of Sums of Cash Basis Fund and Other Funds.
§ 607. Depositories, Transfer and Investment of City Funds.
§ 608. Independent Audit and Review.
§ 609. Submissions of Estimates to Council; Scope of City Managers Estimate.
§ 610. Preparation and Tentative Adoption of a Budget; Publication of Budget and Notice of Meeting to Fix Tax Levies.
§ 611. Public Hearing and Adoption of Budget.
§ 612. Adoption of Ordinance Fixing Tax Rate.
§ 613. Taxes to be Uniform and for Public Purposes Only; Property to be Assessed as Provided by Law.
§ 614. Tax Exempt Property.
§ 615. Budget Establishes Appropriations; Method of Expenditure.
§ 616. Transfer of Appropriations.
§ 617. Appropriation Lapse at End of Year.
§ 618. Acquisition of Land by the City.

§ 600. Finance Director.

The Mayor shall appoint an officer of the city, who shall have the title of Finance Director, who shall be responsible to the Mayor, and who shall receive and have custody of all the money of the City and shall keep and save said money and dispense the same only as provided by the laws of Guam, or as provided by ordinance and who shall always be bound by the constitution, laws and ordinances and upon who legal garnishments and demands may be served.

§ 601. Fiscal.

The powers of the City concerning budget, taxation, financial and fiscal powers shall be limited only by the provisions of the constitution, Guam Law and this Title.

§ 602. Fiscal Year.

The Fiscal Year shall commence on the first day of July of each year.

§ 603. Taxing Powers.

The Council shall have the power to levy and collect ad valorem and excise taxes as provided by this Title, including, but not limited to, a transaction privilege tax, a use tax, and a business license tax, and all other taxes not prohibited by federal or Guam Law.

(a) The Council shall not increase the rate of the transaction privilege tax imposed by the City, unless the increase in rate is approved by a majority of the qualified electors of the city voting in a regular or special election.

(b) The Council shall be ordinance provide a system for the assessment, levy and collection of all city taxes, not inconsistent with the provisions of this Title. The Council may impose taxes for any or all of the following purposes:

(c) To pay the interest and maintain the sinking fund of the bonded indebtedness of the City;

(d) For the establishment of special taxing districts to provide for improvements within specified areas of the City, and including the authority to issue bonds for such improvements, and to levy taxes therefore within such specified area or areas;

(e) For the establishment and support of free public libraries and for the construction and maintenance of public buildings;

(f) For advertising and promoting the advantages of the city;

(g) To create a reserve fund for replacement of equipment, for the furnishing of city services and the maintenance of all municipally-owned and operated utilities;

(h) For the general expenses incurred in the operation of city government;

(i) For local public improvements; and

(j) For any other lawful municipal purpose.

The enumeration herein of the types of taxes and the purpose for which such taxes may be levied and collected shall not be deemed to limit in any way the taxing powers of the City.

§ 604. Claims Against the City.

The City Council shall prescribe the manner in which claims against the City shall be presented, audited and paid, including the time period in which such claims, including negligence claims, may be submitted to the City.

§ 605. Cash Basis Fund; Transfer of Sums of Cash Basis Fund and Other Funds.

(a) The Council may create and maintain a permanent revolving fund to be known as the Cash Basis Fund, for the purpose of putting the payment of the running expenses of the City on a cash basis. For this purpose, the Council may provide that from the money collected from the annual property tax levy, and from the money received from other sources, a sum equal to not less than two and one-half cents on each one hundred dollars of the assessed value of said property may be placed in such fund until the accumulated amount of such fund shall be sufficient to meet all legal demands against the treasury for the first four months or other necessary period of the succeeding fiscal year.

(b) The Council shall have power to transfer from the Cash Basis Fund to any other fund or funds such sum or sums as may be required for the purpose of placing such fund or funds, as nearly as possible, on a cash basis. It shall be the duty of the council to provide that all monies so transferred from the Cash Basis Fund shall be returned thereto before the end of the fiscal year.

§ 606. Cash Basis Fund; Transfer of Sums of Cash Basis Fund and Other Funds.

(a) Whenever there shall not be sufficient monies, in any of the interest funds for the bonded indebtedness of the City to pay the interest on such bonded indebtedness when due, the council shall direct the transfer from the general or any other fund having monies therein to such interest funds the necessary amounts of money to pay the interest on said bonded indebtedness, and the amount so transferred shall be returned to the respective funds from which such transfer was made whenever sufficient monies shall accrue in said bonded indebtedness funds, from the regular tax levied therefor.

(b) The Council may cause city monies to be deposited or invested in any depository or other investment so long as such deposit or investment is not contrary to Guam Law.

§ 607. Depositories, Transfer and Investment of City Funds.

(a) Whenever there shall not be sufficient monies, in any of the interest funds for the bonded indebtedness of the City to pay the interest on such bonded indebtedness when due, the council shall direct the transfer from the general or any other fund having monies therein to such interest funds the necessary amounts of money to pay the interest on said bonded indebtedness, and the amount so transferred shall be returned to the respective funds from which such transfer was made whenever sufficient monies shall accrue in said bonded indebtedness funds, from the regular tax levied therefor.

(b) The Council may cause city monies to be deposited or invested in any depository or other investment so long as such deposit or investment is not contrary to Guam Law.

§ 608. Independent Audit and Review.

(a) Prior to the end of each fiscal year, the council shall designate qualified public accountants who, as of the end of the fiscal year, shall make an independent audit of accounts and other evidences of financial transactions of the city government and shall

submit their report to the council and to the City Manager. Such accountants shall have no personal interest, direct or indirect, in the fiscal affairs of the city government or of any of its officers. They shall not maintain any accounts or records of the city business, but, within specifications approved by the council, shall post-audit the books and documents kept by the city and any separate or subordinate accounts kept by any other office, department or agency of the city government.

(b) Notwithstanding the provisions of subsection (a) above, the Council may enter into a contract for auditing services as above described for a period in excess of one (1) year and not to exceed three (3) years upon a finding by the Council that a contract in excess of one (1) year would be in the best interests of the City.

§ 609. Submissions of Estimates to Council; Scope of City Managers Estimate.

On or before the first regular meeting in June of each year, or on such date in each year as shall be fixed by the Council, the Mayor shall prepare and submit in writing to the council the estimates of each department and his or her own personal report and recommendation and estimate as to the probable expenditures of the City for the next ensuing fiscal year, stating the amount in detail required to meet all expenditures necessary for city purposes, including interest and sinking funds, and outstanding indebtedness, if there be any; also an estimate of the amount of income expected from all sources in each department, and the probable amount required to be raised by taxation to cover such expenditures, interest and sinking fund.

§ 610. Preparation and Tentative Adoption of a Budget; Publication of Budget and Notice of Meeting to Fix Tax Levies.

The Council shall meet annually prior to fixing the tax levy, and make a budget of the estimated amounts required to pay expenses of conducting the business of the City for the ensuing fiscal year. The budget shall be prepared in such detail as to show the aggregate sum and the items thereof allowed for each and every purpose, and such budget, together with a notice that the Council will meet for the purpose of making tax levies, in accordance with said budget, at the time and place set out in said notice, shall be published in the official newspaper of the city once a week for at least two (2) consecutive weeks following the tentative adoption of such budget.

§ 611. Public Hearing and Adoption of Budget.

The Council shall hold a Public Hearing at the regularly scheduled meeting at which it levies taxes as designated in the following section at which time and place any taxpayer who may appear shall be heard in favor of or against any proposed expenditure or tax levy. When such public hearing shall have been concluded, the Council shall finally determine and adopt estimates or proposed expenditures for the various purposes set forth in the published proposal and such adopted estimates will constitute the budget for the current fiscal year.

§ 612. Adoption of Ordinance Fixing Tax Rate.

On the day set for making tax levies, but no later than the third Monday in August, the council shall meet and adopt an ordinance levying upon the assessed valuation of the property within the city, subject to the provisions of this Title, a rate of taxation upon each one hundred dollars of valuation, sufficient to raise the amounts estimated to be required in the annual budget, less the amounts estimated to be received from fines, licenses and other sources of revenue.

§ 613. Taxes to be Uniform and for Public Purposes Only; Property to be Assessed as Provided by Law.

All taxes shall be uniform upon the same class of property within the corporate limits, and shall be levied and collected for public purposes only. All property shall be assessed as provided by law.

§ 614. Tax Exempt Property.

All property within the City shall be subject to taxation, to be ascertained as provided by ordinance, except that property which is exempt from taxes under the laws of the United States, Guam Law and ordinances of this City.

§ 615. Budget Establishes Appropriations; Method of Expenditure.

From the effective date of the budget, the several amounts stated therein as proposed expenditures shall be and become appropriate to the several objects and purposes therein named and may be changed only by ordinance. The Council shall, by ordinance, provide for the method of expending the appropriations subject to the limitation of this Title and any applicable law.

§ 616. Transfer of Appropriations.

The City Manager may at any time transfer any unencumbered appropriation balance or portion thereof between general classifications of expenditure within any office, department or agency. At the request of the city manager and within the last three months of the fiscal year, the Council may by ordinance transfer any unencumbered appropriation balance or portion thereof from one office, department or agency to another.

§ 617. Appropriation Lapse at End of Year.

All appropriations shall lapse at the end of the fiscal year to the extent that they shall not have been expended or lawfully encumbered.

CHAPTER 7

PURCHASE, SALE OR LEASE OF PROPERTY

§ 700. Acquisition of Land by the City.

§ 701. Sale and Disposition of Property.

§ 702. Publication of Notice; Time; Place

§ 703. Sale of Real Property requiring Special Election

§ 704. Payment of Outstanding Taxes.

§ 705. Sale, Lease or Exchange of Surplus Property to Federal Government.

§ 706. Exchange and Sale or Real Property; Notice of Intent.

§ 707. Condemnation Actions; Interest.

§ 700. Acquisition of Land by City.

The City of Hagåtña may purchase, lease or rent land, whether contiguous or noncontiguous, lying within or outside its corporate limits, for its purposes and uses.

§ 701. Sale and Disposition of Property.

(a) The City of Hagåtña may sell or convey all or part of its real or personal property, whether or not the property is devoted exclusively to public use.

(b) The sale of any real or personal property owned by the city shall not be made until an invitation for bids for the purchase of the property has been published as provided for in Section § 702. of this title and notice has been posted in three of more public places within the city.

(c) The City of Hagåtña may donate lost and found or unclaimed personal property in its custody for at least ninety (90) days to nonprofit charitable organizations.

(d) Notwithstanding subsections b and c of this section, the city may convey to the appropriate property owner without receiving payment an easement that the city no longer needs.

§ 702. Publication of Notice; Time; Place.

(a) When publication of a notice in a newspaper is directed by law, it shall be in a newspaper of general circulation printed in English.

(b) The notice shall be published as follows:

(1) If in a weekly newspaper, once each week for two consecutive weeks.

(2) If in a daily newspaper, four consecutive times.

§ 703. Sale of Real Property requiring Special Election

(a) Real property of the City of Hagåtña which exceeds one million five hundred thousand dollars shall not be sold unless first authorized by a special election called for the purpose of submitting to the voters of the city the question of selling or not selling the property proposed for sale. The election shall be held in accordance with Title X of Guam Law Annotated and notice shall be given as provided in Section §702. of this Chapter.

(b) The ballot shall contain a description of the property proposed for sale and the reason why the city desires the property sold. The description and reasons shall be printed in eight-point type and shall not contain more than one-hundred (100) words.

(c) If a majority of ballots cast is in favor of selling, the city may sell the property at public auction, after giving notice as provided in Section §702. of this Chapter.

§ 704. Payment of Outstanding Taxes.

(a) If the city acquires real or personal property, whether by purchase, exchange, condemnation, gift or otherwise, the city shall pay any applicable taxes on the property that were unpaid as of the date of acquisition, including any penalties and interest.

(b) A lien for unpaid or delinquent taxes, penalties and interest on property acquired by the city:

(1) Is not abated, extinguished, discharged or merged in the title of the property.

(2) Is enforceable in the same manner as other delinquent tax liens.

§ 705. Sale, Lease or Exchange of Surplus Property to Federal Government.

(a) Notwithstanding other provisions of this Chapter, the city may sell lease or otherwise grant to the United States for governmental purposes any real property owned by it and surplus to its needs. The determination of the City of Hagåtña that such property is surplus shall be final, and the property may be sold to the United States for such consideration as may be agreed upon between the city and official of the federal government, including the exchange of land for land under the lands exchange acts of the United States.

(b) Not less than ten (10) days prior to the actual sale, lease or other disposition of such property, the city shall cause to be published in a newspaper of general circulation in the city and posting in three places within the city, a notice of intent to dispose of the property, together with a description of the property and the terms and conditions of the proposed sale, lease or other disposition thereof.

(c) The sale shall be conducted without formalities, advertisement for bids or consideration of bids by other persons, but where the value of real estate proposed to be disposed of exceeds the amount of fifty-thousand dollars ($50,000), such sale, lease or exchange shall not be made unless first authorized by the voters of the City of Hagåtña at a special election to be called and held in accordance with Section § 703. of this title.

§ 706. Exchange and Sale or Real Property; Notice of Intent.

(a) The city may authorize by ordinance authorize an exchange of a parcel of real property owned by the city for any other parcel of real property if the parcels of real property are of substantially equal value and the exchanges meets the terms and conditions prescribed in the ordinance.

(b) The city may sell a parcel of real property to another political subdivision without following the procedures prescribed in sections § 702. and § 703.

§ 707. Condemnation Actions; Interest.

Interest on a judgement in a condemnation proceeding instituted by the city, including interest, shall be calculated for each month or portion of a month that interest is owed and shall be either:

(a) The prime rate charged by banks on short-term business loans as determined for publication in the bulletin of the board of governors of the federal reserve system, as of the first day of that month.

(b) In the absence of a determination by the board of governors of the federal reserve system, calculated in the same manner based on comparable data as determined by the United States department of commerce, bureau of economic analysis, for publication in "survey of current business".

(c) If the prime rate cannot be determined from the publication as provided in paragraph (b), determined by a federal agency that is annually designated by the city and that makes and publishes data sufficient to determine the prime rate of interest.

CHAPTER 8

ORDINANCES AND RESOLUTIONS

§ 800. Council to Act by Resolution or Ordinance.

§ 801. Ayes and Nayes to be Recorded.

§ 802. Majority Vote Required.

§ 803. Enacting Style.

§ 804. Actions to be Taken By Ordinance.

§ 805. Reading and Passage of Ordinances and Resolutions; Effective Date.

§ 806. Emergency Measures; Effective Date.

§ 807. Motions to Reconsider.

§ 808. Signing of Ordinances and Resolutions; Veto Powers.

§ 809. Publication of Ordinance and Resolutions.

§ 810. Method of Amending, Revising or Re-enacting of Ordinances.

§ 811. Repealing or Suspending Ordinances.

§ 812. Filing, Recording and Certifying of Ordinance and Resolutions and Using Ordinances and Resolutions as Evidence.

§ 813. Procedure for Adoption by Reference.

§ 814. Recording of Certain Ordinances.

§ 815. Codification of Ordinances.

§ 800. Council to Act by Resolution or Ordinance.

The Council shall act by resolution or ordinance.

§ 801. Ayes and Nayes to be Recorded.

A roll call vote shall be taken, orally or mechanically, upon all final action on all ordinances, resolutions and motions, and such vote shall be entered upon the record of the proceedings of the Council.

§ 802. Majority Vote Required.

A majority vote of all members present, provided a quorum is present, shall be sufficient to pass motions, resolutions and ordinances.

§ 803. Enacting Style.

(a) The enacting clause of all ordinances passed by the Council shall be as follows: "Be it ordained by the Mayor and Council of the City of Hagåtña, Guam."

(b) The enacting clause of all resolutions passed by the Council shall be as follows: "Be it resolved by the Mayor and Council of the City of Hagåtña, Guam."

§ 804. Actions to be Taken By Ordinance.

All actions by the Council shall, unless specifically authorized or directed by Guam Law, be taken only by ordinance or resolution.

§ 805. Reading and Passage of Ordinances and Resolutions; Effective Date.

All proposed ordinances, and resolutions having effect of ordinance, shall be subject to the following requirements for passage at any meeting of the City Council:

(a) Copies of a proposed ordinance, or proposed resolution having the effect of an ordinance, shall be delivered to the Mayor and Council not less than twenty-four (24) hours prior to the meeting at which action will be taken on the ordinance or resolution.

(b) An ordinance or resolution having the effect of an ordinance shall be read and considered by number only. The measure may be passed and adopted at any time after such reading. On motion duly adopted, a reading of the title or a full reading of a proposed ordinance or resolution shall be ordered. The measure may be passed and adopted at any time after such reading.

(c) Copies of a proposed ordinance, or resolution heretofore mentioned, shall be posted at the official posting location not less than twenty-four (24) hours before the meeting at which action is taken thereon. During such period, copies of the entire ordinance, or resolution heretofore mentioned, shall be available for inspection by the public during the city's regular business hours. If the copies of the ordinance or resolution are not posted, or made available, as herein set forth, the matter shall not be brought before the council.

(d) In the event that an amendment of substantive matter is proposed during the action taken by the council upon any ordinance or resolution as heretofore mentioned, such ordinance or resolution containing such proposed amendment shall not be adopted without following the provision set forth in this chapter. For the purpose of this subsection, the term ``amendment of substantive matter'' means an amendment which, either by addition, alteration, or deletion, alters the sense, meaning or effect of the proposed ordinance, but shall not be deemed to include the changing of capitalization for the purpose of uniformity, or the correction of manifest clerical typographical errors.

(e) Ordinances shall become effective thirty (30) days after passage by the council except emergency measures.

§ 806. Emergency Measures; Effective Date.

An emergency measure is one which is necessary for the immediate preservation of the peace, health or safety of the city and one which is passed by the affirmative vote of three-fourths of the

members of the Council. An emergency measure shall take effect immediately upon its passage, provided it states in a separate section the reason it is necessary that it should become immediately operative. An emergency provision may be added to a proposed ordinance or resolution upon its final passage at the same meeting it is introduced upon the affirmative vote of three-fourths of all the members of the City Council.

§ 807. Motions to Reconsider.

When an ordinance, put upon final passage, fails to pass, and a motion is made to reconsider, the vote on such motion shall not be taken within twenty-four (24) hours thereafter.

§ 808. Submission of Ordinances and Resolutions to the Mayor; Veto Powers.

(a) Every Ordinance and Resolution passed by the council and duly authenticated by the City Clerk shall be presented to the Mayor for approval. If the Mayor approves it, the Mayor shall sign it into law. If the Mayor disapproves it, the Mayor shall veto the law. If the Mayor disapproves an Ordinance or Resolution, the Mayor shall specify the Mayor's objections in writing and return the Ordinance or Resolution to the City Clerk within ten (10) days.

(b) If any Ordinance or Resolution is presented to the Mayor appropriating money, the Mayor may veto any item or items or appropriations therefor by striking out or reducing the same. In the case of such veto, the Mayor shall append to the Ordinance at the time of signing it a statement of the item or items or portion or portions thereof to which the Mayor objects and the reasons therefor.

§ 809. Publication of Ordinance and Resolutions.

(a) All ordinances, except those necessary for the immediate preservation of the peace, health or safety of the City, and resolutions having the effect of ordinances, shall be published at least once in the official newspaper of the City before they become effective and operative.

(b) Emergency ordinances necessary for the immediate preservation of the peace, health or safety of the City which shall have been passed by the necessary three-fourths vote of the members of Council and become effective and operative immediately, shall be published in the official newspaper of the City within fifteen (15) days after their passage.

§ 810. Method of Amending, Revising or Re-enacting of Ordinances.

Ordinances shall not be revised, re-enacted or amended by reference to title only, but the ordinance to be revised or re-enacted, or the section or sections thereof to be amended, or the new section or sections to be added thereto, shall be set forth and adopted in the method provided in this section for the adoption of ordinances.

§ 811. Repealing or Suspending Ordinances.

No ordinance or section thereof shall be repealed or suspended except by ordinance adopted in the manner provided in this section; provided, however, that rules of procedure set forth in ordinance form may be suspended by majority vote of the Council.

§ 812. Filing, Recording and Certifying of Ordinance and Resolutions and Using Ordinances and Resolutions as Evidence.

All ordinances and resolutions shall be filed and safely kept by the City Clerk and duly recorded and certified by the clerk in records kept for that purpose and record copies thereof certified by the City Clerk, or the originals thereof shall be prima facie evidence of the contents of such ordinances or resolutions and of the due passage and publication of the same, and shall be admissible in evidence in any court of Guam, or in any proceeding where the contents of such ordinance or resolution, or any of them, is in question; provided, however, that nothing herein contained shall be construed to prevent the proof of the passage and publication of any ordinance or resolution in the manner otherwise prescribed by law.

§ 813. Procedure for Adoption by Reference.

The Council may enact the provisions of a code or public record theretofore in existence by reference without setting forth the provisions in full, but the adopting ordinance shall be published in full and not less than three copies of the code or public record shall be in the office of the City Clerk and kept available for public use and inspection during regular business hours. A code or public record enacted by reference may be amended in the same manner.

§ 814. Recording of Certain Ordinances.

Ordinances extending or changing the boundaries of the City, zoning, or establishing or vacating streets, alleys or subdivisions, in addition to publication, shall be recorded in the office of the _____, and the same shall constitute public notice to all parties of the legal import thereof.

§ 815. Codification of Ordinances.

(a) Any and all ordinances of the City, which have been enacted and published in the manner required at the time of their adoption, and which have not been repealed, may be compiled, consolidated, revised, indexed and arranged as a comprehensive ordinance code, and such code may be adopted by reference, with the same effect as an ordinance by the passage of any ordinance for such purpose.

(b) Such code need not be published in the manner required for other ordinances, but not less than three (3) copies thereof shall be files for use and examination by the public in the office of the City Clerk prior to adoption thereof.

(c) Amendments to the code shall be enacted in the same manner as ordinances.

CHAPTER 9
CONTRACTS

§ 900. Contract Preparation.

§ 901. Contracts for Improvements, Services and Purchases.

§ 902. Transfer and Sale of Property.

§ 903. Contracts for Official Advertising.

§ 904. Fraud and Collusion.

§ 905. Avoidance of Fraudulent Contracts.

§ 900. Contract Preparation.

All contracts shall be drawn under the supervision of and approved as to form by the city attorney. Such contracts shall be in writing, executed in the name of the City of Hagåtña, Guam, by the Mayor, except as may be otherwise provided either by this Section or by law, and must be attested by the City Clerk, who shall number and register the same.

§ 901. Contracts for Improvements, Services and Purchases.

(a) Any equipment, material or supplies to be purchased, or services to be obtained for or on behalf of the city, or contract to be awarded for any city improvements, shall be awarded under such rules, regulations and ordinances as the City Council may adopt.

(b) The Council, at its discretion, may reject and all bids.

§ 902. Transfer and Sale of Property.

The Mayor may transfer to or between offices, departments and agencies, or sell at public auction, surplus or obsolete supplies, materials and equipment, subject to such regulations as the Council may prescribe.

§ 903. Contracts for Official Advertising.

(a) The Mayor shall award contracts annually for official advertising for the ensuing fiscal year. For this purpose, the Mayor shall submit to each legal newspaper circulated in the City, a notice describing the contemplated advertising and asking for sealed proposals. The proposals shall specify the type and spacing to be used at the rate or rates named in the bid. The Mayor shall award the contracts for such official advertising to the lowest qualified bidder circulating a newspaper of general circulation in the city; provided that such bid shall not exceed the newspaper's published open rates; provided further, that any

and all bids may be rejected at the sole discretion of the Mayor who shall then proceed to secure new bids in the manner provided herein.

(b) The newspaper to which the award for such advertising is made shall be known and designated as the official newspaper.

§ 904. Fraud and Collusion.

Any member of the Council, the Mayor or any officer or employee of the city who shall aid or assist a bidder in securing a contract to furnish labor, materials, equipment, supplies, or services at a higher price than that proposed by any other bidder, or who shall favor one bidder over another by giving or withholding information, or who shall willfully mislead any bidder in regard to the character of the labor, material, equipment, supplies or services called for or the conditions under which the proposed work is to be done, or who shall knowingly accept materials, supplies or equipment of a quality inferior to those called for by any contract, or who shall knowingly certify to a greater amount of labor or service performed than has been actually performed or to receipt of a greater amount or different kind of material, supplies or equipment than has been actually received, shall be guilty of a misdemeanor and, upon conviction thereof, shall be removed from office.

§ 905. Avoidance of Fraudulent Contracts.

If at any time it shall be found that the person or entity to whom a contract has been awarded, or any agent thereof, colluded with any party for the purpose of procuring the contract or preventing the award of the contract to another, the contract shall be null and void and the City Manager shall advertise for new bids thereon; provided, however, that in the case of public works or improvements, the council may provide for the work to be performed by the city under the direction of the City Manager.

CHAPTER 10
ETHICS

§ 1000. Prohibited Activities.

§ 1001. Personal Interest.

§ 1002. Regulation of Lobbying.

§ 1003. Enforcement.

§ 1000. Prohibited Activities.

(a) No person shall be appointed to, removed from or discriminated against with respect to any city position because of race, color, religion, sex, age, disability or national origin.

(b) In regard to any test, certification or appointment, no person shall willfully make any false statement, certificate, mark, rating or report, or in any manner commit or attempt to commit any fraud preventing the impartial execution of the personnel provisions, rules and regulations.

(c) No person who seeks appointment or promotion to any city position or administrative office shall directly or indirectly give, render or pay any money, service or other valuable thing to any person for or in connection with their test, appointment, promotion or proposed promotion. Nor shall any city officer or employee ask or receive anything of value for aid or offer of aid in connection with any city appointment, employment or promotion.

(d) No person shall knowingly or willfully solicit or assist in soliciting any assessment, subscription or contribution for any political party or political purpose to be used in conjunction with any city election from any city employee.

(e) No person who holds any compensated appointive city position shall solicit or receive any contribution to the campaign funds of any candidate for municipal office or take part in the management of a political campaign of any such candidate. This section shall not be construed to limit a person's rights as a qualified elector.

§ 1001. Personal Interest.

(a) Any member of the Council, or any officer or employee of the city who has, or whose relative has, a substantial interest in any contract, sale, purchase or service to the city or a contractor supplying the city, shall make known that interest in the official records of the city and shall refrain from voting upon or otherwise participating in any manner as a member of the council, officer or employee in such contract, sale or purchase.

(b) Any member of the Council, or any officer or employee of the city who has, or whose relative has, a substantial interest in any decision of the council, or any board or commission of the city of which he is a member or to which he makes recommendations,

shall make known such interest in the official records of such Council, board or commission and shall refrain from participating in any manner as a member of the council or an officer or employee in such decision.

(c) No member of the Council or any officer or employee of the city shall sell or supply to the City any equipment, material, supplies or services, unless pursuant to an award or contract let after public competitive bidding.

(d) As used in this section, the following definitions shall apply:

Relative means the spouse and/or partner in a civil union, child, child's child or step child legally residing with the public officer, parent, grandparent, brother or sister of the whole or half blood and their spouses and the parent, brother, sister or child of a spouse and or partner in a civil union. For the purposes of this definition, civil union means a relationship between two individuals registered with a governmental agency or employer as a relationship for employer benefits and similar legal purposes.

Substantial interest means the ownership of three (3) or more percent of the shares of a corporation for profit, provided the total annual income from dividends including the value of stock dividends, from the corporation equals five (5) or more percent of the total annual income of such member of the council, officer or employee, and any other payments made to him or her by the corporation which equals five (5) or more percent of his or her total annual income.

§ 1002. Regulation of Lobbying.

The City Council shall prescribe by ordinance rules and regulations to govern the influencing of the passage or defeat of any official action of the Council or the communication of any member of the Council or appointed public officer for the purpose of influencing any official action by the City Council.

§ 1003. Enforcement.

(a) The City Council shall direct the City Manager and City Attorney to cooperate in providing programs on ethics and public service to inform elected and appointive city positions about the ethics provisions in this section, City Codes and regulations.

(b) The City Council shall prescribe by ordinance penalties for the willful violation of the provisions of this Chapter.

CHAPTER 11
ELECTIONS

§ 1100. Types of Elections.
§ 1101. Application of Guam Law.
§ 1102. Qualifications of Electors; Registration.
§ 1103. Arrangement of Names on Ballot.
§ 1104. Conduct of Elections.
§ 1105. Majority to Elect in Primary.
§ 1106. Nomination for General Election.
§ 1107. Candidates Receiving the Most Votes to be Elected.
§ 1108. Special Elections.

§ 1100. Types of Elections.

Elections to be held in the City shall be either primary, general or special.

(a) Primary elections shall be held for the purposes of making nominations for the general elections and electing officers as hereinafter provided, and for such other purposes as the council may prescribe.

(b) General elections shall be held for the purpose of electing officers of the city and such other purposes as the Council may prescribe.

(c) The Council may, by resolution or ordinance, order special or advisory elections, and shall provide the time and manner and means of holding any such elections.

§ 1101. Application of Guam Law.

The provisions of Guam Law relating to and governing the nomination of elective officers, and the conduct of elections, with all amendments thereto, shall apply and govern, as far as practical, the nomination of elective officers and the conduct of elections, except as otherwise provided in this charter. The City Council shall have the power to make additional provisions relating to nominations and elections not contrary to the provisions of Guam Laws or the provisions of this Title.

§ 1102. Qualifications of Electors; Registration.

(a) The qualifications of electors shall be residency within the City, and as required by the constitution and Guam Law for electors.

(b) Registration of voters shall be as required by Guam Law and the register of qualified voters shall be compiled from the _____ register.

§ 1103. Arrangement of Names on Ballot.

The names of the candidates for each office shall be arranged in alphabetic order and nothing on the ballot shall be indicative of the source of the candidacy or of the support of any candidate.

§ 1104. Conduct of Elections.

(a) The Council shall provide by ordinance for the dates of holding primary and general elections for the offices of Mayor and council members.

(b) Any election provided for in this Title may be held on the same date as any territory, _____ or district election held under Guam Law or local ordinance.

(c) All elections shall be conducted by the Guam Election Commission, unless otherwise determined by the Mayor and City Council

§ 1105. Majority to Elect in Primary.

At the primary election, any candidate who shall receive a majority of all the votes cast at such election shall be declared elected to the office for which he or she is a candidate, and no further election shall be held as to said candidate. If more candidates receive a majority vote than vacancies to be filled, those receiving the highest number of votes shall be declared elected, equal to the number of vacancies.

§ 1106. Nomination for General Election.

If at any primary election there be any office or offices to which no candidate therefor was elected, then, said election shall be considered to be a primary election for the nomination of candidates for such office or offices, and a second or general election shall be held to vote for candidates to fill such office or offices. The candidates, not elected at such first election, equal in number to twice the number to be elected to any given office, or less if so there be, and who received the highest number of votes for the respective offices at such first election, shall be the only candidates at such second election; provided, that if there be any person who under the provisions of this section, would have been entitled to become a candidate for any office except for the fact that some other candidate received an equal number of votes therefor, then all such persons receiving said equal number of votes shall likewise become candidates for such office.

§ 1107. Candidates Receiving the Most Votes to be Elected.

The candidates equal in number to the persons to be elected who shall receive the highest number of votes at said general election, shall be declared elected to such office.

§ 1108. Special Elections.

The Council shall provide the time, manner and means of holding any special election. All special elections shall be conducted in the same manner and under the same provisions as are provided for the holding of general elections.

CHAPTER 12
INITIATIVE REFERENDUM AND RECALL

§ 1200. Initiative, Referendum and Recall.

§ 1201. Submission of Measures to Electors.

§ 1200. Initiative, Referendum and Recall.

There is hereby reserved to the electors of the City the powers of the initiative and referendum and of the recall of the elective officers. The provisions of the constitution and general laws of this territory, as the same now exist or hereafter may be amended, governing the initiative and referendum and the recall of elective officers, shall apply to the use thereof in the City so far as such provisions are not in conflict with the provisions of this Chapter.

§ 1201. Submission of Measures to Electors.

The Mayor and Council may submit to the electors, at any election, any ordinance, resolution, or measure that the Mayor and Council or the qualified electors have the authority to enact under this Title and the Constitution and Guam Law.

CHAPTER 13
FRANCHISE AND PUBLIC UTILITIES

§ 1300. Elections for Approval of Franchise.

§ 1301. Establishment of Municipally-owned and Operated Utilities.

§ 1300. Elections for Approval of Franchise.

No franchise shall be granted, extended or renewed by the City without the approval of a majority of the qualified electors residing within its corporate limits voting thereon at a primary, general or special election; the Council shall submit any matter for approval or disapproval to such electors at any primary or general election or call a special election for such purpose at any time upon thirty (30) days' notice; and the council shall require, before calling any such election, that the estimated expense thereof (to be determined by the council) shall be first deposited by the applicant for such franchise with the City Clerk. No franchise shall be granted, extended or renewed for a longer time than twenty-five (25) years and no exclusive franchise shall ever be granted.

§ 1301. Establishment of Municipally-owned and Operated Utilities.

The City shall have the power to own and operate any public utility to construct and install all facilities that are reasonably needed and to lease or purchase any existing utility properties used or useful to public service. The City may also furnish service to adjacent and nearby territories which may be conveniently and economically served by the municipally-owned and operated utility, subject to the limitations of the provisions of the general laws of this state. The Council may provide by ordinance for the establishment of such utility and provide for its regulation and control and the fixing of rates to be charged. The Council may by ordinance provide for the extension, enlargement or improvement of existing utilities, and provide reasonable reserves for such purpose.

CHAPTER 14
GENERAL PROVISIONS

§ 1400. Publicity of Records.

§ 1401. Official Bonds.

§ 1402. Oath of Office.

§ 1403. Liability Insurance.

§ 1404. Violations of City Ordinances; Imprisonment of Violators.

§ 1405. Plenary and Implied Powers of the Council.

§ 1400. Publicity of Records.

All records and accounts of every office, department or agency of the city, shall be open for inspection by any citizen, any representative of a citizens' organization, or any representative of the press at all reasonable times and under such reasonable regulations established by the City Council, except records and documents the disclosure of which would have an important and harmful effect on the best interests of the City, including, but not limited to, lists of names and addresses of the citizens of the City, and except those records and documents which have been decreed as being exempt from such disclosure by territorial or federal laws or by a court of competent jurisdiction of Guam or the United States of America.

§ 1401. Official Bonds.

The City Council shall provide by ordinance for the bonding of city officials, conditioned on faithful performance payable to the City of Hagåtña, Guam, in a principal amount to be established by the Council. The premium on such bonds shall be paid by the City.

§ 1402. Oath of Office.

Every officer of the city, whether elected or appointed under the provisions of this section, or under any ordinance of the city, shall, before entering upon the duties of his office, take and subscribe an oath of office, in the form of the official oath required by Guam Law.

§ 1403. Liability Insurance.

The Council shall provide liability coverage for the City and its officers, agents, employees, and members of boards and commissions while engaged in governmental or proprietary capacities. The premiums on such coverage shall be paid by the City.

§ 1404. Violations of City Ordinances; Imprisonment of Violators.

The violation of any provisions of any ordinance of the City, shall be deemed a misdemeanor, and may be prosecuted by the authorities of the City in the name of the Territory of Guam, or may be redressed by civil action. Any person sentenced to imprisonment for violation of a provision of this charter, or any ordinance, may be imprisoned in a jail as the council, by ordinance, shall prescribe.

§ 1405. Plenary and Implied Powers of the Council.

The Council shall have plenary power to enact and make all proper and necessary ordinances, resolutions and orders to carry out and give effect to the express, as well as the implied powers granted in this charter, to the end that a complete, harmonious and effective municipal government may be initiated, installed, operated and maintained in the city, and thereby protect and safeguard the rights, interests, health, safety and welfare of the City and its inhabitants.

CHAPTER 15
DEFINITIONS

§ 1500. Definitions.

§ 1500. Definitions.

(a) Whenever the term "City" is used in this charter, it shall mean and refer to the City of Hagåtña, Guam.

(b) Wherever the context of the Charter requires, words used in the masculine gender include the feminine and neuter; the singular number includes the plural, and the plural the singular; the word person includes a corporation, company, partnership, association, or society as well as a natural person.

(c) Whenever the word "Territory" is used in this section, it shall mean and refer to the Territory of Guam.

CHAPTER 16
PLANNING AND DEVELOPMENT

§ 1600. Planning Agency; Powers and Duties.
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§ 1600. Planning Agency; Powers and Duties.

(a) The City Council may be ordinance, establish a Planning Agency.

(b) The Planning Agency shall have powers and duties as follows:

(1) Develop and Maintain a Master Plan.

(2) Develop such specific plans as may be necessary to implement the Master plan.

(3) Periodically review the capital improvement plan for the city.

(4) Perform such other planning functions as the City Council may provide.

(5) The City Council may employ or contract with consultants for such services as it requires.

(6) Contract for, receive and utilize and grants or other financial assistance made available by GovGuam or the federal government.

(7) Contract with GovGuam or the federal government and any of its agencies.

§ 1601. Planning Agency and Function Financing.

The City Council shall provide the funds, equipment and accommodations necessary for the work of the planning agency for the city.

§ 1602. Master Plan; Authority.

(a) The city shall adopt a comprehensive, long-range master plan for the development of the city. The master plan shall identify changes to the plan which constitute major and minor amendments to the plan.

(b) The master plan shall be so prepared that all or individual elements of it may be adopted by the city and that it may be made applicable to all or part of the city.

§ 1603. Master Plan; Scope.

The adopted master plan by the city shall consist of a statement of community goals and development policies. It shall include maps, any necessary diagrams and text setting forth objectives, principles, standards and plan proposals. The master plan shall contain the following elements:

(a) A Land Use Element that:

(1) Designates the proposed general distribution and location and extent of such uses of the land for housing, business, industry, agriculture, recreation, education, public buildings and grounds, open space and other categories of public and private uses of land as may be appropriate to the municipality.

(2) Includes a statement of the standards of population density and building intensity recommended for the various land use categories established by the plan.

(3) Identifies specific programs and policies that the city may use to promote infill or compact form development activity and locations where those development patterns should be encouraged.

(4) Includes consideration of air quality and access to incident solar energy for all land use categories.

(5) Includes policies that address maintaining a broad variety of land uses, including the range of uses existing in the city when the plan is adopted, readopted or amended.

(6) Includes the boundaries of the high noise or accident potential zone in its master plan for the purpose of planning land uses in the high noise or accident potential zones that are compatible with the operation of a military or commercial airport.

(b) A Circulation Element consisting of the general location and extent of existing and proposed freeways, arterial and collector streets, bicycle routes and any other modes of transportation as may be appropriate, all correlated with the Land Use Element of the Plan.
(c) An Infrastructure Element providing goals and policies relative to power, water, wastewater and storm water infrastructure necessary to serve the City.
(d) An Environmental/Sustainability Element providing goals and policies related to open space, environmental considerations and the promotion of sustainable development within the city.
(e) A Historic and Cultural Element providing goals and polices relative to the preservation and maintenance of historic and cultural sites within the city.
(f) A Public Buildings Element providing goals and polices related to public buildings serving the city.

The city may adopt such other elements to the master plan as may be deemed appropriate and not otherwise in conflict with this Chapter.

§ 1604. Master Plan; Public Participation;

The master plan and any amendment to such plan shall be adopted and readopted in a manner provided by this Chapter. The City Council shall:

(a) Adopt written procedures to provide effective, early and continuous participation in the development and amendment of the master plan from all geographic, ethics and economic areas of the city. The procedures shall provide for:

(1) The broad dissemination of proposals and alternatives.
(2) The opportunity to provide written comments.
(3) Public hearings after effective notice.
(4) Open discussions, communication programs and information services.
(5) Consideration of public comments.

(b) Consult with, advise and provide an opportunity for official comment by public officials and agencies, school districts, other appropriate government jurisdictions, public utility companies, civic, educational, professional and other organizations, property owners and citizens generally to secure maximum coordination of plans and to indicate properly located sites for all public purposes on the master plan.

§ 1605. Master Plan; 60-day Outside Agency Review;

At least sixty (60) days before the master plan or an element or major amendment to the plan is considered by the City Council, the planning agency shall submit a copy for review and further comment to:

(a) GovGuam Department of Land Management.
(b) GovGuam Department of Public Works.
(c) GovGuam Department of Parks and Recreation.

(d) Guam Economic Development Authority
(e) Any person or agency that requests in writing to receive notice of the proposal.

§ 1606. Master Plan; Required Public Hearings;

If the city has an appointed Planning Commission, at least one (1) public hearing to provide recommendation to the Mayor and City Council. If the city does not have an appointed Planning Commission, the only procedural steps required for adoption of the master plan shall be those provided in this Chapter for action by the City Council. The City Council shall hold at least two (2) public hearings prior to adoption or amendment to the master plan. The City shall hold the required public hearings in two separate locations in the city to promote citizen participation. Notice of the time and place of a hearing shall be given at least fifteen (15) calendar days and not more than thirty (30) calendar days before the public hearing by:

(a) Publication at least once in a newspaper of general circulation.
(b) Notice posted in at least ten (10) places within the City.
(c) Such other manner that the City may deem necessary or desirable.

§ 1607. Master Plan; Adoption;

The adoption or readoption of the master plan or any amendment to the master plan shall be by resolution adopted by the Mayor and City Council, after notice as provided in section § 1505 of this Chapter. The adoption or readoption of or a major amendment to the master plan shall be approved by an affirmative vote of at least two-thirds of the member of City Council. All major amendments to the master plan shall be presented at a single public hearing during the calendar year the proposal is made. The master plan, or any amendment to the master plan, shall be endorsed in a manner provided by the City Council to show that it has been adopted by the city. For the purposes of this subsection, "major amendment" means a substantial alteration of the city's land use balance and mixture as expressed within the current master plan. The master plan shall define criteria to determine is a proposed amendment to the master plan effects a substantial alteration of the city's land use mixture and balance as established by the city's existing Land Use Element.

§ 1608. Master Plan; Effective Period

The master plan, with any amendments, is effective for up to ten (10) years from the date the plan was originally adopted and ratified pursuant to this section. On or before the tenth anniversary of the plan's most recent adoption and ratification, the City Council shall either readopt the existing plan for an additional term of up to ten (10) years, or shall adopt a new master plan pursuant to this Chapter.

§ 1609. Master Plan; Voter Ratification

Voter ratification of a new master plan shall comply with the following:

(a) Except for the original adoption of the master plan, any subsequent new master plan required by section § 1508. of this Chapter shall be submitted by the city to the voters for

ratification at the next regularly scheduled city election or a special election scheduled at least one-hundred twenty (120) days after the City Council adopts the plan.

(b) The city shall include a general description of then plan and its elements in the municipal elections pamphlet and shall provide public copies of the plan in two (2) locations within the city that are easily accessible to the public and may include posting on the city's official internet website.

(c) If a majority of the qualified electors on the proposition fails to approve the new plan, the current plan will remain in effect until a new plan is ratified by voters pursuant to this subsection. The city shall either resubmit the proposed new plan, or revise the plan as provided by this section, for subsequent submission to the voters at the next regularly scheduled election or at a special election scheduled at least one-hundred twenty (120) days after the City Council adopts the new or revised new plan.

(d) All subsequent adoptions and submissions of the new plan or revised plans must comply with the procedures prescribed by this section until the plan is ratified.

(e) A person, after having participated in the public hearing proscribed by this section may file a petition for special action in superior court to review the City Council's decision that does not comply with the requirements of this section within thirty (30) days after the City Council has rendered its decision. The court may affirm, reverse or remand to the City Council, in whole or in part, the decision reviewed for further action that is necessary to comply with the requirements of this section.

§ 1610. Master Plan Administration

(a) After adoption by the City Council and ratification by the voters as applicable, the planning agency shall undertake the following actions to encourage effectuation of the plan:

(1) Investigate and make recommendations to the City Council upon reasonable and practical means for putting into effect the master plan or part thereof in order that it will serve as a pattern and guide for the orderly growth and development of the city and as a basis for the efficient expenditure of its funds relating to the subjects of the master plan. The measures recommended may include plans, regulations, financial reports and capital budgets.

(2) Render an annual report to the city on the status of the plan and progress on its implementation.

(3) Endeavor to promote public interest in and understanding of the general plan and regulations relating to it.

(4) Consult and advise with public officials and agencies. Public utility companies, civic, educational, professional and other organizations and citizens generally with relation to implementation of the master plan.

(b) Upon adoption of the master plan or part thereof, each municipal officer, department, board or commission whose jurisdiction lies entirely or partially within the city, whose functions include recommending, preparing plans for or constructing major public works, shall submit to an agency a list of the proposed public works located within the city recommended for planning, initiation or construction during the ensuing fiscal year. The agency shall classify all such recommendations and shall prepare a coordinated program of proposed public works for the ensuing fiscal year. Such coordinated program shall be

submitted to the planning agency for review and report to such agency as to conformity with the adopted master plan or part thereof.

§ 1611. Specific Plans; Authority.

The planning agency may, or if so directed by the City Council shall, prepare specific plans based on the master plan and drafts of such programs and legislation as may in the judgement of the planning agency be required for the systematic execution of the master plan. The planning agency may recommend such plans and measures to the City Council for adoption.

§ 1612. Specific Plans; Scope.

Specific plans may, in addition to recommended zoning ordinance and subdivision regulations, include:

(a) Regulations determining the location of buildings and other improvements with respect to existing rights-of-way, floodplains and public facilities.
(b) Regulations of the use of land, buildings and structures and the open spaces around buildings and structures.
(c) Street and highway naming and numbering plans in order to establish the official names of streets and highways, to remove conflicts, duplication and uncertainty among such names, and to provide for the orderly numbering of buildings and properties.
(d) A plan and regulations determining the location of infrastructure service boundaries, beyond which the municipality may limit or prescribe conditions on publicly financed extensions of water, sewer and street improvements that are necessary to service needs generated by new development. The plan and regulations shall consider all elements of the master plan, including the circulation and infrastructure elements. For the purpose of this paragraph, publicly financed does not include special taxing district financing other than municipal improvement district revenues or bonds. The regulations shall also provide for:
    (1) Assigning or delegating administrative functions, powers and duties of municipal officers.
    (2) Establishing the procedure for the initial infrastructure service area boundaries and the methodology and procedure for adjusting the boundaries.
    (3) Measures required to insure the execution of the master plan.
    (4) Other matters which will accomplish the purposes of this Chapter, including procedures for the administration of such regulations.

§ 1613. Zoning Regulations; Scope.

Pursuant to this Chapter, the City Council, by ordinance, may in order to conserve and promote the public health, safety and general welfare:

(a) Regulate the use of buildings, structures and land as between agriculture, residential, industry, business and other purposes.
(b) Regulate signs and billboards.
(c) Regulate the location, height, bulk, number of stories and size of buildings and structures, the size and use of lots, yards, courts and other open spaces, the percentage of a lot that

may be occupied by a building or structure, access incident solar energy and the intensity of land us.

(d) Establish the requirements for on-street and off-street parking of vehicles.

(e) Establish and maintain building setback lines.

(f) Create civic districts around civic centers, parks, public building or public grounds and establish regulations thereof.

(g) Require as a condition of rezoning public dedication of rights-of-way as streets, alleys, public ways, drainage and public utilities as are reasonably required by or related to the effect of the rezoning.

(h) Establish flood control regulations and districts to protect life and property from the hazards of periodic inundation.

(i) Establish special zoning districts or regulations for certain lands characterized by adverse topography, adverse soils, subsidence of the earth, high water table, lack of water or other natural or man-made hazards to life or property. Regulations may include variable lot sizes, special grading or drainage requirements, or other requirements deemed necessary for the public health, safety or general welfare.

(j) Establish districts of historical significance provided that:

(1) The ordinances may require that special permission be obtained for any development within the district if the City Council has adopted a plan for the preservation of districts of historical significance that meets the requirements of subparagraph (2) of this paragraph, and the criteria contained in the ordinance are consistent with the objectives set forth in the plan.

(2) A plan for the preservation of districts of historical significance, state the objectives to be sought concerning the development or preservation of sites, area and structures within the district, and formulate a program for public action including the provision of public facilities and regulation of private development and demolition necessary to realize these objectives.

(3) The ordinance establishing districts of historical significance shall set forth standards necessary to preserve the historic character of the area so designated.

(4) The ordinances may designate or authorize any committee, commission, department or person to designate structures or sites of special significance in accordance with the criteria contained within the ordinance, and no designation shall be made except after a public hearing on notice of the owners of record of the property designated of special historical significance. The ordinance may require special permission be obtained for any development respecting the structures or sites.

(k) Establish procedures, methods and standards for the transfer of development rights within the city. Any proposed transfer of development rights shall require a public hearing in accordance with X and shall be subject to the approval and consent of the property owners of both the sending and receiving property. Before any transfer of development rights, the city shall adopt an ordinance providing for:

(1) The issuance and recordation of the instruments necessary to sever development rights from the sending property and to affix development rights to the receiving property. These instruments shall be executed by the affected property owners and lienholders.

(2) The preservation of the character of the sending property and assurance that the prohibitions against use and development of the sending property shall bind the landowner and every successor in interest to the landowner.

(3) The severance of transferable development rights from the sending property and the delayed transfer of development rights to a receiving property.
(4) The purchase, sale, exchange or other conveyance of transferable development rights prior to the rights being affixed to a receiving property.
(5) A system for monitoring the severance, ownership, assignment and transfer of transferable development rights.
(6) The right of the city to purchase development rights and to hold them for resale.

(l) For the purposes of this section, the city may divide the city into zones of the number, shape and area it deems best suited to carry out the purposes of this Chapter.

(m) All zoning regulations shall be uniform for each class or kind of building or use of land throughout each zone, but the regulations in one type of zones may differ from those in other types of zones as follows:
(1) Within individual zones, there may be uses permitted on a conditional basis under which additional requirements must be met, including requiring site plan review and approval by the planning agency. Conditional uses are generally characterized by infrequency of use, high degree of traffic generation, requirements for large land area.
(2) Within residential zones, the regulations may permit modifications to the minimum yard lot area, setbacks and height limitations.

(n) The City Council may adopt overlay zoning districts and regulations applicable to particular buildings, structures and land within individual zones. For the purpose of this subsection, "overlay zoning district" means a special zoning district that includes regulations that modify regulation in another zoning district with which the overlay zoning district is combined.

§ 1613. Zoning Regulations; Conditions; Consistency with Master Plan

(a) The City Council may approve a change of zone conditioned on a schedule for development of the specific use or uses for which a rezoning is requested. If at the expiration of this period the property has not been improved for the use for which it was conditionally approved, the City Council, after notification by certified mail to the owner and applicant who requested the rezoning, shall schedule a public hearing to take administrative action to extend, remove or determine compliance with the schedule of development or take legislative action to cause the property to its former zoning classification.

(b) All zoning and rezoning ordinances adopted pursuant to this Chapter shall be consistent with and conform to the adopted master plan for the city. In the case of uncertainty in construing or applying the conformity of any part of a rezoning ordinance to the adopted master plan for the city, the ordinance shall be construed in a manner that will further implementation of, and not be contrary to, the goals, policies and applicable elements of the master plan. A rezoning ordinance conforms with the land use element of the master plan if it proposes land uses, densities, intensities within the range of identified uses, densities and intensities of the land use element of the master plan.

§ 1613. Definitions.

For the purposes of this Chapter:

(a) "Development Rights" means the maximum development that would be allowed on the sending property under any general or specific plan and local zoning ordinances of the city in effect on the date the city adopts an ordinance pursuant to this Chapter respecting the permissible use, area, bulk or height of improvements made to the lot of parcel. Development rights may be calculated and allocated in accordance with factors including dwelling units, area, floor area ratio, height limitations, traffic generation or any other criteria that will quantify a value for the development rights in a manner that will carry out the objectives of this Chapter.

(b) "Receiving Property" means a lot or parcel within which development rights are increased pursuant to a transfer of development rights. Receiving property shall be appropriate and suitable for development and shall be sufficient to accommodate the transferable development rights of the sending property without substantial adverse environmental, economic or social impact to the receiving property or to neighboring property.

(c) "Sending Property" means a lot or parcel with special characteristics, including farmland, woodland, topography, floodplain, natural habitats, recreation or parkland, including golf course area, or land than has unique aesthetic, architectural or historic value that the city desires to protect from future development.

(d) "Transfer of Development Rights" means the process by which development rights from a sending property are affixed to one or more receiving properties.

§ 1616. Nonconformance to Regulations; Outdoor Advertising Change; Enforcement.

(a) The city may acquire by purchase or condemnation of private property for the removal of nonconforming uses and structures. The elimination of such nonconforming uses in a zoned district is for a public purpose. Nothing in an ordinance or regulation authorized by this Chapter shall affect the existing property or the right to its continued use for the purpose used at the time the ordinance or regulation takes effect, nor to the reasonable repairs or alterations in buildings or property used for such existing purpose.

(b) The city shall not require as a condition for a permit or for any approval, or otherwise cause, an owner or possessor of property to waive the right to continue an existing nonconforming outdoor advertising use or structure without acquiring the use or structure by purchase or condemnation and paying just compensation unless the city, at its option, allows the use or structure to be relocated to a comparable site in the city with the same or a similar zoning classification, or to another site in the city acceptable to both the city and the owner of the use or structure, and the use or structure is relocated to the other site. The city shall pay for relocating the outdoor advertising use or structure including the cost of removing and constructing the new use or structure that is at least the same size and height. This subsection does not apply to municipal rezoning of property at the request of the property owner.

(c) The city must issue a citation and file an action involving an outdoor advertising use or structure zoning or sign code violation within two years after discovering the violation. Such an action shall initially be filed with a court having jurisdiction to impose all penalties sought by the action and that jurisdiction is necessary for effective filing. Only

the superior court has jurisdiction to order removal, abatement, reconfiguration or relocation of an outdoor advertising use or structure. Notwithstanding any other law, the city shall not consider each day that an outdoor advertising use or structure is illegally erected, constructed, reconstructed, altered or maintained as a separate offense unless the violation constitutes an immediate threat to the health and safety of the general public.

§ 1617. Amendment Procedure.

(a) The City Council shall adopt by ordinance a citizen review process that applies to all rezonings that require a public hearing, The citizens review process shall include at least the following requirements:
  (1) Adjacent landowners and other potentially affected citizens will be notified of the application.
  (2) The city will inform adjacent landowners and other potentially affected citizens of the substance of the proposed rezoning.
  (3) Adjacent landowners and other potentially affected citizens will be provided an opportunity to express any issues or concerns that they may have with the proposed rezoning before the public hearing.

(b) A zoning ordinance that changes any property from one zone to another that imposes any regulation not previously imposed or that removes or modifies any such regulation previously imposed must be adopted following the procedure prescribed in the citizen review process.

§ 1617. Public Hearing Required; Definition.

If the city has a planning commission or a hearing officer, the planning commission or hearing officer shall hold a public hearing on any zoning ordinance. Notice of the time and place of the hearing including a general explanation of the matter to be considered and including a general description of the area affected shall be given at least fifteen days before the hearing in the following manner:

(a) The notice shall be published at least once in a newspaper of general circulation published or circulated in the municipality, or if there is none, it shall be posted on the affected property in such a manner as to be legible from the public right-of-way and in at least ten public places in the municipality. A posted notice shall be printed so that the following are visible from a distance of one hundred feet: the word "zoning", the present zoning district classification, the proposed zoning district classification and the date and time of the hearing.

(b) In proceedings involving rezoning of land that abuts other municipalities or unincorporated areas of the county or a combination thereof, copies of the notice of public hearing shall be transmitted to the planning agency of the governmental unit abutting such land. In proceedings involving rezoning of land that is located within the territory in the vicinity of a military airport or ancillary military facility as defined in section 28-8461, the municipality shall send copies of the notice of public hearing by first class mail to the military airport. In addition to notice by publication, a municipality may give notice of the hearing in any other manner that the municipality deems necessary or desirable.

(c) In proceedings that are not initiated by the property owner involving rezoning of land that may change the zoning classification, notice by first class mail shall be sent to each real property owner, as shown on the last assessment of the property, of the area to be rezoned and all property owners, as shown on the last assessment of the property, within three hundred feet of the property to be rezoned.

(d) In proceedings involving one or more of the following proposed changes or related series of changes in the standards governing land uses, notice shall be provided in the manner prescribed by paragraph (e) of this subsection:
  (1) A ten percent (10%) or more increase or decrease in the number of square feet or units that may be developed.
  (2) A ten percent (10%) or more increase or reduction in the allowable height of buildings.
  (3) An increase or reduction in the allowable number of stories of buildings.
  (4) A ten percent (10%) or more increase or decrease in setback or open space requirements.
  (5) An increase or reduction in permitted uses.

(e) In proceedings governed by subparagraph (d) of this section, the city shall provide notice to real property owners pursuant to at least one of the following notification procedures:
  (1) Notice shall be sent by first class mail to each real property owner, as shown on the last assessment, whose real property is directly governed by the changes.
  (2) If the municipality issues utility bills or other mass mailings that periodically include notices or other informational or advertising materials, the municipality shall include notice of the changes with such utility bills or other mailings.
  (3) The municipality shall publish the changes before the first hearing on such changes in a newspaper of general circulation in the municipality. The changes shall be published in a "display ad" covering not less than one-eighth of a full page.

(f) If notice is provided pursuant to paragraph (e), subparagraph (2) or (3) of this subsection, the city shall also send notice by first class mail to persons who register their names and addresses with the city as being interested in receiving such notice. The city may charge a fee not to exceed five dollars per year for providing this service and may adopt procedures to implement this paragraph.

(g) Notwithstanding the notice requirements of this section, the failure of any person or entity to receive notice does not constitute grounds for any court to invalidate the actions of the city for which the notice was given.

§ 1618. Planning and Zoning Commission Recommendation; City Council action.

(a) After the hearing, the planning commission or hearing officer shall render a decision in the form of a written recommendation to the governing body. The recommendation shall include the reasons for the recommendation and be transmitted to the City Council in such form and manner as may be specified by the City Council.

(b) If the planning commission or hearing officer has held a public hearing, the governing body may adopt the recommendations of the planning commission or hearing officer without holding a second public hearing if there is no objection, request for public hearing or other protest. The governing body shall hold a public hearing if requested by the party aggrieved or any member of the public or of the governing body, or, in any case, if a public hearing has not been held by the planning commission or hearing officer.

(c) If there is no planning commission or hearing officer, the governing body of the municipality shall perform the functions assigned to the planning commission or hearing officer.

§ 1619. Enforcement.

(a) The City Council has the authority to enforce any zoning ordinance enacted pursuant to this Chapter in the same manner as other municipal ordinances are enforced.

(b) If any building structure us erected, constructed, reconstructed, altered, repaired, converted or maintained or any building, structure or land is used in violation of the provisions of this Chapter or any ordinance adopted pursuant to this Chapter, the city may initiate appropriate actions to:

(1) Prevent such unlawful erection, construction, reconstruction, alteration, repair, conversion, maintenance or use.

(2) Restrain, correct or abate the violation.

(3) Prevent to occupancy of such building, structure or land.

(4) Prevent any illegal act, conduct, business or use in and about such premises.

(c) By ordinance, the City Council may establish the office of zoning administrator with the responsibility for enforcement of the zoning ordinance. The City Council may alternatively designate an appropriate municipal official with the responsibility for enforcement of the zoning ordinance.

(d) By ordinance, the legislative body shall establish all necessary and appropriate rules and procedures governing application for zoning amendment, review and approval of plans, issuance of any necessary permits or compliance certificates, inspection of buildings, structures and lands and any other actions which may be considered necessary or desirable for enforcement of the zoning ordinance.

§ 1620. Board of Adjustment.

(a) The City Council, by ordinance, shall establish a board of adjustment, which shall consist of at least five but no more than seven members appointed by the legislative body in accordance with provisions of the ordinance, except that the ordinance may establish the legislative body as the board of adjustment. The City Council may, by ordinance, delegate to a hearing officer the authority to hear and decide on matters within the jurisdiction of the board of adjustment as provided by this section, except that the right of appeal from the decision of a hearing officer to the board of adjustment shall be preserved.

(b) The ordinance shall provide for public meetings of the board, for a chairperson with the power to administer oaths and take evidence, and that minutes of its proceedings showing the vote of each member and records of its examinations and other official actions be filed in the office of the board as a public record.

(c) A board of adjustment shall hear and decide appeals from the decisions of the zoning administrator, shall exercise other powers as may be granted by the ordinance and adopt all rules and procedures necessary or convenient for the conduct of its business.

(d) Appeals to the board of adjustment may be taken by persons aggrieved or by any officer, department, board or bureau of the municipality affected by a decision of the zoning administrator, within a reasonable time, by filing with the zoning administrator and with

the board a notice of appeal specifying the grounds of the appeal. The zoning administrator shall immediately transmit all records pertaining to the action appealed from to the board.

(e) An appeal to the board stays all proceedings in the matter appealed from, unless the zoning administrator certifies to the board that, in the zoning administrator's opinion by the facts stated in the certificate, a stay would cause imminent peril to life or property. On the certification proceedings shall not be stayed, except by restraining order granted by the board or by a court of record on application and notice to the zoning administrator. Proceedings shall not be stayed if the appeal requests relief that has previously been denied by the board except pursuant to a special action in superior court as provided in subsection K of this section.

(f) The board shall fix a reasonable time for hearing the appeal, and shall give notice of hearing by both publication in a newspaper of general circulation and posting the notice in conspicuous places close to the property affected.

(g) A board of adjustment shall:

(1) Hear and decide appeals in which it is alleged there is an error in an order, requirement or decision made by the zoning administrator in the enforcement of a zoning ordinance adopted pursuant to this article.

(2) Hear and decide appeals for variances from the terms of the zoning ordinance only if, because of special circumstances applicable to the property, including its size, shape, topography, location, or surroundings, the strict application of the zoning ordinance will deprive the property of privileges enjoyed by other property of the same classification in the same zoning district. Any variance granted is subject to conditions as will assure that the adjustment authorized shall not constitute a grant of special privileges inconsistent with the limitations upon other properties in the vicinity and zone in which the property is located.

(3) Reverse or affirm, in whole or in part, or modify the order, requirement or decision of the zoning administrator appealed from, and make the order, requirement, decision or determination as necessary.

(h) A board of adjustment may not:

(1) Make any changes in the uses permitted in any zoning classification or zoning district, or make any changes in the terms of the zoning ordinance provided the restriction in this paragraph shall not affect the authority to grant variances pursuant to this article.

(2) Grant a variance if the special circumstances applicable to the property are self-imposed by the property owner.

(i) If the City Council is established as the board of adjustment, it shall exercise all of the functions and duties of the board of adjustment in the same manner and to the same effect as provided in this section.

(j) A person aggrieved by a decision of the legislative body or board or a taxpayer who owns or leases the adjacent property or a property within three hundred feet from the boundary of the immediately adjacent property, an officer or a department of the municipality affected by a decision of the legislative body or board, at any time within thirty days after the board, or the legislative body, if the board decision was appealed pursuant to subsection J of this section, has rendered its decision, may file a complaint for special action in the superior court to review the legislative body or board decision. Filing the complaint does not stay proceedings on the decision sought to be reviewed, but the court may, on

application, grant a stay and on final hearing may affirm or reverse, in whole or in part, or modify the decision reviewed.

CHAPTER 17

HAGATNA RESTORATION AND REDEVELOPMENT

§ 1700. Hagåtña Restoration and Redevelopment.

§ 1701. Definitions.

§ 1702. Projects included in Restoration and Redevelopment.

§ 1703. Continuation of Existing Buildings.

§ 1700. Hagåtña Restoration and Redevelopment.

The Hagåtña City Council shall have the additional powers and functions necessary to facilitate the restoration and redevelopment of the City of Hagåtña.

§ 1701. Definitions.

For the purposes of this Chapter:

(a) City Council means the City Council of the City of Hagåtña, as appointed or elected pursuant to Chapters 1 and 2 of this Title of Guam Code Annotated.

(b) Hagåtña means the City of Hagåtña as defined in § 40001 and delineated on Land Management Drawing No.G1-56T18 filed in the Department of Land Management under Document 31523.

(c) Restoration and Redevelopment. Restoration and Redevelopment means the planning, development, replanning, redesign, clearance, reconstruction, or rehabilitation, or any combination of these, of all Hagåtña, and the provision of such residential, commercial, industrial, public, or other structures and spaces as may be appropriate and necessary in the interest of the general welfare, including recreational and other facilities incidental or appurtenant to them.

§ 1702. Projects included in Restoration and Redevelopment.

Restoration and Redevelopment include:

(a) The alteration, improvement, modernization, reconstruction, or rehabilitation or any combination of these, of existing structures in Hagatña.

(b) Provision for open-space types of use, such as streets and other public grounds and space around buildings, and public or private buildings, structures and improvements, and improvements of public or private recreation areas and other public grounds.

(c) The re-planning or redesign or original development of areas in Hagatña as to which either of the following conditions exist.

(1) The areas are stagnant or improperly utilized because of defective or inadequate street layout, faulty lot layout in relation to size, shape, or accessibility, or usefulness, or for other causes.

(2) The areas require re-planning and land assembly for reclamation or development in the interest of the general welfare because of widely scattered ownership, tax delinquency, or other reasons.

§ 1703. Continuation of Existing Buildings.

Restoration and Redevelopment do not exclude the continuance of existing building and uses whose demolition and rebuilding or change of use are not deemed essential to the redevelopment and rehabilitation of Hagåtña.

CHAPTER 18

DECLARATION OF REDEVELOPMENT POLICY

§ 1800. Reasons for Necessity of Decent Housing and Genuine Employment Opportunities.

§ 1801. Fundamental Purposes of Redevelopment.

§ 1800. Reasons for Necessity of Decent Housing and Genuine Employment Opportunities.

The Guam Legislature finds and declares that decent housing and genuine employment opportunities for all the people of Guam are vital to Guam's future peace and prosperity, for all the following reasons:

(a) Hazardous, congested and unsanitary debilitates occupants' health to the point of impairing motivation and achievement.

(b) Lack of employment opportunity creates despair and frustration which may precipitate violence.

(c) Unfit housing and lack of employment opportunity depend on each other to perpetuate a system of dependency and hopelessness which drains Guam of its valuable financial resources.

§ 1801. Fundamental Purposes of Redevelopment.

The Guam Legislature further finds and declares that a fundamental purpose of redevelopment is to expand the supply of low and moderate income housing, to expand employment opportunities for jobless, underemployed, and low-income persons, and to provide an environment for the social, economic, and psychological growth and well-being of all citizens.

CHAPTER 19

HAGÅTÑA RESTORATION AND REDEVELOPMENT PLAN

§ 1900. Hagåtña Restoration and Redevelopment Plan.

§ 1901. City of Hagåtña Powers and Duties related to Restoration and Redevelopment.

§ 1902. Approval by the Governor and the Guam Legislature.

§ 1900. Hagåtña Restoration and Redevelopment Plan.

(a) The City of Hagåtña shall develop a Plan (the "Plan") to carry out the purposes of this Chapter, which

(1) shall include the planning, preparation, development, construction, acquisition, lease, disposition, reconstruction, improvement, alteration, extension, repair, maintenance and operation of the Hagåtña Restoration and Redevelopment Project (the "Project");

(2) shall include the terms and conditions for the reuse of the properties;

(3) shall include standard of eligibility for ownership or occupancy of housing, dwellings and facilities;

(4) shall include installation, construction or reconstruction of streets, utilities, parks, playgrounds and other public improvements.

(b) In developing the Plan, the City of Hagåtña is authorized to conduct surveys, appraisals, soundings, test borings or any other technical investigations.

§ 1901. City of Hagåtña Powers and Duties related to Restoration and Redevelopment.

The City of Hagåtña shall have all the powers necessary and convenient to carry out and perform the purposes and provisions of this Chapter, including the following, in addition to other powers granted in this Article, and may:

(a) sue and be sued;

(b) enter into and execute contracts and instruments of every kind and nature, necessary or convenient to the exercise of its powers and functions;

(c) borrow money from public and private sources and give such security therefor as may be required;

(d) apply for and accept advances, loans, grants, contributions, gifts, donations, appropriations of funds and any other form of financial assistance from the Federal Government, the government of Guam, or other public body of agency, or from any sources, public or private, for the purposes of this Article, and enter into and carry out contracts in connection therewith;

(e) deposit funds in banking institutions which are members of the Federal Deposit Insurance Corporation;

(f) invest funds in property or securities approved for investment by the Federal Government or the government of Guam;

(g) therein, by lease, option, purchase, gift, grant, donation, appropriation, bequest, devise or by the exercise of eminent domain or otherwise;

(h) own, hold, improve, clear or prepare for redevelopment any such property; property;

(i) sell, lease, exchange, transfer, assign, mortgage, pledge or otherwise dispose of, or encumber any real or personal property, or any interest or estate in such;

(j) acquire by condemnation any interest in real property, including a fee simple title thereto, which the City may deem necessary for, or in connection with, any project under this Article; provided, that as a condition to the exercise of the power of eminent domain to acquire any real property or interest therein which the City may deem necessary for its purposes under this Article, the City shall first adopt a resolution finding and declaring that the acquisition of such property is necessary for such purposes;

(k) exercise the power of eminent domain in the manner now or which may be hereafter provided by law for the exercise of such power by the government of Guam, except that the complaint in eminent domain proceedings shall be brought in the name of and on behalf of the City as plaintiff and title to the property shall vest in the City;

(l) notwithstanding any other provision of law, to establish zones and boundaries, after public hearing, regulating buildings and structures and the nature and extent of their use, so that the Project may be developed in an orderly manner in accordance with the Plan.

(m) provide or arrange or contract for the furnishing or repair by any person or agency, public or private, of services, privileges, works, streets, roads, public utilities or other facilities of every kind and nature, for and in connection with the preparation, planning, development, construction, operation and disposition of the Project;

(n) install, construct and reconstruct streets, utilities, parks, playgrounds and other public improvements;

(o) insure or provide for the insurance, in any stock or mutual company or any public or private insurance facility, of any real or personal property or operations of the City, against any risks and hazards;

(p) cooperate with, and participate in activities of local, regional or national agencies, organizations, institutions or other official or unofficial bodies engaged in the same related fields;

(q) lease any dwellings, accommodations, land, structures or facilities embraced in the Project;

(r) clear or prepare any property owned by it for redevelopment, conservation or rehabilitation;

(s) make such expenditures, subject to the provisions of this Article or any other applicable law, regulation or restriction, as may be necessary for the activities and operations of the City and carry out the purposes of this Article; and

(t) conduct examinations and investigation on any matters material to the functions or operations of the City.

§ 1902. Approval by the Governor and the Guam Legislature.

The City shall submit the Plan to the Governor who, if he approves the same, shall transmit the Plan to the Guam Legislature in the form of a bill for adoption, amendment, modification or rejection by the Guam Legislature. Such Plan shall not be effective until either approved by statute or it shall have complied with the provisions of this law and forty-five (45) calendar days have elapsed from the date of receipt by the Guam Legislature of its transmittal, and two (2) legislative days have elapsed after the elapse of the forty-five (45) calendar days. The Legislative Secretary may request that the Authority submit all or part of the record of any public hearings on the Plan. The Guam Legislature may approve, disapprove or amend said Plan so transmitted within the combined period of the forty-five (45) calendar days and two (2) legislative days.

CHAPTER 20

BONDS RELATED TO REDEVELOPMENT

§ 2000. Issuance of Bonds, Terms and Conditions Generally.

§ 2001. Maturity of Bonds; Interest; Sale; Validity; Actions Involving Bonds.

§ 2002. Powers of Authority With Respect to Bonds or Obligations.

§ 2003. Rights of Obligee.

§ 2000. Issuance of Bonds, Terms and Conditions Generally.

(a) The City shall have the power to issue bonds, from time to time, in its discretion, for any of its corporate purposes. The City shall also have power to issue refunding bonds for the purpose of paying or retiring bonds previously issued by it. The City may issue refunding bonds for the purpose of paying or retiring bonds previously issued by it. The City may issue such types of bonds as it may determine, including, without limiting the generality of the foregoing, bonds on which the principal and interest are payable exclusively from the income and revenues of the Project, or from its revenues generally.

(b) Any such bonds may be additionally secured by a pledge of any loan, grant or contribution, or parts thereof, from the Federal Government or other sources, or a pledge of any income or revenue of the City, or mortgage of any project, or part thereof, or other property of the City.

(c) Neither the City Council nor any person executing the bonds shall be personally liable on the bonds by reason of the issuance of the bonds.

(d) The bonds and their obligations of the City shall not be a debt of Guam and in no event shall such bonds or obligations be payable out of any funds or properties other than those of the City, and they shall not constitute an indebtedness within the meaning of any debt limitation or restriction.

(e) Bonds of the City are declared to be issued for an essential public and governmental purpose and, together with interest thereon and income therefrom, are exempt from all taxes. The provisions of this Article exempting from taxation the City, its Property, and its bonds and interest thereon and income therefrom, shall be considered part of the security for the repayment of the bonds and shall constitute, by virtue of this Article and without necessity of being restated in the bonds, a contract between the bondholders, and each and every one of them, including all transferees of said bonds from time to time, on one hand, and the Authority and Guam on the other.

§ 2001. Maturity of Bonds; Interest; Sale; Validity; Actions Involving Bonds.

(a) Bonds of the City shall be authorized by its resolution, may be issued in one (1) or more series and shall be offered, awarded and executed in such manner, bear such date or dates, mature at such time or times, bear interest at such rate or rates, not exceeding the most recently published rate at which the U.S. Department of Treasury sells its treasury

bills per annum, be in such denomination or denominations, be in such form, bearer, order, coupon or registered, carry such conversion or registration privileges, have such rank or priority, be payable in such medium of payment, at such place or places, and be subject to such terms of redemption, with or without premium, as such resolution of the City, trust indenture or mortgage may provide, and shall be fully negotiable.

(b) The bonds may be sold at a public or private sale at not less than par.

(c) In case any of the City Council or other officers of the City whose signatures appear on any bonds or coupons shall cease to be such City Councilors or officers before the delivery of the bonds, their signatures shall, nevertheless, be valid and sufficient for all purposes, the same as if the City Councilors or officers had remained in office until such delivery.

(d) In any suit, action or proceeding involving the validity or enforceability of any bond of the City or the security therefor, any such bond reciting in substance that it has been issued by the City to aid in financing a project as defined in this Article, shall be conclusively deemed to have been issued for such purpose, and the project shall be conclusively deemed to have been planned, located and carried out in accordance with the purposes and provisions of this Article.

(e) When the City sells bonds at a private sale, no person standing in a fiduciary relationship with the City shall purchase any of the bonds.

(f) As used in this Subsection, "person" means a natural person, corporation, partnership, trust or the employer of a natural person.

(g) If the provisions of this Subsection are violated, then the sale of the bonds to the violating person shall be deemed null and void ab initio.

§ 2002. Powers of Authority With Respect to Bonds or Obligations.

In connection with the issuance of bonds or the incurring of obligations, and in order to secure the payment of such bonds or obligations, the City, in addition to its other powers, may:

(a) pledge all or any part of its gross or net rents, fees or revenues, to which its right then exists, or may thereafter come into existence;

(b) mortgage all or any part of its real or personal property, then owned or thereafter acquired;

(c) covenant against pledging all or any part of its rents, fees and revenues, or against mortgaging all or any part of its real or personal property, to which its right or title then exists or may thereafter come into existence or against permitting or suffering any lien on such revenues or property; covenant with respect to limitations on its right to sell, lease or otherwise dispose of any project or any part thereof; and covenant as to what other, or additional debts or obligations may be incurred by it;

(d) covenant as to the bonds to be issued and as to the issuance of such bonds in escrow or otherwise, and as to the use and disposition of the proceeds thereof; provide for the replacement of lost, destroyed or mutilated bonds; covenant against extending the time of

the payment of its bonds or interest thereon; and to covenant for redemption of the bonds and to provide the term and conditions thereof;

(e) covenant subject to the limitations contained in this Article, as to the rents and fees to be charged in the operation of projects, the amount to be raised each year or other period of time by rents, fees and other revenues, and as to the use and disposition to be made thereof; create or authorize the creation of special funds for moneys held for construction or operating costs, debt services, reserves or other purpose, and covenant as to the use and disposition of the moneys held in such funds;

(f) prescribe the procedure, if any, by which the terms of any contract with bondholders may be amended or abrogated, the amount of bonds the holders of which must consent thereto and the manner in which such consent may be given;

(g) covenant as to the use, maintenance and replacement of any or all of its real or personal property, the insurance to be carried thereon, and the use and disposition of insurance moneys;

(h) covenant as to the rights, liabilities, powers and duties arising upon the breach by it of any covenant, condition or obligation; and covenant and prescribed as to events of default and terms and conditions upon which any or all of its bonds or obligations shall become or may be declared due before maturity, and as to the terms and conditions upon which such declaration and its consequences may be waived;

(i) vest in any obligee of the Authority the right to enforce the payment of the bonds or any covenants securing or relating to the bonds; vest in an obligee or obligees holding a specified amount in bonds the right, in the event of a default by the City, to take possession of and use, operate and manage any project or any part thereof or any funds connected therewith, and to collect the rents and revenues arising therefrom, and to dispose of such moneys in accordance with the agreement of the City with said obligees; provide for the powers and duties of such obligees and limit the liabilities thereof; and provide the terms and conditions upon which such obligees may enforce any covenant or rights securing or relating to the bonds; and

(j) exercise all or any part or combination of the powers herein granted; make covenants and do any and all such acts and things as may be necessary or convenient or desirable in order to secure its bonds, or in the absolute discretion of the City, as will tend to make the bonds more marketable notwithstanding that such covenants, acts or things may not be enumerated herein.

§ 2003. Rights of Obligee.

An obligee of the City, in addition to all other rights which may be conferred on such obligee, subject only to any contractual restrictions binding upon him, may, by a civil action:

(a) compel the City and the City Council, officers, agents or employees thereof to perform each and every term, provisions and covenant contained in any contract of the City with or for the benefit of such obligee, and carry out any or all such covenants and agreements of the City and fulfill all duties imposed upon the City by this Article; or

(b) enjoin any acts or things which may be unlawful, or the violation of any of the rights of such obligee of the City.

CHAPTER 21

REAL PROPERTY TAX ON IMPROVEMENTS

§ 2100. Real Property Tax on Improvements.

§ 2100. Real Property Tax on Improvements.

All taxes assessed, levied and collected by the government of Guam by virtue of the Real Property Tax Law, on improvements, buildings and structures, to be constructed within the Project, over and above the real estate taxes currently assessed, levied and collected, shall revert to the City of Hagåtña for its use and disposition.

CHAPTER 22

ANNEXATION

§ 2200. Annexation Procedures.

§ 2200. Annexation Procedures.

The following procedures are required to extend and increase the corporate limits of the City of Hagåtña by annexation:

(a) The City of Hagåtña shall file in the office of the _____ a blank petition required by paragraph (d) of this subsection setting forth a description and an accurate map of all the exterior boundaries of the territory contiguous to the city proposed to be annexed, except that the city shall not file an annexation petition that includes any territory for which an unsuccessful annexation was attempted by the city until at least forty-five days after completion of the unsuccessful attempt. A property owner may waive the forty-five day waiting period for the owner's property that was part of the original unsuccessful annexation. The accurate map shall include all rights-of-way and roadways that are within or contiguous to the exterior boundaries of the area of the proposed annexation. For the purposes of this paragraph, "unsuccessful annexation" means an annexation attempt that was withdrawn or that was not completed pursuant to this section.

(b) Signatures on petitions filed for annexation shall not be obtained for a waiting period of thirty days after filing the blank petition.

(c) After filing the blank petition pursuant to paragraph (a) of this subsection, the City Council shall hold a public hearing within the last ten days of the thirty-day waiting period to discuss the annexation proposal. The following notices of the public hearing to discuss the annexation proposal shall be given at least six days before the hearing:

(1) Publication at least once in a newspaper of general circulation, which is published or circulated in the territory proposed to be annexed, at least fifteen days before the end of the waiting period.

(2) Posting in at least three conspicuous public places in the territory proposed to be annexed.

(3) Notice by first class mail sent to the _____in which the territory proposed to be annexed is located.

(4) Notice by first class mail with an accurate map of the territory proposed to be annexed sent to each owner of the real and personal property as shown on the statement furnished pursuant to subsection (k) of this section that would be subject to taxation by the city in the event of annexation in the territory proposed to be annexed. For the purposes of this subdivision, "real and personal property" includes mobile, modular and manufactured homes and trailers only if the owner also owns the underlying real property.

(d) Within one year after the last day of the thirty-day waiting period a petition in writing signed by the owners of one-half or more in value of the real and personal property and more than one-half of the persons owning real and personal property that would be subject to taxation by the city in the event of annexation, as shown by the last assessment of the property, may be circulated and filed in the office of _____. For the purposes of this paragraph, "real and personal property" includes mobile, modular and manufactured homes and trailers only if the owner also owns the underlying real property.

(e) Alterations increasing or reducing the territory sought to be annexed shall not be made after a petition has been signed by a property owner.

(f) The petitioner shall determine and submit a sworn affidavit verifying that no part of the territory for which the filing is made is already subject to an earlier filing for annexation.

(g) All information contained in the filings, the notices, the petition, the tax and property rolls and other matters regarding a proposed or final annexation shall be made available by the appropriate official for public inspection during regular office hours.

(h) The annexation shall become final after the expiration of thirty days after the adoption of the ordinance annexing the territory by the city, provided the annexation ordinance has been finally adopted in accordance with procedures established by Guam Law or local ordinances, whichever is applicable, subject to the review of the court to determine the validity of the annexation ordinance if petitions in objection have been filed. After adoption of the annexation ordinance, the clerk of the city shall provide a copy of the adopted annexation ordinance to the _____within sixty days after the annexation becomes final.

(i) For the purpose of determining the sufficiency of the percentage of the value of property under this section, the values of property shall be determined as follows:

(1) In the case of property assessed by the _____, values shall be the same as shown by the last assessment of the property.

(2) In the case of property valued by the _____, values shall be appraised by the department in the manner provided by law for municipal assessment purposes.

(j) For the purpose of determining the sufficiency of the percentage of persons owning property under this section, the number of persons owning property shall be determined as follows:

(1) In the case of property assessed by the _____, the number of persons owning property shall be as shown on the last assessment of the property.

(2) In the case of property valued by the _____, the number of persons owning property shall be as shown on the last valuation of the property.

(3) If an undivided parcel of property is owned by multiple owners, those owners shall be deemed as one owner for the purposes of this section.

(4) If a person owns multiple parcels of property, that owner shall be deemed as one owner for the purposes of this section.

(k) The _____, shall furnish to the city proposing an annexation, within thirty days after a request, a statement in writing showing the owner, the address of each owner and the appraisal and assessment of all such property.

(l) Territory is not contiguous for the purposes of subsection A, paragraph 1 of this section unless:

(1) It adjoins the exterior boundary of the annexing city or town for at least three hundred feet.

(2) It is, at all points, at least two hundred feet in width, excluding rights-of-way and roadways.

(3) The distance from the existing boundary of the annexing city or town where it adjoins the annexed territory to the furthest point of the annexed territory from that boundary is no more than twice the maximum width of the annexed territory.

(m) The city shall not annex territory if as a result of that annexation unincorporated territory is completely surrounded by the city.

(n) The city annexing an area shall adopt zoning classifications that permit densities and uses no greater than those permitted by the Guam Law immediately before annexation. Subsequent changes in zoning of the annexed territory shall be made according to existing procedures established by the city for the rezoning of land.

(o) If a property owner prevails in any action to challenge the annexation of the property owner's property, the court shall allow the property owner reasonable attorney fees and costs relating to the action from the annexing municipality.

MEMORANDUM OF UNDERSTANDING BETWEEN *I MAGA'LÅHEN GUAHAN* (THE GOVENOR OF GUAM) AND THE HAGATNA RESTORATION AND REDEVELOPMENT AUTHORITY RELATIVE TO THE INCORPORATION OF THE CITY OF HAGÅTÑA, GUAM

This MEMORANDUM OF UNDERSTANDING ("MOU") is made and entered into by and between *the I Maga ' Låhen Guahan* ("Governor") and the Hagåtña Restoration and Redevelopment Authority ("HRRA"), collectively referred to as the "parties":

WHEREAS, the Hagåtña Restoration and Redevelopment Authority was established as a public corporation and autonomous instrumentality of the government of Guam ("GovGuam") on November 21, 1997 by Public Law 24-110.2.;

WHEREAS, the Hagåtña Restoration and Redevelopment Authority was established for the planning, development, redesign, clearance, reconstruction, or rehabilitation plan of the Hagåtña area;

WHEREAS, in the exercise of its powers and duties, HRRA caused the creation of the Hagåtña Master Plan to provide for the orderly growth, development and revitalization of the Hagåtña area;

WHEREAS, in the exercise of its powers and duties, HRRA caused the creation of the Hagåtña Zoning Code and Design Guidelines to implement the goals and policies of the Hagåtña Master Plan to provide for the orderly growth, development and revitalization of the Hagåtña area;

WHEREAS, the Hagåtña Master Plan includes a Governance Element to establish goals and policies relative to the incorporation of the City of Hagåtña, including an Organizational Whitepaper assessing various governance models available for consideration for the Hagåtña area;

WHEREAS, after analysis of the Organizational Whitepaper, the Governor and the Hagåtña Restoration and Redevelopment Authority has determined that incorporation of the Hagåtña area as a city is necessary for the orderly growth, development and revitalization of the Hagåtña area;

WHEREAS, Hagåtña has served as the center of government for Guam throughout many parts of its history, from the Spanish Colonial era through World War II and the Governor and HRRA agree that the newly formed city should be designated and serve as the Capital City of Guam.

WHEREAS, the Governor and the Hagåtña Restoration and Redevelopment Authority have determined that a shared service delivery model is the most appropriate and fiscally responsible method of service delivery for the Hagåtña area, with GovGuam agencies continuing to provide most public services, with the exception of discretionary land use approvals, which will be administered by the new City of Hagåtña;

NOW THEREFORE THE GOVERNOR AND HRRA UNDERSTAND AND AGREE TO THE FOLLOWING:

1. HRRA will submit to the Governor's Office appropriate legislation necessary to effectuate the incorporation of the Hagåtña area into the Capital City of Guam.
2. The Governor agrees to submit the legislation for consideration by the I Liheslaturan Guåhan (the Guam Legislature) and take necessary actions and make necessary efforts to achieve the successful passage of the legislation by the Guam Legislature. The Governor agrees to sign into law the legislation incorporating the new City of Hagåtña into the Capital City of Guam.
3. HRRA will establish a working committee comprised of GovGuam agency representatives and other appropriate officials to work cooperatively to establish administrative and procedural changes to support the service delivery model chosen for the new City of Hagåtña.
4. The Governor will assist in the transition of some existing services and authorities currently administered by GOV Guam agencies to the newly incorporated City of Hagåtña.
5. HRRA will assist in the transition of some existing services and authorities currently administered by GOV Guam agencies to the newly incorporated City of Hagåtña.
6. Notices to the parties of this agreement shall be provided to:
   HRRA Address Governor Address
7. MOU Effective Date and Termination. This MOU between the parties takes effect upon signature of both parties. The parties agree that January 1st shall be considered the "Anniversary Date" of this MOU. The MOU will be automatically renewed on an annual basis on the Anniversary Date unless either party provides notice of termination to the other by September 30th of the prior year.

Governor of Guam HRRA

_____ _____

Governor Eddie B. Calvo Date Need Name Date

Approved as to form:

_____

General Elizabeth Barrett Anderson, Date

Guam Attorney General

WORKING DRAFT

Project	Acres	SF	Qty	Units	Comments	CEDS Cost Estimate Feb 2016	
1A Restore Palacio	4.13	12,000			Two story replica, detailed takeoffs on project sheet	$ 15,300,000	
1B Administrative Complex	6.20	111,360			Construct four government office buildings, plus parking garage, takeoffs on project sheet	$ 15,000,000	
1C Streetscape Enhancements			21500	LF	Takeoffs on Project Sheet		
1D Parking Kiosks			7360	LF	Construct 36 kiosks	$ 1,500,000	
1F Underground Electrical Lines			9000	LF		$ 18,000,000	23 miles
1G Temporary City Hall	1.30	30,800			New community center to be used temporarily as a City Hall		
1H Pedestrian Bridge			150	LF	Over marine Corps Drive at a height of 21 feet.		
1I DLM Building		24,500			Incldues three level parking structure with 121 space, plus 51 surface spaces		
1K Plaza Community Garden	0.18				What about operating costs? Includes bench seating and a shae structure		
2A WWTP Relocation	8.00				12 MGD average, 34 MGD Peak	$ 200,000,000	
2B Expand Shoreline and Improve Road Connections to the Marina	34.00		2200	LF	Takeoffs on Project Sheet, 2,200 feet of new roadway w 12' wide sidewalks	$ 290,000,000	
2C Cruise Ship Dock					No description of any kind		
2D Marina Expansion	28.00		144	New slips	Go from 12 to 28 acres, add slips and a boat ramp. New Parking?		
3A River Channelization & Feasibility Study					Water Resources Authorization and Development Act eligible, $1.2 million cost, 50% Guam share, .7 square mile study area	$ 300,000	
3B Wetland and Watershed Restoration					.7 square mile area, restoration of Spanish Dikes, reintroduce wetland farming, walking trails with benches and shaded areas		
3C River Channelization			1500	LF	40 to 50 feet wide	$ 35,000,000	
3D Riverwalk			3000	LF	Takeoffs on the project sheet		
3E Riverwalk 2		30,000			Takeoffs on the project sheet		
3F Roadway Extension			1400	LF	Takeoffs on the project sheet		
3G Central Park Enhancements	17.00				Fields, Parking, pool, tennis courts, summary on project sheet. Includes community center (Temporary City Hall)		
4C Chamorro Village Beautification					Takeoffs on the project sheet		
4D Chamorro Village Parking Garage		44,900			Space for 550 vehicles, four levels		
4F Canoe Houses		4,200			Museum with areas to demonstrate proa techniques	$ 3,800,000	
4G San Rafael Fort Replica		9,600			Construct on the peninsula		
4H Relocate Statue of Liberty					Relocate to Paseo de Susana peninsula		
5A Waterfront trail					No detail provided		
5B Heritage Trail Enhancements			2.5	miles	Project sheet mentions extension, but doesn't say how long, takeoffs cite only 3,500 feet of upgrades		
6A Transit and trolley System					Three stations, nine other stops, purchase of 10 buses/trolleys. Operating costs?	$ 8,000,000	
6B Gateways and wayfinding					Takeoffs on the project sheet		
6C Paseo Stadium							
6D Extend Soledad							
6E Expand O'Brien							

Project	Questions	Answers
General Overarching Questions	Do you want a single cost estimate, or a range for each cost estimate?	We would preferably like a single cost estimate, but if there are some that require a range based on varying specifications, that is ok. Just make a note of that.
	For those projects where there is not sufficient detail, what approach should I use - make up an estimate based on the "vision in my head", or say that we don't have sufficient information to provide an estimate?	Please provide an assessment of which projects need more information and we will attmept to get it
	It appears we're ignoring permitting, wetlands and floodplain issues?	GovGuam is working with Army Corps of Engineers to redefine floodplains and wetlands following the channelizaiton of the Hagatna River, so this should largely go away after that occurs. At this point, we are not considering the costs of permitting in the project cost.
	It seems like some improvements are "double counted".	Some of the projects build off of previous projects and are related to what occurred in previous phases, but do not necessarily duplicate costs. Can you provide us an example of which ones appear to be duplicative?
	Several of the project sheets say "See Design Concept" - is this a separate document, or is there more detail that I don't have?	We have upodated these and will send you revised files. See attached Word file "Guam HRRA Project Sheet pictures for Jeff" with info for Project 3D Riverwalk Esplanade
New Palacio Administrative Complex	Is this 12,000 SF per floor, or 12,000 SF total?	12,000 SF total
Streetscape Enhancements		
Parking Kiosks		
Underground Electrical Lines		
Temporary City Hall	One story? 30,800 SF Total? How long will it be used as "temporary"? There doesn't seem to be a separate project to create a permanent facility.	One story, 30,800 SF total. A permanent City Hall is not a part of the project sheets.
Pedestrian Bridge	Elevators as well for ADA?	Yes, ADA-compliant elevators
DLM Building	24,500 SF per floor, or 24,500 over five floors?	24,500 net SF over five floors. However, the gross SF of the building is 43,700 SF over five floors. The other buildings in the proejct sheets are listed as gross SF
Plaza Community Garden		
WWTP Relocation	Text (second page) for this project doesn't seem correct. You only want the cost for the plant, correct?	This text was mistakenly pasted from a previous template. It is not associated with the WWTP and has been deleted in a new version.
Expand Shoreline and Improve Road Connections to the Marina	Are we "ignoring" permitting issues here?	No information relative to permitting requirements is available, so at this point, we will not include
Cruise Ship Dock	There is zero information about this project on the project sheet. Text for this project talks about the community garden, not the cruise ship dock. I assume this would be "overbuilt" to handle larger ships than the "mid-sized" ships that I heard about several years ago?	The wrong file was inserted into the PDF. We will send you the correct project sheet for this. However, the information for this was limited, so the correct project sheet does not have much. We will send you the CEDS file we have that lists minimal info on many of these projects. Yes, that is our assumption on the sizing.
Marina Expansion	The real "cost" for this project is in the construction of the new docks and boat launch, correct? Other pieces of this are costed out elsewhere	Correct
River Channelization & Feasibility Study	Text of the project sheet is in disagreement with the CEDS cost estimate ($600,000 vs. $300,000). This appears to be only for the feasibility study, not for any actual work on the river.	This discrepancy comes from the CEDS documentation that the information came from. Correct, this is only for the study.
Wetland and Watershed Restoration	Kind of need some parameters here to create a "defensible" cost estimate. How long will the trail be, how many acres will be used for wetland farming, etc.	6,000 lineal feet of trail. Unknown amount for wetland farming. This was mentioned in the CEDS project list, but did not provide a quantity.
River Channelization	Presumably, this is the implementation phase of the feasibility study discussed above. Without some "definition" to the magnitude of the project, we run the risk of looking "foolish" here, whether we are too high or too low.	The full scope of this would be identified within the feasibility study. CEDS estimates $35,000,000, but that includes the Riverwalk as well. This will be one of those where we need more information to complete.
Riverwalk	Only one bridge across the river? 3,000 linear feet total, or 6,000 (3,000 on each side of the river)? 12 foot width?	Yes, only one pedestrian bridge. Road bridge already exists. 3,000 feet total. 12-foot width
Riverwalk 2	Is this essentially a 40 by 725' pond, plus a 725 foot long extension of the riverwalk? Will it be 725 feet on each side of the pond? Number of shrubs, palms and shade trees seems high if it's only 725 feet.	Correct on the first statement. Yes, 725 feet on each side of pond. We updated numbers for the features, see attached updated project sheet.
Roadway Extension	How many lanes wide is this street?	approximately 150 feet of the road is 4-lane (at an intersection), and the other 550 feet is 2-lane. 700 feet total roadway, with 1,400 feet streetscape (700 on each side)
Central Park Enhancements	Turf fields or natural grass?	Natural grass fields
Chamorro Village Beautification	Should I only consider the information on the project sheets, or do you want some consideration of building upgrades (façade improvements, paint, roofs, etc.)?	Only the info on the project sheets. No building imporovements planned

Chamorro Village Parking Garage	44,900 SF total, or per floor? I assume it's per floor, but want to confirm.	44,900 SF total
Fisherman's Co-op	Just buildings, nothing else? Single story?	Just buildings, single story
Proa Museum and Cultural Center	Just the building, nothing else? Single story?	Just the building, single story
San Rafael Fort Replica	No additional data on this project? The graphic looks like it's three stories high, is it 9,600 SF total?	9,600 is the total. Single-story access, with a wall height of 26 feet
Relocate Statue of Liberty	How far is this being relocated? How large is the statue (weight, height)?	Movine approximately 300 feet. The 1,200-pound statue, standing over eight feet high, was carved from solid white jade
Waterfront trail	No detail provided on this project. Length?	2.6 miles. 8 foot wide trail
Heritage Trail Enhancements	Is this only 3,500 feet long?	Correct
Transit and trolley System	Three stations, nine other stops, purchase of 10 buses/trolleys, correct?. I assume we aren't talking about operating and maintenance costs?	Correct. No maintenance costs
Gateways and wayfinding	There is wide variation in what could be spent on these items. A little definition would help.	Project sheet lists general dimensions of the gateways, kiosks, signs, and panels. Nase material will be concrete, with designs (City seal, village name, bario name, etc. inlaid. Panels will be metal.

Take Off Items

10 foot wide sidewalks (per SF)	$	5.51	per SF	MVS 66/1	
12 foot wide concrete walkways (per SF)	$	5.51	per SF	MVS 66/1	
Traditional Streetlights	$	2,975	Each Installed	MVS 66/1	Assumes use of existing wiring, or installation as part wof undergrounding wiring
Historic streetlights	$	4,165	Each Installed	MVS 66/1	Traditional, plus 40% premium for historic
Bollard lights	$	3,570	Each Installed	MVS 66/1	Traditional, plus 20% premium for bolard
Standard shade structures	$	189	per SF	MVS 16/23 Class C Very Good	
Royal palm street trees	$	3,175	Each Installed	MVS 66/8	
Shade trees (48" box)	$	3,175	Each Installed	MVS 66/8	
Shrubs	$	75	Each Installed	MVS 66/8	
Enhanced Gateway	$	5,625	Each Installed	MVS 58/8	9' high, 24" base, square column, plain base, mid-range capital
Wayfinding signs	$	5,625	Each Installed	MVS 58/8	9' high, 24" base, square column, plain base, mid-range capital
Interpretive panels	$	5,000	Each Installed		PLACEHOLDER COST ONLY
Benches	$	3,500	Each Installed	MVS 66/8	
Trash receptacles	$	910	Each Installed	MVS 66/8	
Bike racks	$	1,087	Each Installed	MVS 70/15	
Planters	$	785	Each Installed	MVS 66/8	
District Kiosks/Barrio Signs	$	5,625	Each Installed	MVS 58/8	9' high, 24" base, square column, plain base, mid-range capital
Brick paving	$	37	per SF	MVS 13/16 Open Malls	
Street signs	$	5,625	Each Installed	MVS 58/8	9' high, 24" base, square column, plain base, mid-range capital
Special gateways	$	23,360	Each Installed		36' base, 15 LF, square column, plain base, mid-range capital
Pedestrian bridge	$	400	per SF	MVS 66/3	
Riverwalk entry sign	$	245,216	Each Installed	MVS 56/8	Small arches - 4' deep, 50' avg length, 4 sides; Lg Arch - 75' length, 32 illumintaed letter
Riverwalk wayfinding signs	$	5,625	Each Installed	MVS 58/8	
Archway shade structure	$	189	per SF	MVS 16/23 Class C Very Good	
Pond	$	57	Collection ponds @ $56.50/SF	MVS 66/8	
Elevators	$	61,500	Hydraulic, 100 feet/minute, 2,500 lb. capacity	MVS 58/3	
Surface Parking	$	1,860	space	MVS 66/3	

Source: Marshall Valuation Service, March 2018

Item	Unit Cost	Unit
Concrete Sidewalks	$ 5.50	per SF
Traditional Streetlights	$ 2,975	Each Installed
Historic streetlights	$ 4,165	Each Installed
Bollard lights	$ 3,570	Each Installed
Standard shade structures	$ 189	per SF
Royal palm street trees	$ 3,175	Each Installed
Shade trees (48" box)	$ 3,175	Each Installed
Shrubs	$ 75	Each Installed
Enhanced Gateway	$ 5,625	Each Installed
Wayfinding signs	$ 5,625	Each Installed
Interpretive panels	$ 5,000	Each Installed
Benches	$ 3,500	Each Installed
Trash receptacles	$ 910	Each Installed
Bike racks	$ 1,087	Each Installed
Planters	$ 785	Each Installed
District Kiosks/Barrio Signs	$ 5,625	Each Installed
Crosswalks	$ -	Ea Installed
Brick paving	$ 37	per SF
Street signs	$ 5,625	Each Installed
Special gateways	$ 23,360	Each Installed
Pedestrian bridge	$ 400	per SF

Source: Marshall Valuation Service, March 2018

Palacio 1A

Item		Unit Cost	Quantity		Total		
10 foot wide sidewalks (per SF)	$	5.51	5,200	$	28,652		
12 foot wide concrete walkways (per SF)	$	5.51		$	-		
Traditional Streetlights	$	2,975.00	4	$	11,900		
Historic streetlights	$	4,165.00	10	$	41,650		
Bollard lights	$	3,570.00	21	$	74,970		
Standard shade structures	$	189.00		$	-		
Royal palm street trees	$	3,175.00	26	$	82,550		
Shade trees (48" box)	$	3,175.00	30	$	95,250		
Shrubs	$	75.00	150	$	11,250		
Enhanced Gateway	$	5,625.00		$	-		
Wayfinding signs	$	5,625.00		$	-		
Interpretive panels	$	5,000.00	4	$	20,000		
Benches	$	3,500.00	6	$	21,000		
Trash receptacles	$	910.00	2	$	1,820		
Bike racks	$	1,086.67	1	$	1,087		
Planters	$	785.00		$	-		
District Kiosks/Barrio Signs	$	5,625.00	1	$	5,625		
Crosswalks	$	-	1	$	-		
Brick paving	$	36.69		$	-		
Street signs	$	5,625.00		$	-		
Special gateways	$	23,360.00		$	-		
Pedestrian bridge	$	400.00		$	-		
Riverwalk entry sign	$	245,216.00		$	-		
Riverwalk wayfinding signs	$	5,625.00		$	-		
Archway shade structure	$	189.00		$	-		
Pond	$	56.50		$	-		
Elevators	$	61,500.00		$	-		
Bus Terminal	$	156.00		$	-		
Bus Stop	$	-		$	-		
Surface Parking	$	1,860.00		$	-		
Cul-de-sac	$	274.05	260	$	71,253	MVS 66/1	
Subtotal				$	467,007	$	616,449
Building							
SF		12,000					
Base Cost		245		$	245	$	430
Soft Costs		17%		$	42		
Subtotal - Cost/SF				$	287		
Building Cost				$	3,439,800	$	4,540,536
Total Costs				$	3,906,807		
Guam Multiplier							
Estimated Project Cost				$	-		

Admin Complex 1B

Item		Unit Cost	Quantity		Total	
10 foot wide sidewalks (per SF)	$	6		$	-	
12 foot wide concrete walkways (per SF)	$	6		$	-	
Traditional Streetlights	$	2,975	6	$	17,850	
Historic streetlights	$	4,165	10	$	41,650	
Bollard lights	$	3,570	20	$	71,400	
Standard shade structures	$	189		$	-	
Royal palm street trees	$	3,175	52	$	165,100	
Shade trees (48" box)	$	3,175		$	-	
Shrubs	$	75		$	-	
Enhanced Gateway	$	5,625		$	-	
Wayfinding signs	$	5,625		$	-	
Interpretive panels	$	5,000		$	-	
Benches	$	3,500	4	$	14,000	
Trash receptacles	$	910	4	$	3,640	
Bike racks	$	1,087	4	$	4,347	
Planters	$	785		$	-	
District Kiosks/Barrio Signs	$	5,625		$	-	
Crosswalks	$	-		$	-	
Brick paving	$	37	26,000	$	953,940	
Street signs	$	5,625		$	-	
Special gateways	$	23,360		$	-	
Pedestrian bridge	$	400		$	-	
Riverwalk entry sign	$	245,216		$	-	
Riverwalk wayfinding signs	$	5,625		$	-	
Archway shade structure	$	189		$	-	
Pond	$	57		$	-	
Elevators	$	61,500		$	-	
Bus Terminal	$	156		$	-	
Bus Stop	$	-		$	-	
Surface Parking	$	1,860		$	-	
Cul-de-sac				$	-	
Subtotal				$	1,271,927	$ 1,678,943.20
Building						
SF						
Base Cost	$	245	111,360	$	245	MVS 15/30
Soft Costs	$	0		$	42	
Subtotal - Cost/SF				$	287	
Building Cost				$	31,921,344	$42,136,174.08
Plus Parking Garage @ $23,000 per space				$	7,567,000	$ 9,988,440.00
Total Costs				$	40,760,271	$53,803,557.28
Guam Multiplier						
Estimated Project Cost				$	-	$52,124,614.08
						$ 39,488,344

Streetscape 1C

Item		Unit Cost	Quantity		Total	
10 foot wide sidewalks (per SF)	$	5.51	215,000	$	1,184,650	
12 foot wide concrete walkways (per SF)	$	5.51		$	-	
Traditional Streetlights	$	2,975	40	$	119,000	
Historic streetlights	$	4,165	215	$	895,475	
Bollard lights	$	3,570	430	$	1,535,100	
Standard shade structures	$	189	10	$	1,890	
Royal palm street trees	$	3,175	1,075	$	3,413,125	
Shade trees (48" box)	$	3,175	538	$	1,708,150	
Shrubs	$	75	2,150	$	161,250	
Enhanced Gateway	$	5,625		$	-	
Wayfinding signs	$	5,625		$	-	
Interpretive panels	$	5,000	11	$	55,000	
Benches	$	3,500	72	$	252,000	
Trash receptacles	$	910	72	$	65,520	
Bike racks	$	1,087	10	$	10,867	
Planters	$	785	215	$	168,775	
District Kiosks/Barrio Signs	$	5,625	11	$	61,875	
Crosswalks	$	-	14	$	-	
Brick paving	$	37		$	-	
Street signs	$	5,625	17	$	95,625	
Special gateways	$	23,360	2	$	46,720	
Pedestrian bridge	$	400		$	-	
Riverwalk entry sign	$	245,216		$	-	
Riverwalk wayfinding signs	$	5,625		$	-	
Archway shade structure	$	189		$	-	
Pond	$	57		$	-	
Elevators	$	61,500		$	-	
Bus Terminal	$	156		$	-	
Bus Stop	$	-		$	-	
Surface Parking	$	1,860		$	-	
Cul-de-sac				$	-	
Subtotal				$	9,775,022	
Building						
SF		0				
Base Cost		245		$	245	
Soft Costs		17%		$	42	
Subtotal - Cost/SF				$	287	
Building Cost				$	-	
Total Costs				$	9,775,022	$12,903,028.60
Guam Multiplier						
Estimated Project Cost				$	-	

Parking Kiosks 1D

Item		Unit Cost	Quantity		Total
10 foot wide sidewalks (per SF)	$	5.51		$	-
12 foot wide concrete walkways (per SF)	$	5.51		$	-
Traditional Streetlights	$	2,975.00		$	-
Historic streetlights	$	4,165.00		$	-
Bollard lights	$	3,570.00		$	-
Standard shade structures	$	189.00		$	-
Royal palm street trees	$	3,175.00		$	-
Shade trees (48" box)	$	3,175.00		$	-
Shrubs	$	75.00		$	-
Enhanced Gateway	$	5,625.00		$	-
Wayfinding signs	$	5,625.00		$	-
Interpretive panels	$	5,000.00		$	-
Benches	$	3,500.00		$	-
Trash receptacles	$	910.00		$	-
Bike racks	$	1,086.67		$	-
Planters	$	785.00		$	-
District Kiosks/Barrio Signs	$	5,625.00		$	-
Crosswalks	$	-		$	-
Brick paving	$	36.69		$	-
Street signs	$	5,625.00		$	-
Special gateways	$	23,360.00		$	-
Pedestrian bridge	$	400.00		$	-
Riverwalk entry sign	$	245,216.00		$	-
Riverwalk wayfinding signs	$	5,625.00		$	-
Archway shade structure	$	189.00		$	-
Pond	$	56.50		$	-
Elevators	$	61,500.00		$	-
Bus Terminal	$	156.00		$	-
Bus Stop	$	-		$	-
Surface Parking	$	1,860.00		$	-
Cul-de-sac				$	-
Subtotal				$	-

Extraordinary Items		Unit Cost	Quantity		Total
Parking Kiosks*	$	9,000	36	$	324,000
2**				$	-
3				$	-
4				$	-
5				$	-
6				$	-
7				$	-
8				$	-
9				$	-
Subtotal - Extraordinary Items				$	324,000

Building SF				
Base Cost		245	$	245
Soft Costs		17%	$	42
Subtotal - Cost/SF			$	287
Building Cost			$	-
Total Costs			$	324,000
Guam Multiplier				
Estimated Project Cost			$	-

*http://www.juneau.org/engineering/pdfs/20150611125958.pdf

**Assumes solar powered pay and display meters

Electrical 1E

Item		Unit Cost	Quantity		Total
10 foot wide sidewalks (per SF)	$	5.51		$	-
12 foot wide concrete walkways (per SF)	$	5.51		$	-
Traditional Streetlights	$	2,975.00		$	-
Historic streetlights	$	4,165.00		$	-
Bollard lights	$	3,570.00		$	-
Standard shade structures	$	189.00		$	-
Royal palm street trees	$	3,175.00		$	-
Shade trees (48" box)	$	3,175.00		$	-
Shrubs	$	75.00		$	-
Enhanced Gateway	$	5,625.00		$	-
Wayfinding signs	$	5,625.00		$	-
Interpretive panels	$	5,000.00		$	-
Benches	$	3,500.00		$	-
Trash receptacles	$	910.00		$	-
Bike racks	$	1,086.67		$	-
Planters	$	785.00		$	-
District Kiosks/Barrio Signs	$	5,625.00		$	-
Crosswalks	$	-		$	-
Brick paving	$	36.69		$	-
Street signs	$	5,625.00		$	-
Special gateways	$	23,360.00		$	-
Pedestrian bridge	$	400.00		$	-
Riverwalk entry sign	$	245,216.00		$	-
Riverwalk wayfinding signs	$	5,625.00		$	-
Archway shade structure	$	189.00		$	-
Pond	$	56.50		$	-
Elevators	$	61,500.00		$	-
Bus Terminal	$	156.00		$	-
Bus Stop	$	-		$	-
Surface Parking	$	1,860.00		$	-
Cul-de-sac				$	-
Subtotal				$	-

Extraordinary Items		Unit Cost	Quantity		Total
	1			$	-
2				$	-
3				$	-
4				$	-
5				$	-
6				$	-
7				$	-
8				$	-
9				$	-
Subtotal - Extraordinary Items				$	-

Underground average per SF for 69 kV line				
LF*	9000			
Base Cost**	34.25	$	54	
Current Cost Multiplier***	1.1467	$	7.92	

Soft Costs	17%	$	11
Subtotal - Cost/SF		$	72
Building Cost		$	652,037
Total Costs		$	652,037
Guam Multiplier			
Estimated Project Cost		$	-

*Does not inlcude substations or transformers

** https://www.elp.com/articles/powergrid_international/print/volume-18/issue-2/features/underground-vs-overhead-powe

***Higher cost multiplier because study is from 2011

Higher initial construction costs. According to the May 2011 paper "Underground Electric Transmission Lines" published by the Public Service Commission of Wisconsin, "The estimated cost for constructing underground transmission lines ranges from 4 to 14 times more expensive than overhead lines of the same voltage and same distance. A typical new 69 kV overhead single-circuit transmission line costs approximately $285,000 per mile as opposed to $1.5 million per mile for a new 69 kV underground line (without the terminals). A new 138 kV overhead line costs approximately $390,000 per mile as opposed to $2 million per mile for underground (without the terminals)."

City Hall 1F

Item		Unit Cost	Quantity		Total
10 foot wide sidewalks (per SF)	$	5.51		$	-
12 foot wide concrete walkways (per SF)	$	5.51		$	-
Traditional Streetlights	$	2,975.00		$	-
Historic streetlights	$	4,165.00		$	-
Bollard lights	$	3,570.00		$	-
Standard shade structures	$	189.00		$	-
Royal palm street trees	$	3,175.00		$	-
Shade trees (48" box)	$	3,175.00		$	-
Shrubs	$	75.00		$	-
Enhanced Gateway	$	5,625.00		$	-
Wayfinding signs	$	5,625.00		$	-
Interpretive panels	$	5,000.00		$	-
Benches	$	3,500.00		$	-
Trash receptacles	$	910.00		$	-
Bike racks	$	1,086.67		$	-
Planters	$	785.00		$	-
District Kiosks/Barrio Signs	$	5,625.00		$	-
Crosswalks	$	-		$	-
Brick paving	$	36.69		$	-
Street signs	$	5,625.00		$	-
Special gateways	$	23,360.00		$	-
Pedestrian bridge	$	400.00		$	-
Riverwalk entry sign	$	245,216.00		$	-
Riverwalk wayfinding signs	$	5,625.00		$	-
Archway shade structure	$	189.00		$	-
Pond	$	56.50		$	-
Elevators	$	61,500.00		$	-
Bus Terminal	$	156.00		$	-
Bus Stop	$	-		$	-
Surface Parking	$	1,860.00		$	-
Cul-de-sac				$	-
Subtotal				$	-

Extraordinary Items		Unit Cost	Quantity		Total
	1			$	-
2				$	-
3				$	-
4				$	-
5				$	-
6				$	-
7				$	-
8				$	-
9				$	-
Subtotal - Extraordinary Items				$	-

SF	30800			
Base Cost	216	Plus 25% for office fit out	$ 270	MVS 16/18
Soft Costs	17%		$ 46	
Subtotal - Cost/SF			$ 316	
Building Cost			$ 9,729,720	
Total Costs			$ 9,729,720	
Guam Multiplier				
Estimated Project Cost			$ -	

PedOverpass 1G

Item		Unit Cost	Quantity		Total	
10 foot wide sidewalks (per SF)	$	5.51		$	-	
12 foot wide concrete walkways (per SF)	$	5.51		$	-	
Traditional Streetlights	$	2,975.00		$	-	
Historic streetlights	$	4,165		$	-	
Bollard lights	$	3,570		$	-	
Standard shade structures	$	189		$	-	
Royal palm street trees	$	3,175		$	-	
Shade trees (48" box)	$	3,175		$	-	
Shrubs	$	75		$	-	
Enhanced Gateway	$	5,625		$	-	
Wayfinding signs	$	5,625		$	-	
Interpretive panels	$	5,000		$	-	
Benches	$	3,500		$	-	
Trash receptacles	$	910		$	-	
Bike racks	$	1,087		$	-	
Planters	$	785		$	-	
District Kiosks/Barrio Signs	$	5,625		$	-	
Crosswalks	$	-		$	-	
Brick paving	$	37		$	-	
Street signs	$	5,625		$	-	
Special gateways	$	23,360		$	-	
Pedestrian bridge	$	400	1,800	$	720,000	
Riverwalk entry sign	$	245,216		$	-	
Riverwalk wayfinding signs	$	5,625		$	-	
Archway shade structure	$	189		$	-	
Pond	$	57		$	-	
Elevators	$	61,500	2	$	123,000	
Bus Terminal	$	156		$	-	
Bus Stop	$	-		$	-	
Surface Parking	$	1,860		$	-	
Cul-de-sac				$	-	
Subtotal				$	843,000	
Building						
SF						
Base Cost		245		$	245	
Soft Costs		17%		$	42	
Subtotal - Cost/SF				$	287	
Building Cost				$	-	
Total Costs				$	843,000	$1,112,760.00
Guam Multiplier					257%	
Estimated Project Cost				$	2,166,510	

DLMBldg1H

Item		Unit Cost	Quantity		Total	
10 foot wide sidewalks (per SF)	$	5.51		$	-	
12 foot wide concrete walkways (per SF)	$	5.51		$	-	
Traditional Streetlights	$	2,975.00		$	-	
Historic streetlights	$	4,165.00		$	-	
Bollard lights	$	3,570.00		$	-	
Standard shade structures	$	189.00		$	-	
Royal palm street trees	$	3,175.00		$	-	
Shade trees (48" box)	$	3,175.00		$	-	
Shrubs	$	75.00		$	-	
Enhanced Gateway	$	5,625.00		$	-	
Wayfinding signs	$	5,625.00		$	-	
Interpretive panels	$	5,000.00		$	-	
Benches	$	3,500.00		$	-	
Trash receptacles	$	910.00		$	-	
Bike racks	$	1,086.67		$	-	
Planters	$	785.00		$	-	
District Kiosks/Barrio Signs	$	5,625.00		$	-	
Crosswalks	$	-		$	-	
Brick paving	$	36.69		$	-	
Street signs	$	5,625.00		$	-	
Special gateways	$	23,360.00		$	-	
Pedestrian bridge	$	400.00		$	-	
Riverwalk entry sign	$	245,216.00		$	-	
Riverwalk wayfinding signs	$	5,625.00		$	-	
Archway shade structure	$	189.00		$	-	
Pond	$	56.50		$	-	
Elevators	$	61,500.00	6	$	369,000	Two for garage, four for office
Bus Terminal	$	156.00		$	-	
Bus Stop	$	-		$	-	
Surface Parking	$	1,860.00		$	-	
Cul-de-sac				$	-	
Subtotal				$	369,000	$ 487,080.00

Extraordinary Items		Unit Cost	Quantity		Total		
Three Story Parking Garage @ 121 spaces, 325 SF/space	$	69.00	39,325	$	2,713,425	MVS 14/34	
Add Soft Costs	$	11.73	39,325	$	461,282		
4				$	-		
5				$	-		
6				$	-		
7				$	-		
8				$	-		
9				$	-		
Subtotal - Extraordinary Items				$	3,174,707	$ 4,190,613.57	30%

SF		24500				
Base Cost	$	245		$	245	MVS 15/30
Current Cost Multiplier		1.03				
Soft Costs		17%		$	42	
Subtotal - Cost/SF				$	287	
Building Cost				$	7,022,925	$ 9,270,261.00
Total Costs				$	10,566,632	$13,947,954.57
Guam Multiplier						
Estimated Project Cost				$	-	

WWTP 2A

Item		Unit Cost	Quantity		Total
10 foot wide sidewalks (per SF)	$	5.51		$	-
12 foot wide concrete walkways (per SF)	$	5.51		$	-
Traditional Streetlights	$	2,975.00		$	-
Historic streetlights	$	4,165.00		$	-
Bollard lights	$	3,570.00		$	-
Standard shade structures	$	189.00		$	-
Royal palm street trees	$	3,175.00		$	-
Shade trees (48" box)	$	3,175.00		$	-
Shrubs	$	75.00		$	-
Enhanced Gateway	$	5,625.00		$	-
Wayfinding signs	$	5,625.00		$	-
Interpretive panels	$	5,000.00		$	-
Benches	$	3,500.00		$	-
Trash receptacles	$	910.00		$	-
Bike racks	$	1,086.67		$	-
Planters	$	785.00		$	-
District Kiosks/Barrio Signs	$	5,625.00		$	-
Crosswalks	$	-		$	-
Brick paving	$	36.69		$	-
Street signs	$	5,625.00		$	-
Special gateways	$	23,360.00		$	-
Pedestrian bridge	$	400.00		$	-
Riverwalk entry sign	$	245,216.00		$	-
Riverwalk wayfinding signs	$	5,625.00		$	-
Archway shade structure	$	189.00		$	-
Pond	$	56.50		$	-
Elevators	$	61,500.00		$	-
Bus Terminal	$	156.00		$	-
Bus Stop	$	-		$	-
Surface Parking	$	1,860.00		$	-
Cul-de-sac				$	-
Subtotal				$	-

Extraordinary Items		Unit Cost	Quantity		Total
WWTP (Per Millons Gallons per Day Capacity)*	$	8,500,000	12	$	102,000,000
				$	-
				$	-
4				$	-
5				$	-
6				$	-
7				$	-
8				$	-
9				$	-
Subtotal - Extraordinary Items				$	102,000,000

SF				
Base Cost	$	245	$	245
Soft Costs		17%	$	42
Subtotal - Cost/SF			$	287
Building Cost			$	-
Total Costs			$	102,000,000
Guam Multiplier				
Estimated Project Cost			$	-

*http://www.garney.com/258-million-wastewater-treatment-plant-begins-operation/
Matrix estimated $9 million for a 1.1 MGD plant in Pueblo ($8.2 Million per MGD)
http://www.garney.com/garney-constructs-first-plant-southwest-florida-treating-three-water-sources/

Paseo PDD 2B

Item		Unit Cost	Quantity		Total
10 foot wide sidewalks (per SF)	$	5.51		$	-
12 foot wide concrete walkways (per SF)	$	5.51	52,800	$	290,928
Traditional Streetlights	$	2,975.00	15	$	44,625
Historic streetlights	$	4,165	44	$	183,260
Bollard lights	$	3,570	44	$	157,080
Standard shade structures	$	189	6	$	1,134
Royal palm street trees	$	3,175	220	$	698,500
Shade trees (48" box)	$	3,175	110	$	349,250
Shrubs	$	75	440	$	33,000
Enhanced Gateway	$	5,625		$	-
Wayfinding signs	$	5,625		$	-
Interpretive panels	$	5,000	4	$	20,000
Benches	$	3,500		$	-
Trash receptacles	$	910	15	$	13,650
Bike racks	$	1,087		$	-
Planters	$	785		$	-
District Kiosks/Barrio Signs	$	5,625		$	-
Crosswalks	$	-		$	-
Brick paving	$	37		$	-
Street signs	$	5,625	4	$	22,500
Special gateways	$	23,360		$	-
Pedestrian bridge	$	400		$	-
Riverwalk entry sign	$	245,216		$	-
Riverwalk wayfinding signs	$	5,625		$	-
Archway shade structure	$	189		$	-
Pond	$	57		$	-
Elevators	$	61,500		$	-
Bus Terminal	$	156		$	-
Bus Stop	$	-		$	-
Surface Parking	$	1,860		$	-
Cul-de-sac				$	-
Subtotal				$	1,813,927

Extraordinary Items		Unit Cost	Quantity		Total	
Fill existing land to create developable land	$	2,500,000	34	$	85,000,000	Alowance
Roadway	$	189.00	2,200	$	415,800	MVS 66/1
				$	-	$ 3,300,000.00
4				$	-	
5				$	-	
6				$	-	
7				$	-	
8				$	-	
9				$	-	
Subtotal - Extraordinary Items				$	85,415,800	

SF						
Base Cost	$	245		$	245	
Soft Costs		17%		$	42	
Subtotal - Cost/SF				$	287	
Building Cost				$	-	
Total Costs				$	87,229,727	$ 115,143,239.64
Guam Multiplier					257%	
Estimated Project Cost				$	224,180,398	

http://www.scmp.com/news/hong-kong/health-environment/article/2051509/governments-ambitious-2030-land-reclamation-plan

Cost		Acres	Cost/Acre	
$	5,600,000,000	2,965	$	1,888,702

Cruise Dock 2C

Lengths range from 100 feet to 1,181
Median Length is 628 feet
Additional Considerations:
Dredging for deep water access (30 to 40 feet)
Gangway/Boarding ramps
Building for luggage, waiting, TSA, etc.

Item		Unit Cost	Quantity		Total
10 foot wide sidewalks (per SF)	$	5.51		$	-
12 foot wide concrete walkways (per SF)	$	5.51		$	-
Traditional Streetlights	$	2,975.00		$	-
Historic streetlights	$	4,165		$	-
Bollard lights	$	3,570		$	-
Standard shade structures	$	189		$	-
Royal palm street trees	$	3,175		$	-
Shade trees (48" box)	$	3,175		$	-
Shrubs	$	75		$	-
Enhanced Gateway	$	5,625		$	-
Wayfinding signs	$	5,625		$	-
Interpretive panels	$	5,000		$	-
Benches	$	3,500		$	-
Trash receptacles	$	910		$	-
Bike racks	$	1,087		$	-
Planters	$	785		$	-
District Kiosks/Barrio Signs	$	5,625		$	-
Crosswalks	$	-		$	-
Brick paving	$	37		$	-
Street signs	$	5,625		$	-
Special gateways	$	23,360		$	-
Pedestrian bridge	$	400		$	-
Riverwalk entry sign	$	245,216		$	-
Riverwalk wayfinding signs	$	5,625		$	-
Archway shade structure	$	189		$	-
Pond	$	57		$	-
Elevators	$	61,500		$	-
Bus Terminal	$	156		$	-
Bus Stop	$	-		$	-
Surface Parking	$	1,860		$	-
Cul-de-sac				$	-
Subtotal				$	-

Extraordinary Items		Unit Cost	Quantity		Total	
Dock @ 800 feet by 30 feet	$	222	24,000	$	5,335,200	MVS67/6
Teminal @ 25,000 SF	$	260	25,000	$	6,493,500	MVS 14/20
Gangway	$	250,000	1	$	250,000	Allowance
Dredging (Allwoance)	$	20,000,000	1	$	20,000,000	Allowance
5				$	-	
6				$	-	
7				$	-	
8				$	-	
9				$	-	
Subtotal - Extraordinary Items				$	32,078,700	

	$	7,042,464.00
	$	8,571,420.00
	$	330,000.00
	$	26,400,000.00

SF					
Base Cost	$	245	$	245	
Soft Costs		17%	$	42	
Subtotal - Cost/SF			$	287	
Building Cost			$	-	
Total Costs			$	32,078,700	$ 42,343,884.00
Guam Multiplier				257%	
Estimated Project Cost			$	82,442,259	

Marina 2D

Item		Unit Cost	Quantity		Total	
10 foot wide sidewalks (per SF)	$	5.51		$	-	
12 foot wide concrete walkways (per SF)	$	5.51		$	-	
Traditional Streetlights	$	2,975.00		$	-	
Historic streetlights	$	4,165		$	-	
Bollard lights	$	3,570		$	-	
Standard shade structures	$	189		$	-	
Royal palm street trees	$	3,175		$	-	
Shade trees (48" box)	$	3,175		$	-	
Shrubs	$	75		$	-	
Enhanced Gateway	$	5,625		$	-	
Wayfinding signs	$	5,625		$	-	
Interpretive panels	$	5,000		$	-	
Benches	$	3,500		$	-	
Trash receptacles	$	910		$	-	
Bike racks	$	1,087		$	-	
Planters	$	785		$	-	
District Kiosks/Barrio Signs	$	5,625		$	-	
Crosswalks	$	-		$	-	
Brick paving	$	37		$	-	
Street signs	$	5,625		$	-	
Special gateways	$	23,360		$	-	
Pedestrian bridge	$	400		$	-	
Riverwalk entry sign	$	245,216		$	-	
Riverwalk wayfinding signs	$	5,625		$	-	
Archway shade structure	$	189		$	-	
Pond	$	57		$	-	
Elevators	$	61,500		$	-	
Bus Terminal	$	156		$	-	
Bus Stop	$	-		$	-	
Surface Parking	$	1,860		$	-	
Cul-de-sac				$	-	
Subtotal				$	-	

Extraordinary Items		Unit Cost	Quantity		Total	
Small marina boat slips	$	9,175	144	$	1,321,200	$ 12,111.00
				$	-	
				$	-	
4				$	-	
5				$	-	
6				$	-	
7				$	-	
8				$	-	72000
9				$	-	
Subtotal - Extraordinary Items				$	1,321,200	

SF				
Base Cost	$	245	$	245
Soft Costs		17%	$	42
Subtotal - Cost/SF			$	287
Building Cost			$	-
Total Costs			$	1,321,200
Guam Multiplier				
Estimated Project Cost			$	-

River Feasibility 5A

Item		Unit Cost	Quantity		Total
10 foot wide sidewalks (per SF)	$	5.51		$	-
12 foot wide concrete walkways (per SF)	$	5.51		$	-
Traditional Streetlights	$	2,975.00		$	-
Historic streetlights	$	4,165		$	-
Bollard lights	$	3,570		$	-
Standard shade structures	$	189		$	-
Royal palm street trees	$	3,175		$	-
Shade trees (48" box)	$	3,175		$	-
Shrubs	$	75		$	-
Enhanced Gateway	$	5,625		$	-
Wayfinding signs	$	5,625		$	-
Interpretive panels	$	5,000		$	-
Benches	$	3,500		$	-
Trash receptacles	$	910		$	-
Bike racks	$	1,087		$	-
Planters	$	785		$	-
District Kiosks/Barrio Signs	$	5,625		$	-
Crosswalks	$	-		$	-
Brick paving	$	37		$	-
Street signs	$	5,625		$	-
Special gateways	$	23,360		$	-
Pedestrian bridge	$	400		$	-
Riverwalk entry sign	$	245,216		$	-
Riverwalk wayfinding signs	$	5,625		$	-
Archway shade structure	$	189		$	-
Pond	$	57		$	-
Elevators	$	61,500		$	-
Bus Terminal	$	156		$	-
Bus Stop	$	-		$	-
Surface Parking	$	1,860		$	-
Cul-de-sac				$	-
Subtotal				$	-

Extraordinary Items		Unit Cost	Quantity		Total
Local Share of $4 million study, per Joe Santos	$	1,300,000.00	1	$	1,300,000
				$	-
				$	-
4				$	-
5				$	-
6				$	-
7				$	-
8				$	-
9				$	-
Subtotal - Extraordinary Items				$	1,300,000

SF				
Base Cost	$	245	$	245
Soft Costs		17%	$	42
Subtotal - Cost/SF			$	287
Building Cost			$	-
Total Costs			$	1,300,000
Guam Multiplier				
Estimated Project Cost			$	1,300,000

Wetland Restoration 5B

Item		Unit Cost	Quantity		Total
10 foot wide sidewalks (per SF)	$	5.51		$	-
12 foot wide concrete walkways (per SF)	$	5.51		$	-
Traditional Streetlights	$	2,975		$	-
Historic streetlights	$	4,165		$	-
Bollard lights	$	3,570	60	$	214,200
Standard shade structures	$	189	800	$	151,200
Royal palm street trees	$	3,175		$	-
Shade trees (48" box)	$	3,175		$	-
Shrubs	$	75		$	-
Enhanced Gateway	$	5,625		$	-
Wayfinding signs	$	5,625		$	-
Interpretive panels	$	5,000	6	$	30,000
Benches	$	3,500	6	$	21,000
Trash receptacles	$	910		$	-
Bike racks	$	1,087		$	-
Planters	$	785		$	-
District Kiosks/Barrio Signs	$	5,625		$	-
Crosswalks	$	-		$	-
Brick paving	$	37		$	-
Street signs	$	5,625		$	-
Special gateways	$	23,360		$	-
Pedestrian bridge	$	400		$	-
Riverwalk entry sign	$	245,216		$	-
Riverwalk wayfinding signs	$	5,625		$	-
Archway shade structure	$	189		$	-
Pond	$	57		$	-
Elevators	$	61,500		$	-
Bus Terminal	$	156		$	-
Bus Stop	$	-		$	-
Surface Parking	$	1,860		$	-
Cul-de-sac				$	-
Subtotal				$	416,400

Extraordinary Items		Unit Cost	Quantity		Total
Soft Granular Trails*	$	24.05	6,000	$	144,300
				$	-
				$	-
4				$	-
5				$	-
6				$	-
7				$	-
8				$	-
9				$	-
Subtotal - Extraordinary Items				$	144,300

SF					
Base Cost	$	245	$	245	
Soft Costs		17%	$	42	
Subtotal - Cost/SF			$	287	
Building Cost			$	-	
Total Costs			$	560,700	$ 740,124.00
Guam Multiplier					
Estimated Project Cost			$	-	

* Assumes 50% of cost of $48 per LF for 40' street for grading and base, MVS 66/1

Channelization 5C

Item		Unit Cost	Quantity		Total
10 foot wide sidewalks (per SF)	$	5.51		$	-
12 foot wide concrete walkways (per SF)	$	5.51		$	-
Traditional Streetlights	$	2,975.00		$	-
Historic streetlights	$	4,165		$	-
Bollard lights	$	3,570		$	-
Standard shade structures	$	189		$	-
Royal palm street trees	$	3,175		$	-
Shade trees (48" box)	$	3,175		$	-
Shrubs	$	75		$	-
Enhanced Gateway	$	5,625		$	-
Wayfinding signs	$	5,625		$	-
Interpretive panels	$	5,000		$	-
Benches	$	3,500		$	-
Trash receptacles	$	910		$	-
Bike racks	$	1,087		$	-
Planters	$	785		$	-
District Kiosks/Barrio Signs	$	5,625		$	-
Crosswalks	$	-		$	-
Brick paving	$	37		$	-
Street signs	$	5,625		$	-
Special gateways	$	23,360		$	-
Pedestrian bridge	$	400		$	-
Riverwalk entry sign	$	245,216		$	-
Riverwalk wayfinding signs	$	5,625		$	-
Archway shade structure	$	189		$	-
Pond	$	57		$	-
Elevators	$	61,500		$	-
Bus Terminal	$	156		$	-
Bus Stop	$	-		$	-
Surface Parking	$	1,860		$	-
Cul-de-sac				$	-
Subtotal				$	-

Extraordinary Items		Unit Cost	Quantity		Total
Army Corps of Engineers Estimae	$	35,000,000	1	$	35,000,000
				$	-
				$	-
4				$	-
5				$	-
6				$	-
7				$	-
8				$	-
9				$	-
Subtotal - Extraordinary Items				$	35,000,000

SF				
Base Cost	$	245	$	245
Soft Costs		17%	$	42
Subtotal - Cost/SF			$	287
Building Cost			$	-
Total Costs			$	35,000,000
Guam Multiplier				
Estimated Project Cost				

Add: Entrance Fountain, Fountain Seating Area, Riverwalk Pergola
Riverwalk 5D

Item		Unit Cost	Quantity		Total	
10 foot wide sidewalks (per SF)	$	5.51		$	-	
12 foot wide concrete walkways (per SF)	$	5.51		$	-	
Traditional Streetlights	$	2,975.00		$	-	
Historic streetlights	$	4,165.00	60	$	249,900	
Bollard lights	$	3,570.00	120	$	428,400	
Standard shade structures	$	189.00	10	$	1,890	
Royal palm street trees	$	3,175.00	150	$	476,250	
Shade trees (48" box)	$	3,175.00	75	$	238,125	
Shrubs	$	75.00	300	$	22,500	
Enhanced Gateway	$	5,625.00		$	-	
Wayfinding signs	$	5,625.00		$	-	
Interpretive panels	$	5,000.00	8	$	40,000	
Benches	$	3,500.00	20	$	70,000	
Trash receptacles	$	910.00	10	$	9,100	
Bike racks	$	1,086.67	4	$	4,347	
Planters	$	785.00		$	-	
District Kiosks/Barrio Signs	$	5,625.00	6	$	33,750	
Crosswalks	$	-		$	-	
Brick paving	$	36.69	74,000	$	2,715,060	
Street signs	$	5,625.00		$	-	
Special gateways	$	23,360.00		$	-	
Pedestrian bridge	$	400.00	960	$	384,000	
Riverwalk entry sign	$	245,216.00		$	-	
Riverwalk wayfinding signs	$	5,625.00	30	$	168,750	
Archway shade structure	$	189.00	1	$	189	
Pond	$	56.50		$	-	
Elevators	$	61,500.00	2	$	123,000	
Bus Terminal	$	156.00		$	-	
Bus Stop	$	-		$	-	
Surface Parking	$	1,860.00		$	-	
Cul-de-sac				$	-	
Subtotal				$	4,965,261	
Building						
SF						
Base Cost		245		$	245	
Soft Costs		17%		$	42	
Subtotal - Cost/SF				$	287	
Building Cost				$	-	
Total Costs				$	4,965,261	$6,554,144.08
Guam Multiplier						
Estimated Project Cost				$	-	

Riverwalk 2E

Item		Unit Cost	Quantity		Total	
10 foot wide sidewalks (per SF)	$	5.51		$	-	
12 foot wide concrete walkways (per SF)	$	5.51		$	-	
Traditional Streetlights	$	2,975.00		$	-	
Historic streetlights	$	4,165.00	15	$	62,475	
Bollard lights	$	3,570.00	30	$	107,100	
Standard shade structures	$	189.00		$	-	
Royal palm street trees	$	3,175.00	36	$	114,300	
Shade trees (48" box)	$	3,175.00	18	$	57,150	
Shrubs	$	75.00	72	$	5,400	
Enhanced Gateway	$	5,625.00		$	-	
Wayfinding signs	$	5,625.00		$	-	
Interpretive panels	$	5,000.00	2	$	10,000	
Benches	$	3,500.00	5	$	17,500	
Trash receptacles	$	910.00	2	$	1,820	
Bike racks	$	1,086.67	2	$	2,173	
Planters	$	785.00		$	-	
District Kiosks/Barrio Signs	$	5,625.00	2	$	11,250	
Crosswalks	$	-		$	-	
Brick paving	$	36.69	8,500	$	311,865	
Street signs	$	5,625.00		$	-	
Special gateways	$	23,360.00		$	-	
Pedestrian bridge	$	400.00	720	$	288,000	
Riverwalk entry sign	$	245,216.00		$	-	
Riverwalk wayfinding signs	$	5,625.00		$	-	
Archway shade structure	$	189.00		$	-	
Pond	$	56.50	30,000	$	1,695,000	$2,237,400.00
Elevators	$	61,500.00	2	$	123,000	
Bus Terminal	$	156.00		$	-	
Bus Stop	$	-		$	-	
Surface Parking	$	1,860.00		$	-	
Cul-de-sac				$	-	
Subtotal				$	2,807,033	
Building						
SF						
Base Cost		245		$	245	
Soft Costs		17%		$	42	
Subtotal - Cost/SF				$	287	
Building Cost				$	-	
Total Costs				$	2,807,033	
Guam Multiplier						
Estimated Project Cost				$	-	

Street Extension 5F

Item		Unit Cost	Quantity		Total	
10 foot wide sidewalks (per SF)	$	5.51	14,000	$	77,140	
12 foot wide concrete walkways (per SF)	$	5.51		$	-	
Traditional Streetlights	$	2,975.00		$	-	
Historic streetlights	$	4,165.00	15	$	62,475	
Bollard lights	$	3,570.00	30	$	107,100	
Standard shade structures	$	189.00		$	-	
Royal palm street trees	$	3,175.00	36	$	114,300	
Shade trees (48" box)	$	3,175.00	18	$	57,150	
Shrubs	$	75.00	72	$	5,400	
Enhanced Gateway	$	5,625.00		$	-	
Wayfinding signs	$	5,625.00		$	-	
Interpretive panels	$	5,000.00	2	$	10,000	
Benches	$	3,500.00	5	$	17,500	
Trash receptacles	$	910.00	2	$	1,820	
Bike racks	$	1,086.67	2	$	2,173	
Planters	$	785.00		$	-	
District Kiosks/Barrio Signs	$	5,625.00	2	$	11,250	
Crosswalks	$	-		$	-	
Brick paving	$	36.69	8,500	$	311,865	
Street signs	$	5,625.00		$	-	
Special gateways	$	23,360.00		$	-	
Pedestrian bridge	$	400.00		$	-	
Riverwalk entry sign	$	245,216.00		$	-	
Riverwalk wayfinding signs	$	5,625.00		$	-	
Archway shade structure	$	189.00		$	-	
Pond	$	56.50		$	-	
Elevators	$	61,500.00		$	-	
Bus Terminal	$	156.00		$	-	
Bus Stop	$	-		$	-	
Surface Parking	$	1,860.00		$	-	
Cul-de-sac				$	-	
Subtotal				$	778,173	

Extraordinary Items		Unit Cost	Quantity		Total	
Roadway	$	189.00	1,400	$	264,600	1
				$	-	
				$	-	
4				$	-	
5				$	-	
6				$	-	
7				$	-	
8				$	-	
9				$	-	
Subtotal - Extraordinary Items				$	264,600	

SF				
Base Cost	$	245	$	245
Soft Costs		17%	$	42
Subtotal - Cost/SF			$	287
Building Cost			$	-
Total Costs			$	1,042,773
Guam Multiplier				
Estimated Project Cost			$	-

Central Park SG

Item		Unit Cost	Quantity		Total
10 foot wide sidewalks (per SF)	$	5.51		$	-
12 foot wide concrete walkways (per SF)	$	5.51		$	-
Traditional Streetlights	$	2,975.00		$	-
Historic streetlights	$	4,165		$	-
Bollard lights	$	3,570		$	-
Standard shade structures	$	189		$	-
Royal palm street trees	$	3,175		$	-
Shade trees (48" box)	$	3,175		$	-
Shrubs	$	75		$	-
Enhanced Gateway	$	5,625		$	-
Wayfinding signs	$	5,625		$	-
Interpretive panels	$	5,000		$	-
Benches	$	3,500		$	-
Trash receptacles	$	910		$	-
Bike racks	$	1,087		$	-
Planters	$	785		$	-
District Kiosks/Barrio Signs	$	5,625		$	-
Crosswalks	$	-		$	-
Brick paving	$	37		$	-
Street signs	$	5,625		$	-
Special gateways	$	23,360		$	-
Pedestrian bridge	$	400		$	-
Riverwalk entry sign	$	245,216		$	-
Riverwalk wayfinding signs	$	5,625		$	-
Archway shade structure	$	189		$	-
Pond	$	57		$	-
Elevators	$	61,500		$	-
Bus Terminal	$	156		$	-
Bus Stop	$	-		$	-
Surface Parking	$	1,860		$	-
Cul-de-sac				$	-
Subtotal				$	-

No Pond — Grass, no permanent seating

Add Amphitheater — Revenue generator

Extraordinary Items		Unit Cost	Quantity		Total		
Sand Volleyball Courts	$	40,000	3	$	120,000	2,750 SF, $1,000 Posts and net, $1,700 Sand, grading $1,000, lighting $35,000 - MVS 66/1, 5	
Outdoor Basketball Courts	$	82,800	2	$	165,600		
Playground (1,000 SF)	$	25,000	1	$	25,000		
Football/Soccer Field	$	550,000	1	$	550,000	Field @ $350,000, lighting @ $200,000	
Softball/Soccer Field	$	350,000	2	$	700,000	Field @ $250,000, lighting @ $100,000	
Baseball Field	$	400,000	1	$	400,000	Field @ $300,000, lighting @ $100,000	
Tennis Courts	$	82,800	2	$	165,600	MVS67/7	
Monument	$	10,000	1	$	10,000	Relocation Allowance	
Walking Paths	$	1	20,060	$	21,063	Grading and 4" base	
Concession Stand (3,500 SF)	$	497,250	1	$	497,250	MVS 13/18, Class C Good	411,215.00
				$	-		
Subtotal - Extraordinary Items				$	2,654,513		

SF				
Base Cost	$	245	$	245
Soft Costs		17%	$	42
Subtotal - Cost/SF			$	287
Building Cost			$	-
Total Costs			$	2,654,513

$3,503,957.16

Guam Multiplier

Estimated Project Cost $ -

Paseo Beautif 2F

Item		Unit Cost	Quantity		Total	
10 foot wide sidewalks (per SF)	$	5.51		$	-	
12 foot wide concrete walkways (per SF)	$	5.51				
Traditional Streetlights	$	2,975.00		$	-	
Historic streetlights	$	4,165.00	7	$	29,155	
Bollard lights	$	3,570.00	14	$	49,980	
Standard shade structures	$	189.00	2	$	378	
Royal palm street trees	$	3,175.00	32	$	101,600	
Shade trees (48" box)	$	3,175.00	16	$	50,800	
Shrubs	$	75.00	65	$	4,875	
Enhanced Gateway	$	5,625.00	2	$	11,250	
Wayfinding signs	$	5,625.00	5	$	28,125	
Interpretive panels	$	5,000.00	4	$	20,000	
Benches	$	3,500.00	2	$	7,000	
Trash receptacles	$	910.00	2	$	1,820	
Bike racks	$	1,086.67	2	$	2,173	
Planters	$	785.00				
District Kiosks/Barrio Signs	$	5,625.00		$	-	
Crosswalks	$	-		$	-	
Brick paving	$	36.69				
Street signs	$	5,625.00				
Special gateways	$	23,360.00				
Pedestrian bridge	$	400.00				
Riverwalk entry sign	$	245,216.00				
Riverwalk wayfinding signs	$	5,625.00				
Archway shade structure	$	189.00				
Pond	$	56.50				
Elevators	$	61,500.00				
Bus Terminal	$	156.00				
Bus Stop	$	-				
Surface Parking	$	1,860.00				
Cul-de-sac				$	-	
Subtotal				$	307,156	
Building						
SF						
Base Cost		245		$	245	
Soft Costs		17%		$	42	
Subtotal - Cost/SF				$	287	
Building Cost				$	-	
Total Costs				$	307,156	$ 405,446.36
Guam Multiplier					257%	
Estimated Project Cost				$	789,392	

Paseo CP Parking 2G

Item		Unit Cost	Quantity		Total	
10 foot wide sidewalks (per SF)	$	5.51		$	-	
12 foot wide concrete walkways (per SF)	$	5.51		$	-	
Traditional Streetlights	$	2,975.00		$	-	
Historic streetlights	$	4,165		$	-	
Bollard lights	$	3,570		$	-	
Standard shade structures	$	189		$	-	
Royal palm street trees	$	3,175		$	-	
Shade trees (48" box)	$	3,175		$	-	
Shrubs	$	75		$	-	
Enhanced Gateway	$	5,625		$	-	
Wayfinding signs	$	5,625		$	-	
Interpretive panels	$	5,000		$	-	
Benches	$	3,500		$	-	
Trash receptacles	$	910		$	-	
Bike racks	$	1,087		$	-	
Planters	$	785		$	-	
District Kiosks/Barrio Signs	$	5,625		$	-	
Crosswalks	$	-		$	-	
Brick paving	$	37		$	-	
Street signs	$	5,625		$	-	
Special gateways	$	23,360		$	-	
Pedestrian bridge	$	400		$	-	
Riverwalk entry sign	$	245,216		$	-	
Riverwalk wayfinding signs	$	5,625		$	-	
Archway shade structure	$	189		$	-	
Pond	$	57		$	-	
Elevators	$	61,500		$	-	
Bus Terminal	$	156		$	-	
Bus Stop	$	-		$	-	
Surface Parking	$	1,860		$	-	
Cul-de-sac				$	-	
Subtotal				$	-	

Extraordinary Items		Unit Cost	Quantity		Total		
Two Four Story Parking Garages, 550 spaces each	$	69.00	359,200	$	24,784,800	MVS 14/34	
Add Current Cost Multiplier	$	2.07	39,325	$	81,403		
Add Soft Costs	$	11.73	39,325	$	461,282		
4				$	-		326.55
5				$	-		
6				$	-		
7				$	-		
8				$	-		
9				$	-		
Subtotal - Extraordinary Items				$	25,327,485	$	23,024.99

SF						
Base Cost	$	245		$	245	
Soft Costs		17%		$	42	
Subtotal - Cost/SF				$	287	
Building Cost				$	-	
Total Costs				$	25,327,485	$33,432,280.20
Guam Multiplier						$16,716,140.10
Estimated Project Cost				$	-	$ - per space

Canoe Houses 2H

Item		Unit Cost	Quantity		Total
10 foot wide sidewalks (per SF)	$	5.51		$	-
12 foot wide concrete walkways (per SF)	$	5.51		$	-
Traditional Streetlights	$	2,975.00		$	-
Historic streetlights	$	4,165.00		$	-
Bollard lights	$	3,570.00		$	-
Standard shade structures	$	189.00		$	-
Royal palm street trees	$	3,175.00		$	-
Shade trees (48" box)	$	3,175.00		$	-
Shrubs	$	75.00		$	-
Enhanced Gateway	$	5,625.00		$	-
Wayfinding signs	$	5,625.00		$	-
Interpretive panels	$	5,000.00		$	-
Benches	$	3,500.00		$	-
Trash receptacles	$	910.00		$	-
Bike racks	$	1,086.67		$	-
Planters	$	785.00		$	-
District Kiosks/Barrio Signs	$	5,625.00		$	-
Crosswalks	$	-		$	-
Brick paving	$	36.69		$	-
Street signs	$	5,625.00		$	-
Special gateways	$	23,360.00		$	-
Pedestrian bridge	$	400.00		$	-
Riverwalk entry sign	$	245,216.00		$	-
Riverwalk wayfinding signs	$	5,625.00		$	-
Archway shade structure	$	189.00		$	-
Pond	$	56.50		$	-
Elevators	$	61,500.00		$	-
Bus Terminal	$	156.00		$	-
Bus Stop	$	-		$	-
Surface Parking	$	1,860.00		$	-
Cul-de-sac				$	-
Subtotal				$	-
Building					
SF		4,200			
Base Cost		245		$	245
Soft Costs		17%		$	42
Subtotal - Cost/SF				$	287
Building Cost				$	1,203,930
Total Costs				$	1,203,930
Guam Multiplier					
Estimated Project Cost				$	-

Fort 2I

26 foot walls

Item		Unit Cost	Quantity		Total
10 foot wide sidewalks (per SF)	$	5.51		$	-
12 foot wide concrete walkways (per SF)	$	5.51		$	-
Traditional Streetlights	$	2,975.00		$	-
Historic streetlights	$	4,165.00		$	-
Bollard lights	$	3,570.00		$	-
Standard shade structures	$	189.00		$	-
Royal palm street trees	$	3,175.00		$	-
Shade trees (48" box)	$	3,175.00		$	-
Shrubs	$	75.00		$	-
Enhanced Gateway	$	5,625.00		$	-
Wayfinding signs	$	5,625.00		$	-
Interpretive panels	$	5,000.00		$	-
Benches	$	3,500.00		$	-
Trash receptacles	$	910.00		$	-
Bike racks	$	1,086.67		$	-
Planters	$	785.00		$	-
District Kiosks/Barrio Signs	$	5,625.00		$	-
Crosswalks	$	-		$	-
Brick paving	$	36.69		$	-
Street signs	$	5,625.00		$	-
Special gateways	$	23,360.00		$	-
Pedestrian bridge	$	400.00		$	-
Riverwalk entry sign	$	245,216.00		$	-
Riverwalk wayfinding signs	$	5,625.00		$	-
Archway shade structure	$	189.00		$	-
Pond	$	56.50		$	-
Elevators	$	61,500.00		$	-
Bus Terminal	$	156.00		$	-
Bus Stop	$	-		$	-
Surface Parking	$	1,860.00		$	-
Cul-de-sac				$	-
Subtotal				$	-
Building					
SF		9,600			
Base Cost*	$	429		$	429
Soft Costs		17%		$	73
Subtotal - Cost/SF				$	502
Building Cost				$	4,815,720
Total Costs				$	4,815,720
Guam Multiplier					
Estimated Project Cost				$	-

* Includes 75% cost premium for 26' height

Statue 2J

Item		Unit Cost	Quantity		Total	
10 foot wide sidewalks (per SF)	$	5.51		$	-	
12 foot wide concrete walkways (per SF)	$	5.51		$	-	
Traditional Streetlights	$	2,975.00		$	-	
Historic streetlights	$	4,165.00		$	-	
Bollard lights	$	3,570.00		$	-	
Standard shade structures	$	189.00		$	-	
Royal palm street trees	$	3,175.00		$	-	
Shade trees (48" box)	$	3,175.00		$	-	
Shrubs	$	75.00		$	-	
Enhanced Gateway	$	5,625.00		$	-	
Wayfinding signs	$	5,625.00		$	-	
Interpretive panels	$	5,000.00		$	-	
Benches	$	3,500.00		$	-	
Trash receptacles	$	910.00		$	-	
Bike racks	$	1,086.67		$	-	
Planters	$	785.00		$	-	
District Kiosks/Barrio Signs	$	5,625.00		$	-	
Crosswalks	$	-		$	-	
Brick paving	$	36.69		$	-	
Street signs	$	5,625.00		$	-	
Special gateways	$	23,360.00		$	-	
Pedestrian bridge	$	400.00		$	-	
Riverwalk entry sign	$	245,216.00		$	-	
Riverwalk wayfinding signs	$	5,625.00		$	-	
Archway shade structure	$	189.00		$	-	
Pond	$	56.50		$	-	
Elevators	$	61,500.00		$	-	
Bus Terminal	$	156.00		$	-	
Bus Stop	$	-		$	-	
Surface Parking	$	1,860.00		$	-	
Cul-de-sac				$	-	
Subtotal				$	-	
Building						
SF		1				
Moving Cost	$	20,000	1	$	20,000	MVS 66/11
Current Cost Multiplier		1.02				
Soft Costs		17%		$	3,400	
Subtotal - Cost/SF				$	23,400	
Building Cost				$	23,400	
Total Costs				$	23,400	$ 30,888.00
Guam Multiplier						
Estimated Project Cost				$	-	

Watertrail A

Item		Unit Cost	Quantity		Total	
10 foot wide sidewalks (per SF)	$	5.51		$	-	
12 foot wide concrete walkways (per SF)	$	5.51	1,058,978	$	5,834,968	
Traditional Streetlights	$	2,975.00	138	$	410,550	
Historic streetlights	$	4,165.00		$	-	10560
Bollard lights	$	3,570.00		$	-	13728
Standard shade structures	$	189.00	10	$	1,890	
Royal palm street trees	$	3,175.00	65	$	206,375	
Shade trees (48" box)	$	3,175.00	130	$	412,750	
Shrubs	$	75.00	650	$	48,750	
Enhanced Gateway	$	5,625.00		$	-	
Wayfinding signs	$	5,625.00		$	-	
Interpretive panels	$	5,000.00	10	$	50,000	
Benches	$	3,500.00	30	$	105,000	
Trash receptacles	$	910.00	30	$	27,300	
Bike racks	$	1,086.67	30	$	32,600	
Planters	$	785.00		$	-	
District Kiosks/Barrio Signs	$	5,625.00		$	-	
Crosswalks	$	-		$	-	
Brick paving	$	36.69		$	-	
Street signs	$	5,625.00		$	-	
Special gateways	$	23,360.00		$	-	
Pedestrian bridge	$	400.00		$	-	
Riverwalk entry sign	$	245,216.00		$	-	
Riverwalk wayfinding signs	$	5,625.00		$	-	
Archway shade structure	$	189.00		$	-	
Pond	$	56.50		$	-	
Elevators	$	61,500.00		$	-	
Bus Terminal	$	156.00		$	-	
Bus Stop	$	-		$	-	
Surface Parking	$	1,860.00		$	-	
Cul-de-sac				$	-	
Subtotal				$	7,130,183	

Extraordinary Items		Unit Cost	Quantity		Total	
Fitness Station Equipment	$	10,725	12	$	128,700	MVS 66/9
				$	-	
				$	-	
4				$	-	
5				$	-	
6				$	-	
7				$	-	
8				$	-	
9				$	-	
Subtotal - Extraordinary Items				$	128,700	

SF					
Base Cost	$	245	$	245	
Soft Costs		17%	$	42	
Subtotal - Cost/SF			$	287	
Building Cost			$	-	
Total Costs			$	7,258,883	
Guam Multiplier					
Estimated Project Cost			$	-	

Heritage Trail 3B

Item		Unit Cost	Quantity		Total
10 foot wide sidewalks (per SF)	$	5.51		$	-
12 foot wide concrete walkways (per SF)	$	5.51	3,500	$	19,285
Traditional Streetlights	$	2,975.00		$	-
Historic streetlights	$	4,165.00	35	$	145,775
Bollard lights	$	3,570.00	70	$	249,900
Standard shade structures	$	189.00	6,200	$	1,171,800
Royal palm street trees	$	3,175.00		$	-
Shade trees (48" box)	$	3,175.00	87	$	276,225
Shrubs	$	75.00	350	$	26,250
Enhanced Gateway	$	5,625.00		$	-
Wayfinding signs	$	5,625.00	40	$	225,000
Interpretive panels	$	5,000.00	25	$	125,000
Benches	$	3,500.00	11	$	38,500
Trash receptacles	$	910.00	11	$	10,010
Bike racks	$	1,086.67	4	$	4,347
Planters	$	785.00		$	-
District Kiosks/Barrio Signs	$	5,625.00		$	-
Crosswalks	$	-		$	-
Brick paving	$	36.69		$	-
Street signs	$	5,625.00		$	-
Special gateways	$	23,360.00		$	-
Pedestrian bridge	$	400.00		$	-
Riverwalk entry sign	$	245,216.00		$	-
Riverwalk wayfinding signs	$	5,625.00		$	-
Archway shade structure	$	189.00		$	-
Pond	$	56.50		$	-
Elevators	$	61,500.00		$	-
Bus Terminal	$	156.00		$	-
Bus Stop	$	-		$	-
Surface Parking	$	1,860.00		$	-
Cul-de-sac				$	-
Subtotal				$	2,292,092
Building					
SF					
Base Cost		0		$	-
Soft Costs		17%		$	-
Subtotal - Cost/SF				$	-
Building Cost				$	-
Total Costs				$	2,292,092
Guam Multiplier					
Estimated Project Cost				$	-

Trolley 4A

Item		Unit Cost	Quantity		Total
10 foot wide sidewalks (per SF)	$	5.51		$	-
12 foot wide concrete walkways (per SF)	$	5.51		$	-
Traditional Streetlights	$	2,975.00		$	-
Historic streetlights	$	4,165		$	-
Bollard lights	$	3,570		$	-
Standard shade structures	$	189		$	-
Royal palm street trees	$	3,175		$	-
Shade trees (48" box)	$	3,175		$	-
Shrubs	$	75		$	-
Enhanced Gateway	$	5,625		$	-
Wayfinding signs	$	5,625		$	-
Interpretive panels	$	5,000		$	-
Benches	$	3,500		$	-
Trash receptacles	$	910		$	-
Bike racks	$	1,087		$	-
Planters	$	785		$	-
District Kiosks/Barrio Signs	$	5,625		$	-
Crosswalks	$	-		$	-
Brick paving	$	37		$	-
Street signs	$	5,625		$	-
Special gateways	$	23,360		$	-
Pedestrian bridge	$	400		$	-
Riverwalk entry sign	$	245,216		$	-
Riverwalk wayfinding signs	$	5,625		$	-
Archway shade structure	$	189		$	-
Pond	$	57		$	-
Elevators	$	61,500		$	-
Bus Terminal	$	156		$	-
Bus Stop	$	-		$	-
Surface Parking	$	1,860		$	-
Cul-de-sac				$	-
Subtotal				$	-



Extraordinary Items		Unit Cost	Quantity		Total	
Purchase Trolleys	$	165,000.00	10	$	1,650,000	https://portlandtribune.com/sp/68-news/347695-227116-council-approves-purchase-of-shopping-shuttle-trolley
Paving/site work for trolley stops (9@ 1,250 SF each)	$	168.85	270	$	45,590	MVS 66/1 Equivalent to 40' street, 30' long
Shade Structures for trolley stops (9 @ 500 SF each)	$	189.00	4,500	$	850,500	MVS 16/23 Class C Very Good
4				$	-	
5				$	-	$ 2,178,000
6				$	-	$ 60,178
7				$	-	$ 1,122,660
8				$	-	$ -
9				$	-	$ 3,360,838
Subtotal - Extraordinary Items				$	2,546,090	

Three Stations plus nine additional Trolley stops

3 @ 3,000 SF each @ $282, plus maint @ 5,000 SF @ $94	14,000			2538000	
Base Cost	$ 215	$	215	470000	
				3008000	
Soft Costs	17%	$	37	214.8571	
Subtotal - Cost/SF		$	252		
Building Cost		$	3,521,700		$4,648,644.00
Total Costs		$	6,067,790		
Guam Multiplier					
Estimated Project Cost		$	-		

401.8
470.106
629.65

Gateway 4B

Item		Unit Cost	Quantity		Total	
10 foot wide sidewalks (per SF)	$	5.51		$	-	
12 foot wide concrete walkways (per SF)	$	5.51		$	-	
Traditional Streetlights	$	2,975.00		$	-	
Historic streetlights	$	4,165.00		$	-	
Bollard lights	$	3,570.00		$	-	
Standard shade structures	$	189.00		$	-	
Royal palm street trees	$	3,175.00		$	-	
Shade trees (48" box)	$	3,175.00		$	-	
Shrubs	$	75.00		$	-	
Enhanced Gateway	$	5,625.00		$	-	
Wayfinding signs	$	5,625.00		$	-	
Interpretive panels	$	5,000.00	50	$	250,000	
Benches	$	3,500.00		$	-	
Trash receptacles	$	910.00		$	-	
Bike racks	$	1,086.67		$	-	
Planters	$	785.00		$	-	
District Kiosks/Barrio Signs	$	5,625.00	22	$	123,750	
Crosswalks	$	-		$	-	
Brick paving	$	36.69		$	-	
Street signs	$	5,625.00	62	$	348,750	
Special gateways	$	23,360.00	6	$	140,160	
Pedestrian bridge	$	400.00		$	-	
Riverwalk entry sign	$	245,216.00		$	-	
Riverwalk wayfinding signs	$	5,625.00		$	-	
Archway shade structure	$	189.00		$	-	
Pond	$	56.50		$	-	
Elevators	$	61,500.00		$	-	
Bus Terminal	$	156.00		$	-	
Bus Stop	$	-		$	-	
Surface Parking	$	1,860.00		$	-	
Cul-de-sac				$	-	
Subtotal				$	862,660	$1,138,711.20
Building SF						
Base Cost		0		$	-	
Soft Costs		17%		$	-	
Subtotal - Cost/SF				$	-	
Building Cost				$	-	
Total Costs				$	862,660	
Guam Multiplier						
Estimated Project Cost				$	-	

Multi Venue 2E

Item		Unit Cost	Quantity		Total	
10 foot wide sidewalks (per SF)	$	5.51		$	-	
12 foot wide concrete walkways (per SF)	$	5.51		$	-	
Traditional Streetlights	$	2,975.00		$	-	
Historic streetlights	$	4,165.00		$	-	10560
Bollard lights	$	3,570.00		$	-	13728
Standard shade structures	$	189.00		$	-	
Royal palm street trees	$	3,175.00		$	-	
Shade trees (48" box)	$	3,175.00		$	-	
Shrubs	$	75.00		$	-	
Enhanced Gateway	$	5,625.00		$	-	
Wayfinding signs	$	5,625.00		$	-	
Interpretive panels	$	5,000.00		$	-	
Benches	$	3,500.00		$	-	
Trash receptacles	$	910.00		$	-	
Bike racks	$	1,086.67		$	-	
Planters	$	785.00		$	-	
District Kiosks/Barrio Signs	$	5,625.00		$	-	
Crosswalks	$	-		$	-	
Brick paving	$	36.69		$	-	
Street signs	$	5,625.00		$	-	
Special gateways	$	23,360.00		$	-	
Pedestrian bridge	$	400.00		$	-	
Riverwalk entry sign	$	245,216.00		$	-	
Riverwalk wayfinding signs	$	5,625.00		$	-	
Archway shade structure	$	189.00		$	-	
Pond	$	56.50		$	-	
Elevators	$	61,500.00		$	-	
Bus Terminal	$	156.00		$	-	
Bus Stop	$	-		$	-	
Surface Parking	$	1,860.00		$	-	
Cul-de-sac				$	-	
Subtotal				$	-	

Extraordinary Items		Unit Cost	Quantity		Total	
Renovate Stadium	$	41,200,000	1	$	41,200,000	DPW/CEDS
				$	-	
				$	-	
4				$	-	
5				$	-	
6				$	-	
7				$	-	
8				$	-	
9				$	-	
Subtotal - Extraordinary Items				$	41,200,000	

SF				
Base Cost	$	245	$	245
Current Cost Multiplier		1.03		
Soft Costs		17%	$	42
Subtotal - Cost/SF			$	287
Building Cost			$	-
Total Costs			$	41,200,000
Guam Multiplier				
Estimated Project Cost			$	-

Stadium number is remove and replace existing with a 5,000 to 7,000 seat new facility
Sports and entertainment venue
EDA/CEDS, GVB/TAF

Extend Soledad 4C

Item		Unit Cost	Quantity		Total	
10 foot wide sidewalks (per SF)	$	5.51		$	-	
12 foot wide concrete walkways (per SF)	$	5.51		$	-	
Traditional Streetlights	$	2,975.00		$	-	
Historic streetlights	$	4,165.00		$	-	
Bollard lights	$	3,570.00		$	-	
Standard shade structures	$	189.00		$	-	
Royal palm street trees	$	3,175.00		$	-	
Shade trees (48" box)	$	3,175.00		$	-	
Shrubs	$	75.00		$	-	
Enhanced Gateway	$	5,625.00		$	-	
Wayfinding signs	$	5,625.00		$	-	
Interpretive panels	$	5,000.00		$	-	
Benches	$	3,500.00		$	-	
Trash receptacles	$	910.00		$	-	
Bike racks	$	1,086.67		$	-	
Planters	$	785.00		$	-	
District Kiosks/Barrio Signs	$	5,625.00		$	-	
Crosswalks	$	-		$	-	
Brick paving	$	36.69		$	-	
Street signs	$	5,625.00		$	-	
Special gateways	$	23,360.00		$	-	
Pedestrian bridge	$	400.00		$	-	
Riverwalk entry sign	$	245,216.00		$	-	
Riverwalk wayfinding signs	$	5,625.00		$	-	
Archway shade structure	$	189.00		$	-	
Pond	$	56.50		$	-	
Elevators	$	61,500.00		$	-	
Bus Terminal	$	156.00		$	-	
Bus Stop	$	-		$	-	
Surface Parking	$	1,860.00		$	-	
Cul-de-sac				$	-	
Subtotal				$	-	

Extraordinary Items		Unit Cost	Quantity		Total	
Roadway	$	189.00	9,500	$	1,795,500	1.8 miles
				$	-	
				$	-	
4				$	-	
5				$	-	
6				$	-	
7				$	-	
8				$	-	
9				$	-	
Subtotal - Extraordinary Items				$	1,795,500	

SF				
Base Cost	$	245	$	245
Soft Costs		17%	$	42
Subtotal - Cost/SF			$	287
Building Cost			$	-
Total Costs			$	1,795,500
Guam Multiplier				
Estimated Project Cost			$	-

From past the District Court area towards the Cemetery (occupies part of a road as a parking lot)
To the Fonte River (some buildings built on existing ROW) "Paper Street"?
Revenue - building owners will have to pay us?
Building owned by Matson
Two lane access road
roadway "completion"

Expand O'Brien 4D

Item		Unit Cost	Quantity		Total	
10 foot wide sidewalks (per SF)	$	5.51		$	-	
12 foot wide concrete walkways (per SF)	$	5.51		$	-	
Traditional Streetlights	$	2,975.00		$	-	
Historic streetlights	$	4,165.00		$	-	
Bollard lights	$	3,570.00		$	-	
Standard shade structures	$	189.00		$	-	
Royal palm street trees	$	3,175.00		$	-	
Shade trees (48" box)	$	3,175.00		$	-	
Shrubs	$	75.00		$	-	
Enhanced Gateway	$	5,625.00		$	-	
Wayfinding signs	$	5,625.00		$	-	
Interpretive panels	$	5,000.00		$	-	
Benches	$	3,500.00		$	-	
Trash receptacles	$	910.00		$	-	
Bike racks	$	1,086.67		$	-	
Planters	$	785.00		$	-	
District Kiosks/Barrio Signs	$	5,625.00		$	-	
Crosswalks	$	-		$	-	
Brick paving	$	36.69		$	-	
Street signs	$	5,625.00		$	-	
Special gateways	$	23,360.00		$	-	
Pedestrian bridge	$	400.00		$	-	
Riverwalk entry sign	$	245,216.00		$	-	
Riverwalk wayfinding signs	$	5,625.00		$	-	
Archway shade structure	$	189.00		$	-	
Pond	$	56.50		$	-	
Elevators	$	61,500.00		$	-	
Bus Terminal	$	156.00		$	-	
Bus Stop	$	-		$	-	
Surface Parking	$	1,860.00		$	-	
Cul-de-sac				$	-	
Subtotal				$	-	

Extraordinary Items		Unit Cost	Quantity		Total	
Roadway	$	189.00	1,600	$	302,400	1
				$	-	
				$	-	
4				$	-	
5				$	-	
6				$	-	
7				$	-	
8				$	-	
9				$	-	
Subtotal - Extraordinary Items				$	302,400	$ 399,168.00
						$ 249.48

SF				
Base Cost	$	245	$	245
Soft Costs		17%	$	42
Subtotal - Cost/SF			$	287
Building Cost			$	-
Total Costs			$	302,400
Guam Multiplier				
Estimated Project Cost			$	-

80' ROW, using 60', power poles are in remainder
Large towers (37.5 kVA) are driving
Leave poles, but create a median that turns only right?
Is a numbered Route, potentially eleigble for FHWA Funding
Use Route 7 in project description
Move/remove trees as necessary

Summary of Improvements

Project	Base ROM Cost	With Guam Adjustment (32%)	With Navy Adjustment (150%)		CEDS	
1A Restore Palacio	$ 3,906,807	$ 5,156,985	$ 9,767,017	$	5,300,000	
1B Administrative Complex	$ 40,760,271	$ 53,803,557	$ 101,900,677	$	25,000,000	
1C Streetscape Enhancements	$ 9,775,022	$ 12,903,029	$ 24,437,554	$	1,000,000	
1D Parking Kiosks	$ 324,000	$ 427,680	$ 810,000	$	1,500,000	Review "auto charge" system
1E Underground Electrical Lines	$ 652,037	$ 860,688	$ 1,630,091	$	18,000,000	Assumes 23 miles, versus Phase I of 9,0
1F Temporary City Hall	$ 9,729,720	$ 12,843,230	$ 24,324,300			
1G Pedestrian Overpass	$ 843,000	$ 1,112,760	$ 2,107,500		323.4	
1I DLM Building	$ 10,566,632	$ 13,947,955	$ 26,416,581		238.92	
2A WWTP Relocation	$ 102,000,000	$ 134,640,000	$ 255,000,000			
2B Paseo de Susana Planned Development District	$ 87,229,727	$ 115,143,240	$ 218,074,318			
2C Cruise Ship Dock	$ 32,078,700	$ 42,343,884	$ 80,196,750			
2D Marina Expansion	$ 1,321,200	$ 1,743,984	$ 3,303,000			
2E Sports/Entertainment Venue	$ 31,212,121	$ 41,200,000	$ 78,030,303			
2F Paseo Beautification	$ 307,156	$ 405,446	$ 767,891	$	200,000,000	
2G Paseo/Central Park Garages	$ 25,327,485	$ 33,432,280	$ 63,318,713	$	290,000,000	Initial Phase - five to eight acres
2H Canoe Houses	$ 1,203,930	$ 1,589,188	$ 3,009,825	See above		Included with 2B
2I San Rafael Fort Replica	$ 4,815,720	$ 6,356,750	$ 12,039,300			
2J Relocate Statue of Liberty	$ 23,400	$ 30,888	$ 58,500	$	425,000	
3A Waterfront Trail	$ 7,258,883	$ 9,581,726	$ 18,147,208	$	32,000,000	Eco Tourism Park Dykes, rice grown 1
3B Heritage Trail Enhancements	$ 2,292,092	$ 3,025,561	$ 5,730,229	$	35,000,000	Congress authorized $25 million in 19
4A Transit and trolley System	$ 6,067,790	$ 8,009,482	$ 15,169,474			
4B Gateways and wayfinding	$ 862,660	$ 1,138,711	$ 2,156,650			
4C Extend Soledad	$ 1,795,500	$ 2,370,060	$ 4,488,750			
4D Expand O'Brien	$ 302,400	$ 399,168	$ 756,000	$	4,000,000	$3 million total cost, GG to pay $1.3 m
5A River Channelization & Feasibility Study	$ 1,300,000	$ 1,300,000	$ 3,250,000	$	17,200,000	Reduced Scope, GVB can pay for most
5B Wetland and Watershed Restoration	$ 560,700	$ 740,124	$ 1,401,750	$	24,000,000	
5C River Channelization	$ 26,515,152	$ 35,000,000	$ 66,287,879	$	3,500,000	
5D Riverwalk	$ 4,965,261	$ 6,554,144	$ 12,413,152			
5E Riverwalk 2	$ 2,807,033	$ 3,705,284	$ 7,017,583			
5F Chalan Santo Extension	$ 1,042,773	$ 1,376,461	$ 2,606,933			
5G Central Park Enhancements	$ 2,654,513	$ 3,503,957	$ 6,636,283			
Total	**$ 416,804,397**	**$ 554,646,222**	**$ 1,051,254,209**			

1A Restore Palacio	$ 10,000,000	
1B Administrative Complex	$ 500,000	
1C Streetscape Enhancements	$ 8,000,000	Fed Hgwy will pay for buses, but we must do local infrastructure, PPP for operation
1D Parking Kiosks		
1F Underground Electrical Lines	$ 41,200,000	
1G Temporary City Hall	$ 1,840,000	
1H Pedestrian Bridge	$ 3,000,000	
1I DLM Building		
1K Plaza Community Garden	$ -	
2A WWTP Relocation		
2B Expand Shoreline and Improve Road Connections to the Marina		
2C Cruise Ship Dock		
2D Marina Expansion		
3A River Channelization & Feasibility Study		
3B Wetland and Watershed Restoration		
3C River Channelization		
3D Riverwalk		
3E Riverwalk 2		
3F Roadway Extension		
3G Central Park Enhancements		
4C Chamorro Village Beautification		
4D Chamorro Village Parking Garage		
4F Canoe Houses		
4G San Rafael Fort Replica		
4H Relocate Statue of Liberty		
5A Waterfront trail		
5B Heritage Trail Enhancements		
6A Transit and trolley System		
6B Gateways and wayfinding		
6C Paseo Stadium		
6D Extend Soledad		
6E Expand O'Brien		
Total		

Class A buildings have fireproofed structural steel frames with reinforced concrete or masonry floors and roofs.
Class B buildings have reinforced concrete frames and concrete or masonry floors and roofs.
Class C buildings have masonry or concrete exterior walls, and wood or steel roof and floor structures, except for concrete slab on grade.
Class D buildings generally have wood frame, floor, and roof structure. They may have a concrete floor on grade and other substitute materials, but are considered combustible construction.
This class includes the pre-engineered pole- or post-frame, hoop and arch-rib-frame buildings.
Class S buildings have frames, roofs, and walls of incombustible metal. This class includes the pre-engineered metal buildings, including slant-wall and quonset structures.

Project	Base ROM Cost	With Guam Adjustment
1A Resort Cabana	$ 3,265,807	$ 5,116,988
1B Administrative Complex	$ 40,760,271	$ 53,803,557
1C Streetscape Enhancements	$ 9,775,022	$ 12,903,029
1D Parking Kiosks	$ 324,000	$ 427,680
1E Underground Electrical Lines	$ 652,057	$ 860,688
1F Temporary City Hall	$ 9,729,720	$ 12,843,230
1G Pedestrian Overpass	$ 843,000	$ 1,112,760
1I DLM Building	$ 10,566,632	$ 13,947,955
2A WWTP Relocation	$ 102,000,000	$ 134,640,000
2B Paseo de Susana Planned Development District	$ 87,229,727	$ 115,143,240
2C Cruise Ship Dock	$ 32,078,700	$ 42,343,884
2D Marina Expansion	$ 1,321,200	$ 1,743,984
2E Sports/Entertainment Venue	$ 31,212,420	$ 41,200,000
2F Paseo Beautification	$ 307,156	$ 405,446
2G Paseo/Central Park Garages	$ 25,327,485	$ 33,432,280
2H Canoe Houses	$ 1,203,930	$ 1,589,188
2I San Rafael Fort Replica	$ 4,815,720	$ 6,356,750
2J Relocate Statue of Liberty	$ 23,400	$ 30,888
3A Waterfront Trail	$ 7,258,883	$ 9,581,725
3B Heritage Trail Enhancements	$ 2,292,092	$ 3,025,561
4A Transit and trolley System	$ 6,067,790	$ 8,009,482
4B Gateways and wayfinding	$ 862,660	$ 1,138,711
4C Extend Soledad	$ 1,795,500	$ 2,370,060
4D Expand O'Brien	$ 302,400	$ 399,168
5A River Channelization & Feasibility Study	$ 1,300,000	$ 1,300,000
5B Wetland and Watershed Restoration	$ 560,700	$ 740,124
5C River Channelization	$ 26,515,152	$ 35,000,000
5D Riverwalk	$ 4,965,261	$ 6,554,144
5E Riverwalk 2	$ 2,807,033	$ 3,705,284
5F Chalan Santo Extension	$ 1,042,773	$ 1,376,461
5G Central Park Enhancements	$ 2,654,513	$ 3,503,957
Total	$ 416,804,397	$ 554,646,222

Source: HRRA, Marshall Valuation Service, March 2018

	$	249,783,240
		0.450346959

USDA	$ 139,646,377	$ 46,502,244
FEMA	$ 13,467,975	$ 6,733,988
GPA	$ 860,688	$ 286,609
GWA	$ 134,640,000	$ 33,660,000
HOT	$ 112,590,510	$ 37,529,795
GovGuam		
		$ 124,712,635

Project	Base ROM Cost	With Guam Adjustment
1F Temporary City Hall	$ 9,729,720	$ 12,843,230
1G Pedestrian Overpass	$ 843,000	$ 1,112,760
2C Cruise Ship Dock	$ 32,078,700	$ 42,343,884
2I San Rafael Fort Replica	$ 4,815,720	$ 6,356,750
2J Relocate Statue of Liberty	$ 23,400	$ 30,888
5F Chalan Santo Extension	$ 1,042,773	$ 1,376,461
Total	$ 48,533,313	$ 64,063,974

Source: HRRA CEDS Project List 2018

Funding Sources

Project	Phase	Timeframe
1A Restore Palacio		
1B Administrative Complex		
1C Streetscape Enhancements		
1D Parking Kiosks		
1F Underground Electrical Lines		
1G Temporary City Hall		
1H Pedestrian Bridge*		
1I DLM Building		
1K Plaza Community Garden		
2A WWTP Relocation		
2B Expand Shoreline and Improve Road Connections to the Marina		
2C Cruise Ship Dock		
2D Marina Expansion		
3A River Channelization & Feasibility Study		
3B Wetland and Watershed Restoration		
3C River Channelization		
3D Riverwalk		
3E Riverwalk 2		
3F Roadway Extension		
3G Central Park Enhancements		
4C Chamorro Village Beautification		
4D Chamorro Village Parking Garage		
4F Canoe Houses		
4G San Rafael Fort Replica		
4H Relocate Statue of Liberty		
5A Waterfront trail		
5B Heritage Trail Enhancements		
6A Transit and trolley System		
6B Gateways and wayfinding		
6C Paseo Stadium		

Depends on Channelization

HOT Bond, USDA Rural Dev, Tourist attraction exists for five stories, designed to add

Surcharge for use (rate increase)

PPP

USDA Rural Development

Government Appropriations

Property Taxes

Grants

Low Interest Loans

Bed Tax Portion

Parking Meter Fees

Parking Garage Fees

League Fees

Fed Highway

ACOE

Utility Tie-in Fees

Capital Contributions - GPA/GWA

Attraction Fees - Buses

Stadium Operations

Impact fees

USDA

Marina Usd Fees

Cruise Operation Fees

GEDA HOT BONDS

CEDS/EDA

50% of CEDS projects

Surcharges (User Fees)

FEMA Hazard Mitigation Grants

$100 million for infrastructure

Federal Sources

Operating Revenues

Agency Contributions

Tax-related Revenues

Appropriations

*Hrizontal Property Regime (Chpater 45, Title 21)

$25 million for Channelization

3,240,000.00

225000

1728

449280 https://www.cruisehabit.com/how-much-does-it-cost-dock-cruise-ship

6D Extend Soledad		
6E Expand O'Brien		
Total		

2017 Assessment and Tax Summary

Area	Parcels	Area	Assessment	Tax Amount
Agana Suburban	[redacted]	[redacted]	[redacted]	[redacted]
Agana Heights	[redacted]	[redacted]	[redacted]	[redacted]
Agana Urban	[redacted]	[redacted]	[redacted]	[redacted]
Total		**3,010,827**	**$ 379,120,884**	**$ 896,651**

Funding Source	Low	High	
[redacted]	[redacted]	[redacted]	
FHWA	$ 2,000,000	$ 2,500,000	$ 46,502,244
[redacted]	[redacted]	[redacted]	$ 6,733,988
USDA	$ 40,000,000	$ 50,000,000	$ 286,609
[redacted]	[redacted]	[redacted]	$ 33,660,000
GPA	$ 250,000	$ 350,000	$ 37,529,795
[redacted]	[redacted]	[redacted]	$ -
HOT	$ 20,000,000	$ 40,000,000	
[redacted]	[redacted]	[redacted]	
Total	**$ 554,250,000**	**$ 555,350,000**	

Source: HRRA, Marshall Valuation Service, March 2018

Garden NG

Item		Unit Cost	Quantity		Total
10 foot wide sidewalks (per SF)	$	5.51		$	-
12 foot wide concrete walkways (per SF)	$	5.51		$	-
Traditional Streetlights	$	2,975.00		$	-
Historic streetlights	$	4,165.00		$	-
Bollard lights	$	3,570.00		$	-
Standard shade structures	$	189.00	1	$	189
Royal palm street trees	$	3,175.00		$	-
Shade trees (48" box)	$	3,175.00		$	-
Shrubs	$	75.00		$	-
Enhanced Gateway	$	5,625.00		$	-
Wayfinding signs	$	5,625.00		$	-
Interpretive panels	$	5,000.00		$	-
Benches	$	3,500.00	4	$	14,000
Trash receptacles	$	910.00		$	-
Bike racks	$	1,086.67		$	-
Planters	$	785.00		$	-
District Kiosks/Barrio Signs	$	5,625.00		$	-
Crosswalks	$	-		$	-
Brick paving	$	36.69		$	-
Street signs	$	5,625.00		$	-
Special gateways	$	23,360.00		$	-
Pedestrian bridge	$	400.00		$	-
Riverwalk entry sign	$	245,216.00		$	-
Riverwalk wayfinding signs	$	5,625.00		$	-
Archway shade structure	$	189.00		$	-
Pond	$	56.50		$	-
Elevators	$	61,500.00		$	-
Bus Terminal	$	156.00		$	-
Bus Stop	$	-		$	-
Surface Parking	$	1,860.00		$	-
Cul-de-sac				$	-
Subtotal				$	14,189

Extraordinary Items	Unit Cost	Quantity		Total
			$	-
			$	-
			$	-
4			$	-
5			$	-
6			$	-
7			$	-
8			$	-
9			$	-
Subtotal - Extraordinary Items			$	-

SF				
Base Cost	$	245	$	245
Current Cost Multiplier		1.03		
Soft Costs		17%	$	42
Subtotal - Cost/SF			$	287
Building Cost			$	-
Total Costs			$	14,189
Guam Multiplier				
Estimated Project Cost			$	-

Co-op 4E

Item		Unit Cost	Quantity		Total
10 foot wide sidewalks (per SF)	$	5.51		$	-
12 foot wide concrete walkways (per SF)	$	5.51		$	-
Traditional Streetlights	$	2,975.00		$	-
Historic streetlights	$	4,165.00		$	-
Bollard lights	$	3,570.00		$	-
Standard shade structures	$	189.00		$	-
Royal palm street trees	$	3,175.00		$	-
Shade trees (48" box)	$	3,175.00		$	-
Shrubs	$	75.00		$	-
Enhanced Gateway	$	5,625.00		$	-
Wayfinding signs	$	5,625.00		$	-
Interpretive panels	$	5,000.00		$	-
Benches	$	3,500.00		$	-
Trash receptacles	$	910.00		$	-
Bike racks	$	1,086.67		$	-
Planters	$	785.00		$	-
District Kiosks/Barrio Signs	$	5,625.00		$	-
Crosswalks	$	-		$	-
Brick paving	$	36.69		$	-
Street signs	$	5,625.00		$	-
Special gateways	$	23,360.00		$	-
Pedestrian bridge	$	400.00		$	-
Riverwalk entry sign	$	245,216.00		$	-
Riverwalk wayfinding signs	$	5,625.00		$	-
Archway shade structure	$	189.00		$	-
Pond	$	56.50		$	-
Elevators	$	61,500.00		$	-
Bus Terminal	$	156.00		$	-
Bus Stop	$	-		$	-
Surface Parking	$	1,860.00		$	-
Cul-de-sac				$	-
Subtotal				$	-
Building					
SF					
Base Cost		245		$	245
Soft Costs		17%		$	42
Subtotal - Cost/SF				$	287
Building Cost				$	-
Total Costs				$	-
Guam Multiplier					
Estimated Project Cost				$	-

Cruise Ships Names	Year	Size (GT Tonnage)	Draft m (ft)	Length m (ft) - Width in m (ft)
AIDAaura	2003	42,289	6,2 (20,3)	202,9 (666,6) - 28 (92,2)
AIDAbella	2008	68,500	7,5 (24,6)	251,9 (826,2) - 32,2 (105,6)
AIDAblu	2010	71,000	7,9 (26)	251,9 (826,2) - 32,2 (105,6)
AIDAcara	1996	38,531	6,2 (20,3)	193,3 (634) - 27,6 (90,5)
AIDAdiva	2007	68,500	7,5 (24,6)	249 (816,9) - 32,2 (105,6)
AIDAluna	2009	69,200	7,5 (24,6)	251,9 (826,2) - 32,2 (105,6)
AIDAmar	2012	71,100	7,9 (26)	251,9 (826,2) - 32,2 (105,6)
AIDAprima	2014	124,500	8,1 (26,6)	300 (984) - 37,6 (123)
AIDAsol	2011	71,000	7,9 (26)	251,9 (826,2) - 32,2 (105,6)
AIDAvita	2002	42,289	6,3 (20,6)	202,9 (666,6) - 28 (92,2)
Albatros	1973	28,518	7,3 (24)	205,5 (674) - 25,2 (82,6)
Alexander von Humboldt	1990	15,271	4,5 (14,8)	152,5 (500,2) - 20,6 (67,6)
Amadea	1991	28,717	7,2 (23,6)	192,5 (632,5) - 24,7 (81)
Artania/Artemis	1984	44,348	7,9 (26)	230,6 (754,5) - 29,2 (95,8)
Asia Star	1992	20,295	7,1 (23,3)	131,2 (430,4) - 32 (104,9)
Astor	1987	20,606	5,8 (19)	176,5 (579) - 22,6 (74)
Asuka II (Crystal Harmony) /NYK Line	1990	48,621	7,8 (25,6)	241 (790,5) - 29,6 (97)
Athena	1948	16,144	7,9 (26)	160 (525) - 21 (68,9)
Azamara Journey	2000	30,277	5,8 (19)	181 (593,7) - 25,5 (83,5)
Azamara Quest	2000	30,277	5,8 (19)	181 (593,7) - 25,5 (83,5)
Bahamas Celebration	1981	35,483	5,8 (19)	205 (673) - 26 (87)
ms Balmoral	1988	43,000	7,1 (23,3)	217,9 (714,7) - 28,2 (92,5)
Birka Paradise/Birka Cruises	2004	34,728	6,5 (21,3)	177 (580,6) - 28 (91,8)
ms Black Watch	1972	28,668	7,5 (24,6)	205,5 (674) - 25,2 (82,6)
ms Bleu de France	1981	37,301	8,3 (27,2)	199,6 (654,9) - 28,5 (93,8)
ms Blue Moon	2000	30,277	7 (23)	181 (593,7) - 25,5 (83,5)
ms Boudicca	1972	28,388	7 (23)	205,5 (674) - 25,2 (82,6)
ms Braemar	1993	23,000	5,5 (18)	195 (639,6) - 22,5 (73,8)
ms Bremen	1990	-	-	111,5 (365,8) - 17 (55,7)
C. Columbus	1997	14,903	5,5 (18)	144 (472,8) - 21,5 (70,5)
Carnival Breeze	2012	130,000	8.2 (27)	306 (1,004) - 37,2 (122)
Carnival Conquest	2002	110,239	8.2 (27)	290,2 (951,4) - 35,5 (116,4)
Carnival Destiny (now Carnival Sunshine)	1996 2013	101,353 102,853	8.2 (27)	272,2 (892,3) - 35,5 (116)
Carnival Dream	2009	128,251	8.2 (27)	306 (1,004) - 37 (121,4)
Carnival Ecstasy	1991	70,367	7.8 (25,6)	260,8 (855) - 31,5 (103)
Carnival Elation	1998	70,367	7.8 (25,6)	260,8 (855) - 31,5 (103)
Carnival Fantasy	1990	70,367	7.8 (25,6)</sp	

HAGÅTÑA RESTORATION AND REDEVELOPMENT AUTHORITY COMPRENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS) PROJECTS (The following projects were a part of previously approved projects or were previously planned and integrated into the Hagåtña Masterplan Projects as part of the overall Guam Comprehensive Economic Development Strategy)						
Type	Proponents	Project Title	Location	Size	Project Description	Total Cost
Civic, Historical Enhancement, & Economic Development	HRRA, DCA, DPR, GVB, Governor's Office & Guam Legislature	Palace Reconstruction	Lot 1, Block 28, Chalan Santo Papa, Aspinall Street, and West O'Brien Drive	1 Acre	Reconstruction Of The Government House - Spanish Palace Prior To Its Destruction In World War II (1945) And Returning The Seat Of Government Back To The Plasa De España Housing that housed the Governor & Lieutenant Governor. Facility for Governor Residence Museum, DCA, & GVB	$5,300,000.00
Civic	DLM	Land Realty Services, Finance & Tax Services, & Labor Services Building	Lot 14NEW-NEW, Block 24	1.38 Acre	Construct A Multi-Storey Government Office Building On Block 24 In Accordance With PI 29-46 Housing Land Realty Services, Finance & Tax Services, & Labor Services	$15,000,000.00
Civic	HRRA	Manuel F. Leon Guerrero Administration Building Reconstruction	Block 27	1.7 Acres	Construct A 3-Storey Government Office Building On Block 27 Housing The Department Of Administration, and Other Specified Designated Line Agencies	$10,000,000.00
Civic	HRRA, DCA, DPR, GVB, Governor's Office & Guam Legislature	Hagåtña Civic Center Plaza Government Offices	Block 28	1 Acre	Construct Three (3) 3-Storey Government Office Building On Block 28 housing The Governor, Lieutenant Governor and Staff on Building 4; 11 Offices for the Liheslaturan Guahan on Building 2; and Mayors Council of Guam, Attorney General, and Public Auditor. CSC, and other designated agencies on Building 3	$15,000,000.00
Historical Enhancement & Economic Developoment	HRRA	Re-establish Annual Events in Hagåtña such as the May Fair		Municipal Wide	Reestablish May Fair, Agricultural Expositions, Fiestas, and other events that the city of Hagåtña enjoyed during pre-war and present day.	$150,000.00
Cultural Experiencies	DCA & HRRA	Guam Museum Of Natural History & Arboriteum	Lot 2062-PART-1-R1; Below Governor's House next to Sen Angel Santos Latte Park	11,149 M^2	Construction Of A Repository And Museum Of Natural History Including An Arboriteum	$3,800,000.00
Economic Development	GRTA & HRRA	Hagåtña City Parking Meter System Project	Hagåtña Municipal Wide Wide	City	Installation of Parking Meters in specified area in Hagåtña	$1,500,000.00

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Type	Proponents	Project Title	Location	Size	Project Description	Total Cost
Economic Development	HRRA	Hagåtña Hotspot Wireless Project	Hagåtña Municipal Wide Wide	City	Provide For A Sustained Wireless Free System Inclusive Of Mobile & Data Communication Devices Within The City Of Hagåtña	$900,000.00
Economic Development	PAG, DPR, & HRRA	Hagåtña Land Reclamation Project	Fronting Lot 2079 & Hagåtña Bay	72.5 Acres	Develop A 72.5 Acres Deep-water Dockside Waterfront (Standby / Alternate) & Tourist Commercial & Retail Facilities On Reclaimed Land Area	$290,000,000.00
Economic Development	DPW & HRRA	Hagåtña River Channelling and Riverwalk Project	Hagåtña Spring to mouth of River Channel	1 Mile	Channelize The Hagåtña River and Channel To Reduce The Floodway & Flood Plain Due The Rediverted Hagåtña River & Development Opportunities Flood Levy In Conjuction With The Channelizing Of The Hagåtña River Develop A One (1) Mile Riverwalk Concept Linking The Hagåtña Central Park & Business Along The Hagåtña River	$35,000,000.00
Economic Developoment	DPW & HRRA	Hagåtña River Channelling and Watershed Feasibility Study	Entire Hagåtña Watershed to mouth of River Channel	Municipal	A Water Resources Authorization and Development Act (WRADA) requirement estimated at $1.2 million for study completion with Guam's share at 50 percent. Comprehensive study to determine BMP and COA in the Hagåtña Watershed. This would then determine GovGuam's share of design and construction cost with the USACE-Honolulu District.	$300,000.00
Economic Development	HRRA	Hagåtña Riverwalk Esplanade Development District Project	Minondo Bridge to Mouth of Hagåtña River Channel	1 Mile	A District Feasibility Study in the San Antonio – Minondo barrio area of Hagåtña to provide best COA on developing an esplanade similar to the San Antonio Texas Riverwalk.	$200,000.00
Economic Development	GRTA & HRRA	Hagåtña Transit Hub Development Project	Hagåtña Municipal Wide Wide	City	Provide For Transit Bus Pick / Drop Points & Purchase Of 10 Trolley Buses Providing Mass Transit For The City Of Hagåtña	$8,000,000.00

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Type	Proponents	Project Title	Location	Size	Project Description	Total Cost
Economic Development	GWA, CCU, PAG, & HRRA	RelocationSewage Treatment Plant to Piti	Lot 265-1, Piti	24,627 M^2	Build a state of the art Tier 3 Sewage Treatment Plant	$200,000,000.00
Economic Development / Cultural Experiencies	DCA	I Sengsong Chamorro (Chamorro Village/Farmers Market) Improvements	Lot Paseo De Susana "Area D"		Night Market Pavilions & A Sagan Dinana (Meeting Place), Carpark With 2 Roof Deck Pavilions, Main Plaza Entrance, Amphitheater, Light House Reconstruction	$17,200,000.00
Enhancement Opportunities / Cultural Experiences	Office of the Lieutenant Governor, DPR, DPW & HRRA	The Great Seal Of Guam Park Project	Lot Paseo de Susana-R1	1,859 M^2	Development Of A Guam Seal Park To Honor And Celebrate The Significance Of The Great Seal Of Guam Providing Educational As Well As Interpretive Opportunities Within The Appropriate Historical And Cultural Context By Constructing Elements Of The Great Seal Of Guam In A Dynamic Three Dimensional And Interactive Display	$1,500,000.00
Economic Development	HRRA	Paseo de Susana Planned Development District & Adelup Redevelopment Feasibility Study	Paseo & Adelup		A District Feasibility Study in accord with PL 27-24 on the Paseo PDD. This study would provide best COA and fund source for development of a first tier sports facility, re-development of the Chamorro Village, and the overall peninsula. This study would also link the Adelup-West Hagåtña Waterfront with the Paseo PDD.	$200,000.00
Infrastructure	HRRA & Hagåtña Mayor	Hagåtña Car Park Development Project	Hagåtña Municipal Wide	City	Construction Of Two (2) Car Parks (Central Park & Julale), And Signage For The Togae, Julale, Minondo, Paseo De Susana, And Adelup Car Park	$24,000,000.00
Infrastructure	DPW, Hagatna Mayor & HRRA	Hagåtña Green Street Lighting Project	Hagåtña Municipal Wide Wide		Provide For Renewal Energy Street Lighting Within The City Of Hagåtña	$1,200,000.00
Quality of Life Enhancement	DPW, Hagatna Mayor & HRRA	Signage, Street Furniture & On-Street Parking Project	Amenities - Municipal Wide	Municipal	Provide for necessary adequate street, name place & location signage (mohons); lighting, benches, streetscapes, and one-way on street parking on side streets.	$1,000,000.00

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Type	Proponents	Project Title	Location	Size	Project Description	Total Cost
Infrastructure	DPW, Hagatna Mayor & HRRA	Nuestra Senora de Soledad Avenue Completion	Lot Road A; District Court to Nimitz Highway	1.8 Miles	Paving Continuation Of Soledad Avenue From The U.S. 9th District Court To Route 6 Nimitz Highway With 2 Control Points	$1,840,000.00
Infrastructure	DPW & HRRA	Right Lane Expansion Of O'Brien Drive West (Route 7a)	West O'Brien Drive Between Aspinal Street and Chalan Kanton Tasi	0.3 Mile	Expand 0.3 Miles The Right Lane Of O'Brien Drive West (Route 7a) From Aspinal To Chalan Kanton Tasi (Route 4)	$3,000,000.00
Infrastructure	GWA & CCU	Sewer Line Upgrades	Hagåtña Municipal Wide	City	Upgrade of Sewer Lines to accommodate economic and population build-up	
Infrastructure	GRTA & HRRA	Transportation Circulation System Within The City Of Hagåtña	Hagåtña Municipal Wide Wide	City	Establish A Viable Proper Transportation Road & Traffic Circulation System For The City Of Hagåtña That Pedestrian, Bicycle And Other Multi-Friendly Users	$1,000,000.00
Infrastructure	GPA & CCU	Underground Relocation Of Electrical Power	Hagåtña Municipal Wide	City	Relocate 23 Miles Of Public Electrical Power From Overhead To Underground Within The City Of Hagåtña	$18,000,000.00
Infrastructure	GWA & CCU	Water Line Upgrades	Hagåtña Municipal Wide	City	Upgrade of Water Lines to accommodate economicand population build-up	
Infrastructure and Economic Development	DPW, DPR, & HRRA	Hagåtña BayWaterfront Development & Shoreline Protection Project	East & West Hagåtña Bay from Adelup to Onward Agana Beach Hotel	2.6 Mile	Provide Shoreline Protection Measures Against Storm Surges through the construction of a 2.6 mile, 8 foot width Walking & Biking Trail with Playground Areas, Benches & Pavilions and facilitate economic development fronting the Hagåtña Waterfront Area	$10,000,000.00
MWR	DPR & HRRA	Hagåtña Central Park Redevelopment	Lot 87-5-R1; Hagåtña River, Minondo Bridge, O'Brien Drive East, First Street South, Santo Papa Bridge	8 Acres	Provide For Second Tier Sports Facilities For Baseball, Softball, Basketball, Additional Tennis Courts, Soccer, Rugby, Football Fields And Other Court Recreational Endeavors	$4,000,000.00
MWR	DCA, DPR & HRRA	Five X Canoe House & Launch Site	Lot Paseo de Susana-1, West & East Bay	233 M^2	Provide For A Canoe Houses (Guam Uritao) & Launch Sites	$3,500,000.00
MWR	DPR & HRRA	The Heritage Trail Enhancement	Hagåtña Municipal Wide	City	Complete The Hagåtña Heritage Trail Through Renewal Green Technology Lighting Installation, Landscaping & Signage	$500,000.00

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Type	Proponents	Project Title	Location	Size	Project Description	Total Cost
MWR; Enhancement Opportunities	DPR & HRRA	Paseo De Susana Planned Development Distict Paseo Stadium Redevelopment	Lot Paseo de Susana-R1	15 Acres	Reconstruct A First Tier Sports Multi-use Facility	$41,200,000.00
Natural Resource Restoration and Historical Enhancement	DPW, GEPA, & HRRA	Hagåtña Wetland & Watershed Restoration & Redevelopment	Hagåtña Watershed from Hagåtña Springs to Minondo	Central Guam	Restoration Of Hagåtña Watershed, Restoration Of The Spanish Dikes, Reintroduction Of Historical Tradional Wetland Farming (Taro, Rice, & Other Water Crops) & the Development Of Walking Trails	$32,000,000.00
Quality of Life Enhancement	HRRA & Hagåtña Mayor	Hagåtña Neighborhood Revitalization Initiative	Hagåtña Municipal Wide	City	Provide For Playgrounds, Residential Road Development, Facilitation Of Neighborhood Markets And The Pre-War Barrio Re-Establishment	$2,300,000.00
Quality of Life Enhancement &MWR	DCA, GPL & LEA HQ	Nieves M. Flores Memorial Library Expansion Project	Lot 1, Block 30; Fronting Chalan Kanton Tasi, West O'Brien Drive and Matyr Street; 254 Martyr Street Hagåtña, Guam 96910-5141	39,520 M^2	Reconstruct A Multi Storey Guam Main Library providing necessary multiplicity library system and the construction of a Guam Law Enforcement Authority (LEA) headquarters	$15,000,000.00
					TOTAL	$762,590,000.00

HAGÅTÑA MASTER PLAN PROJECTS - August 2018

PROJECT #	PROJECT TITLE	PROJECT DISTRICT
1	Palacio Restoration	Hagåtña City Center District - Capital and Cultural Sub Area
2	Solar Powered Parking Meters	Hagåtña City Center District
3	Heritage Trail Enhancements	Hagåtña City Center District and Waterfront District - Paseo / Marina Sub Area
4	Community Center / Hagåtña City Hall	Hagåtña Riverwalk District - North Riverwalk Sub Area
5	Pedestrian Overpass Over Marine Corps Drive	Hagåtña City Center District and Waterfront District - Paseo / Marina Sub Area
6	Paseo Beautification	Waterfront District - Paseo / Marina Sub Area
7	Hagåtña River Channelization and Watershed Feasibility Study	Hagåtña Riverwalk District - North Riverwalk Sub Area
8	Streetscape Enhancements	Hagåtña City Center District and City-wide
9	Land Resources Building (DLM)	Hagåtña City Center District - Mixed Use Commercial Sub Area
10	Underground Electric Lines	Hagåtña City Center District and City-wide
11	Governor Manuel F.L. Guerrero Administrative Complex	Hagåtña City Center District - Capital and Cultural Sub Area
12	Asaña Wastewater Treatment Plant Relocation	Waterfront District - Paseo / Marina Sub Area
13	Transit Circulator and Trolley System	City-Wide
14	Hagåtña River Wetland and Watershed Restoration	Hagåtña Riverwalk District - North Riverwalk Sub Area
15	Central Park Enhancements	Hagåtña Riverwalk District - North Riverwalk Sub Area
16	Chalan Santo Papa Juan Pablo Dos Street Extension and Streetscape	Hagåtña Riverwalk District - North Riverwalk Sub Area
17	Gateways and Wayfinding Signs	City-Wide
18	Hagåtña River Channelization	Hagåtña Riverwalk District - North Riverwalk Sub Area
19	Soledad Avenue Access Road Extension	Hagåtña City Center District
20	O'Brien Drive Right Turn Lane	Hagåtña Riverwalk District - North Riverwalk Sub Area
21	Riverwalk Esplanade - Marine Corps to Chalan Santo Papa Juan Pablo Dos	Hagåtña Riverwalk District - North Riverwalk Sub Area
22	Paseo and Central Park Parking Garage	Waterfront District - Paseo / Marina Sub Area and Hagåtña Riverwalk District - North Riverwalk Sub Area

HAGÅTÑA MASTER PLAN PROJECTS - August 2018		
PROJECT #	PROJECT TITLE	PROJECT DISTRICT
23	Statue of Liberty Relocation	Waterfront District - Paseo / Marina Sub Area
24	Riverwalk Esplanade Central Park Pond	Hagåtña Riverwalk District - North Riverwalk Sub Area
25	Paseo de Susana Planned Development District Phase 1	Waterfront District - Paseo / Marina Sub Area
26	Multi-purpose Sports and Entertainment Venue	Waterfront District - Paseo / Marina Sub Area
27	Proa Pavilion Canoe House	Waterfront District - Paseo / Marina Sub Area
28	San Rafael Fort Replica	Waterfront District - Paseo / Marina Sub Area
29	Waterfront Trail Enhancement	Waterfront District
30	Gregorio D. Perez Marina Expansion	Waterfront District - Paseo / Marina Sub Area
31	Cruise Ship Dock	Waterfront District - Paseo / Marina Sub Area

Marina / Capitol Cultural District Video Path



Matrix DESIGN GROUP

Riverwalk Video Path



Matrix DESIGN GROUP

Doc. No. 35GL-20-1498.