

Request for Proposals
Fort Ord Reuse Authority
June 18, 2014

DOVER, KOHL & PARTNERS
town planning

TOWN & VILLAGE CENTER CASE STUDY
REGIONAL URBAN DESIGN GUIDELINES
on the former FORT ORD

Town & Village Center Case Study: The Dunes at Monterey Bay

Introduction to the Site

Our team choose to study the area in Marina between 1st and 2nd Avenue corridors between Lightfighter Drive and Imjin Parkway, also known as The Dunes on Monterey Bay.

As noted in the request for proposals, this site has received extensive approvals and a site plan is available on the City of Marina website. The RFP describes the site in the following way:

Designed in phases, this retail, commercial, and residential project on 291 acres is planned for the following single, separated uses: 1,237 housing units, 500 new hotel rooms, 760,000 sf in Office, and 570,000 sf in retail. Phase I is still in progress. A portion of phase I retail consisting of large-format retail including Best Buy, Target, Bed Bath & Beyond, was completed in 2007 (approximately 360,000 sf). Development of a new VA Clinic and movie theater are expected to begin in late 2014 or early 2015.

Each of the Town & Village Center areas have complications including previous site approvals, less than ideal sites for commercial development, undeveloped areas that might better be left unbuilt in the near term. All of these factors will need to be evaluated throughout the process of developing the Regional Urban Design Guidelines working with individual property owners, municipalities, the community.

One of the key challenges in the 2nd Avenue corridor is reconciling the design guidelines with existing, planned, and entitled development. Successful guidelines will ensure consistent design quality throughout the corridor and help build value over time by creating high-quality places without increasing development costs. While much of the developable land in the corridor is already entitled, The Dunes on Monterey Bay is being developed slowly over time, with some flexibility in the phasing of development. In addition, the Projects at Main Gate site is planned for a regional retail center and hotel, but no specific development proposals are in the pipeline.

Site Analysis

The 2nd Avenue corridor between Lightfighter Drive and Imjin Parkway is a significant area large enough to accommodate five complete neighborhoods. This area is well located due to its access to two exits along Cabrillo Highway. The new shopping center provides amenities to future nearby residential areas. As with much of the former base areas a significant portion of the area was previously developed with barracks that still need to be removed or have been previously removed. The previous development in this location make it a good candidate for redevelopment that will not greatly hinder existing or former wildlife habitat.



5-minute walk - the traditional size of a complete mixed-use neighborhood.

Political & Community Outreach Strategies

Dover, Kohl & Partners team are experts in the field of quality public participation and working with governmental agencies and private developers. Our process promotes genuine participation and our team listens to all sides and interests, striking a balance between economic realities, economic prosperity, the desires of the community, and the rights of individual property owners.

We begin working with the individual municipalities, property owners, and the public at the beginning of the planning process. While we gather and understand the background for each part of the study area including a review existing plans (Task 1.2 of proposed scope) and perform initial economic, transportation, and environmental analysis (Task 1.3) we also begin having conversations with the community.

NCI Charrette System 101

Political outreach will begin with the NCI Charrette System 101 (Task 1.4.1). This workshop will educate political leaders about the Dover-Kohl and NCI Charrette planning process. This will help them understand how we will be working with them, the local community, and property owners through the process of creating the Regional Urban Design Guidelines.

Confidential Interviews

Prior to the team's site visit, Dover-Kohl will work with FORA staff to create a detailed list of political leaders, community organizations and groups, and property owners. This list will be used to create invitations to a series of confidential interviews that will take place during the site visit. These interviews will be between the Dover-Kohl team and the people individuals invited only. This will allow us to ask questions and receive candid answers to help us better understand the political climate, the concerns of the property owners, and the special interests of the community.

We have not been a part of the long process that has taken place up to now, so we are able to come into the situation with no preconceived notions and have a better chance of hearing candid responses from individuals throughout the region. This candid knowledge will be critical in creating a set of Regional Guidelines that take the numerous special interests into account and finds a path toward implementation. (Task 1.5.3)

Public Education Session on Form-Based Codes

Also during the site visit, the Dover-Kohl Team will host a public meeting and information session to inform the public of the upcoming charrette and planning process as well as to educate everyone on Form-Based Codes. The discussion will include what a Form-Based Code governs and does not govern, how they work, and a Review of Best Practices in Form-Based Codes (Task 1.5.4).

Visualizations like the Anatomy of Shopfront Retail Environment can illustrate the step by step details to make attractive pedestrian frontages.



Kick-off Event & Hands-on Design Session

The charrette will officially begin with a kick-off presentation and Hands-on Design Session (Task 2.2). This event is for the entire community to enjoy, learn, and provide the Dover-Kohl team with feedback. This event is described in full detail in the scope of services section of the full response.

The kick-off presentation lays out the scope and task of the Dover-Kohl team to the community utilizing analysis maps, the basics of Form-Based Codes, and a "food-for-thought" presentation on peer communities and potential outcomes for the process.

The meeting then transitions to the hands-on design phase of the evening where all participants work in small groups around tables with both a map of the entire FORA region that the Guidelines will cover and a zoomed in map of one of the key areas (zoomed in areas may be for a single municipality or based on the corridors or towns and villages) in order to get more detailed, nuanced information from people. People will be asked to draw on the maps what they would type of development they would like to see, or not see, throughout the region and what they would like that development to look like.

Participants will then focus on an exercise that focuses on the code and the principles of what the Guidelines will regulate, and how. This will help people see the elements of good design, and the difference between good public spaces and spaces that have not really been thought about.

These exercises inform the Dover-Kohl team as much as it teaches the public about Form-Based Codes.

Stakeholder Meetings

While the details of the Code are worked out in the onsite design studio, stakeholders meetings (Task 2.3.1) will take place. These meetings are an opportunity to discuss the regulating plan and details of the code with individual municipalities and property owners so they can see what is being regulated and how it will be applied to their individual property.

For the 2nd Avenue Corridor, discussions will be on how the guidelines can make the previously approved development better by mixing some uses and how buildings shape public spaces.

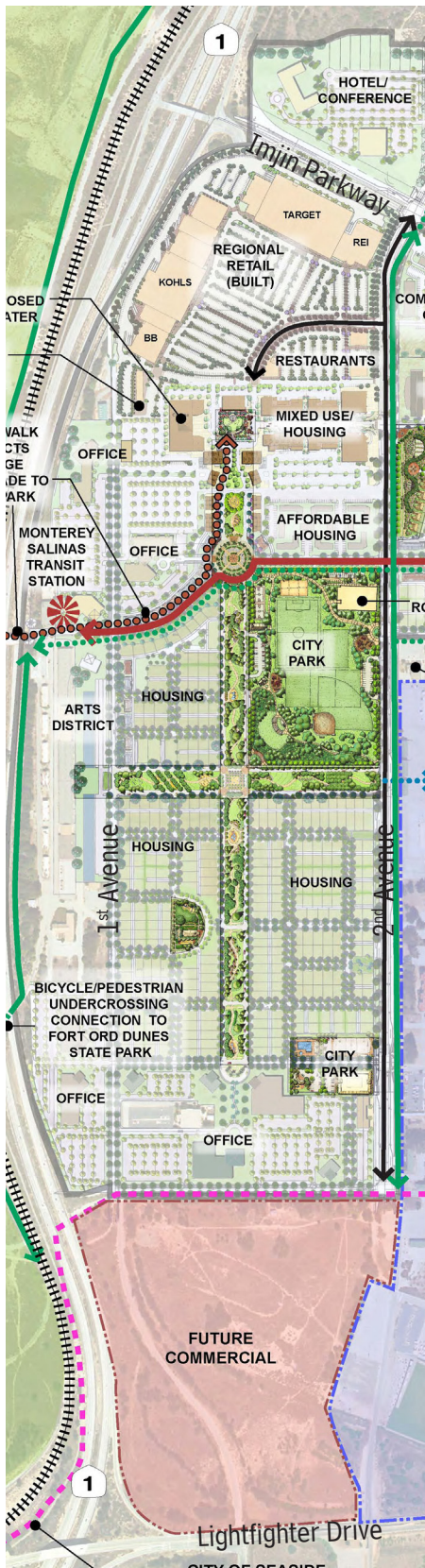
Work-in-Progress Presentation

At the end of the charrette, the Dover-Kohl team will put down our pencils to pin-up the draft of the code for the entire community to make sure the regulations are on track with everyone's vision for the region (Task 2.4).

Development of the Code and Return Presentations (Phase 3)

During the development of the document in phase 3, the work produced will be reviewed at multiple stages of development by the individual municipalities, property owners, and the public. There will be ample opportunity to revise and tweak the document to take into account late breaking information and tailoring the guidelines to each individual municipality and property through the use of transect zones and differing synoptics based on a parcels location.





Existing plan for The Dunes at Monterey Bay

Market Evaluations

Prior to the charrette, Strategic Economics will assess regional household and employment growth projections, analyze local market conditions, and work with FORA, the Cities of Marina and Seaside, and the developer of The Dunes of Monterey Bay (Marina Community Partners) in order to understand the goals for the 2nd Avenue corridor.

This market overview will help inform the design team’s understanding of the expected land use mix, most feasible building types, and likely phasing of development in the 2nd Avenue corridor. For example, as home prices continue to rebound in Monterey County (the median home price has increased approximately 30% over the last year to approximately \$400,000 in the first quarter of 2014), new residential development is likely to recover in the short- to medium-term.

The 2nd Avenue corridor has several strengths that place it in a competitive position to capture demand for new housing, including excellent highway access, proximity to the California State University, Monterey Bay (CSUMB) campus, and the street improvements and other infrastructure projects that have already been completed to date. Indeed, Marina Community Partners is planning to begin construction of a small phase of initial housing by the end of the year.

On the other hand, even as the regional economy has recovered, Monterey County’s office market has largely stagnated. Growth in the local tourism and agriculture industries has not translated into new office demand and Silicon Valley technology and R&D firms have not traditionally considered locations as far south as Monterey County. Moreover, the 2nd Avenue corridor competes with established office concentrations such as Ryan Ranch in Monterey. As a result, with the exception of the medical office that is already underway, significant new office development in the corridor is likely to occur only in the longer term.

During and after the charrette, Strategic Economics will work with the design team to ensure that the design guidelines for the 2nd Avenue corridor reflect current market realities and allow for feasible building types, while providing enough flexibility to account for future changes in market conditions and development plans.

Strategic Economics will also work with the design team, the Cities of Marina and Seaside, FORA, the developer of The Dunes on Monterey Bay to identify place-making and design strategies that build value for the developer and the cities and ensure that the 2nd Avenue corridor feels like a complete community, even as individual parcels continue to be built out over time. For example, temporary landscaping, community gardens, and/or other "pop-up" uses are temporary and relatively inexpensive, but can help fill the gaps between completed development projects. These types of place-making improvements can also help make the corridor more attractive for new residents, workers, and visitors, resulting in higher sales and rental values for new development and additional revenues for the public sector.

Designing for Multiple Scales

The most successful communities are those that have been carefully considered at all levels. Dover, Kohl & Partners designs at all scales, from the neighborhood level, to the level of the region: Fort Ord and the Bay Area.

The Scale of the Block & Street

The block and street network is the foundation of all successful communities. Designing at the street level scale creates neighborhoods that are visually appealing, and prioritize people. Towns and Villages should be diverse, meeting the needs of a range of residents. Rather than creating suburban, commercial and financial districts, the ideal neighborhoods bring all of these components together, making neighborhoods that are wholly livable. Beautiful, thoughtfully designed blocks and streets create the sense of place necessary for forming a network of equally attractive buildings. The Regional Urban Design Guidelines (RUDG) will provide the fundamentals of good design, but the form designed by each Town and Village will create unique destinations. The creation of RUDGs simplifies the creation of Towns and Villages, allowing the community to create a sense of identity that is unique to the region.

The Scale of the Neighborhood, District and Municipality

A major component of creating a regional identity is recognizing that each municipality contributes to the region as a whole. While there are certainly challenges in coordinating with the multiple jurisdictions, FORA and the Dover-Kohl team have the opportunity to create a plan and code that suits the needs of each individual municipality. When it comes to creating communities, one size does not fit all. The charrette process and extensive public involvement allows for the most comprehensive plan possible. When people participate in designing their community, they are more likely to accept the plan, and leave the process with a sense of pride. With the many complexities in the Fort Ord area, each jurisdiction must be considered individually, but ample collaboration will be required to create a competitive region.

The Scale of the Region

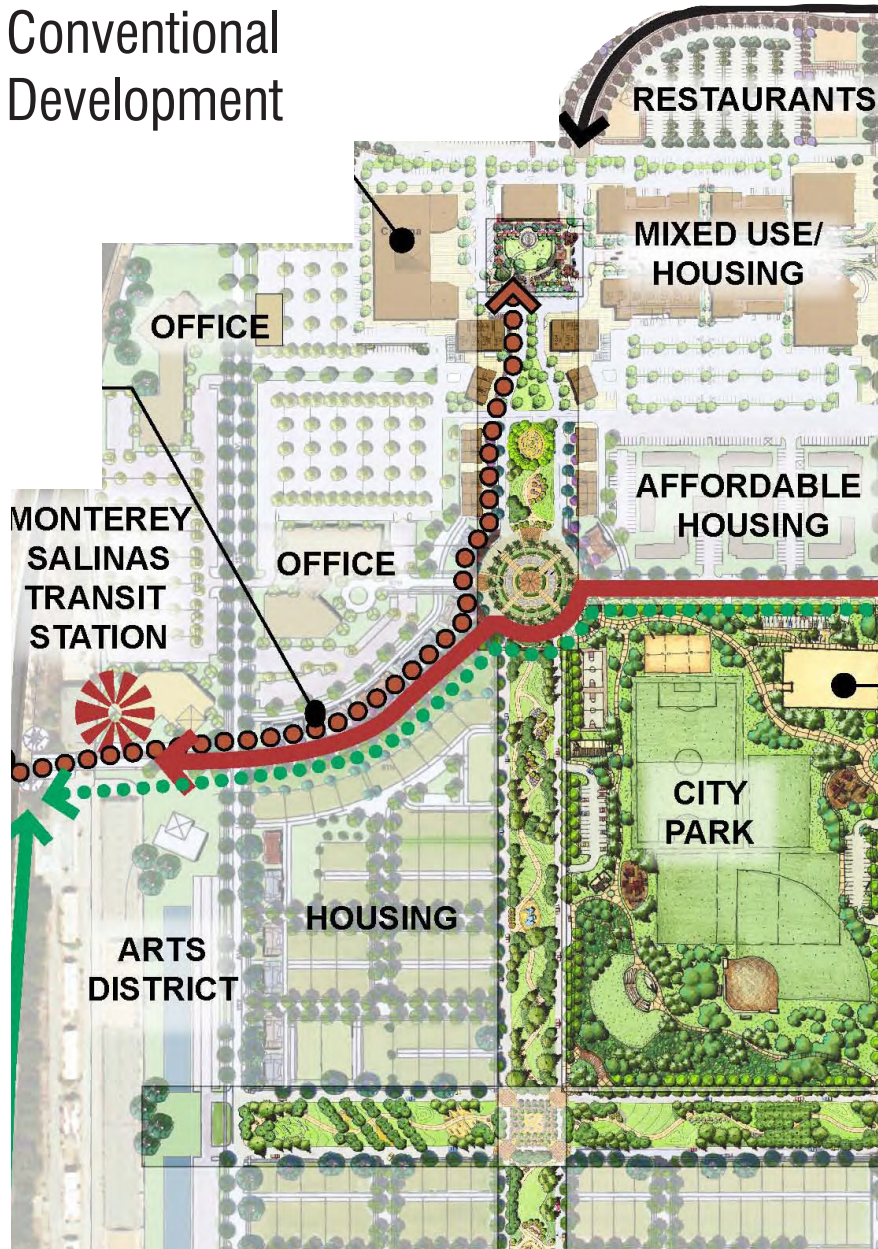
In addition to the process of creating physical spaces and a distinct identity, Fort Ord's context within the region is an equally important component of forming a plan. The site's proximity to the Bay Area and greater San Francisco Metropolitan area makes it a location with significant potential. In particular, the former Fort Ord contains four higher education institutes, creating the foundation for a competitive research and technology hub. Designing the region around this may also act as a component of fulfilling the employment strategies outlined in the Base Reuse Plan. While the closure of Fort Ord resulted in a loss of jobs, the guidelines will prioritize increasing employment and improving the economy, integrating ideas from existing plans. Reaching this potential will require substantial cooperation, as well as strong leadership. The Dover-Kohl team sees an incredible opportunity in working with FORA to create communities that are simultaneously strong and livable while reaching the currently untapped potential of the diverse Fort Ord Region.



Question:

How does a form-based code approach differ from conventional?

Conventional
Development



Hopefully you are looking very hard to identify the difference in these two plans.

Many places within the study area have been the subject of a great deal of planning and have vested rights. Our team works as often for the private sector as we do the public and our approach in areas where there are already expectations is to work closely, and carefully with all parties.

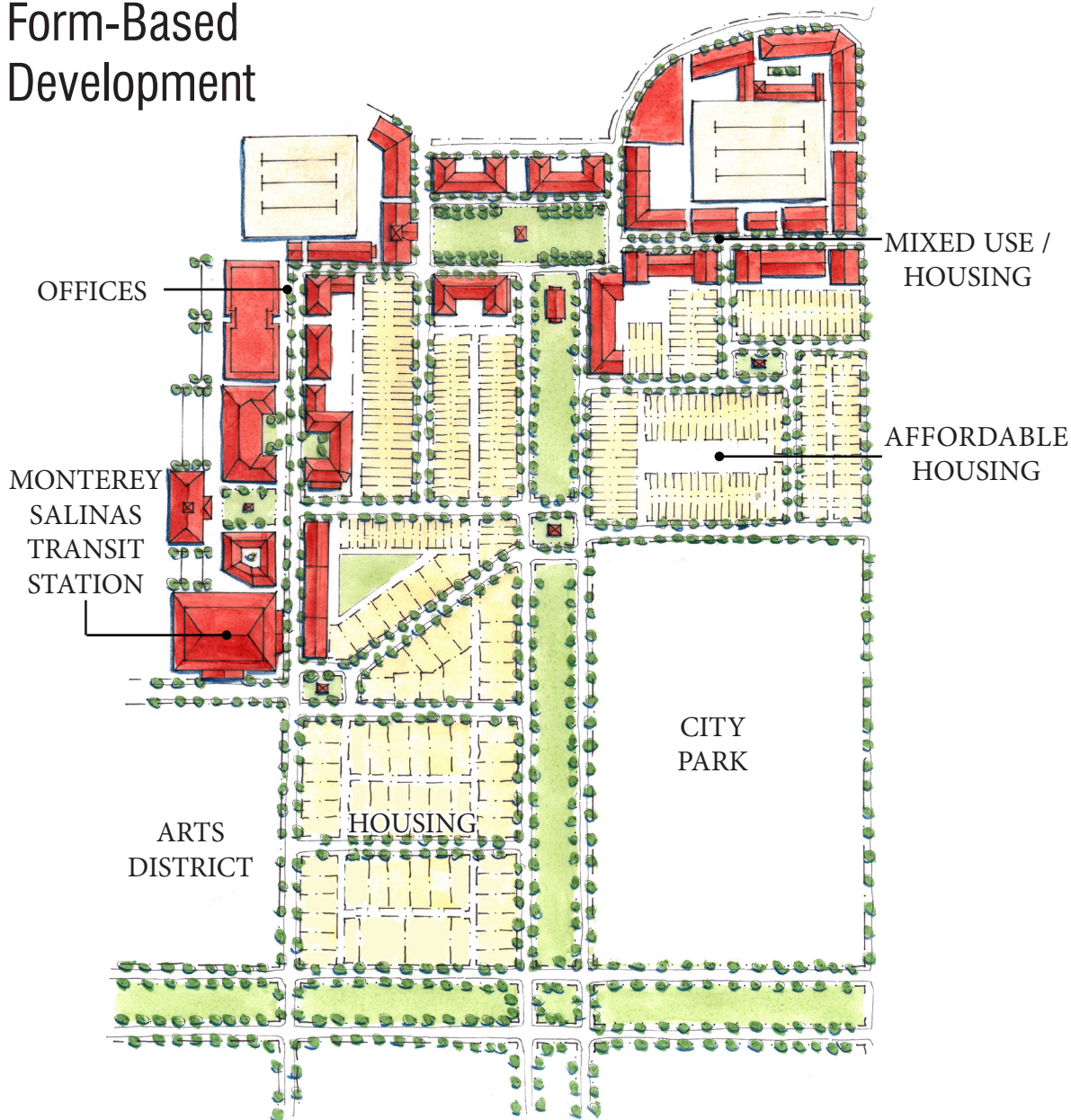
We have done this in many municipalities and serve as town architect on a variety of projects in which our role is to review and improve the pedestrian experience and overall value of the development one project at a time without creating unnecessary delays or undue hardship to developers.

The Dunes Illustrative Plan Map 2-3-2010

Answer:

The overall plan design remains the same. The numbers of allowed units remains the same or could even go up. The difference is in the details. The details are what the pedestrian experiences.

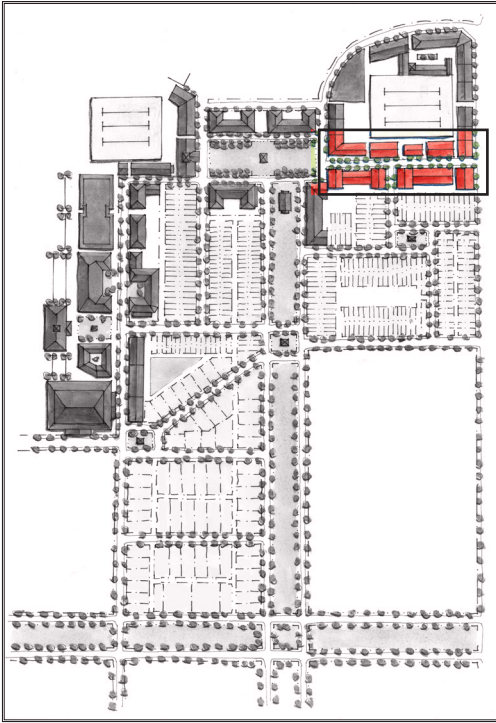
Form-Based Development



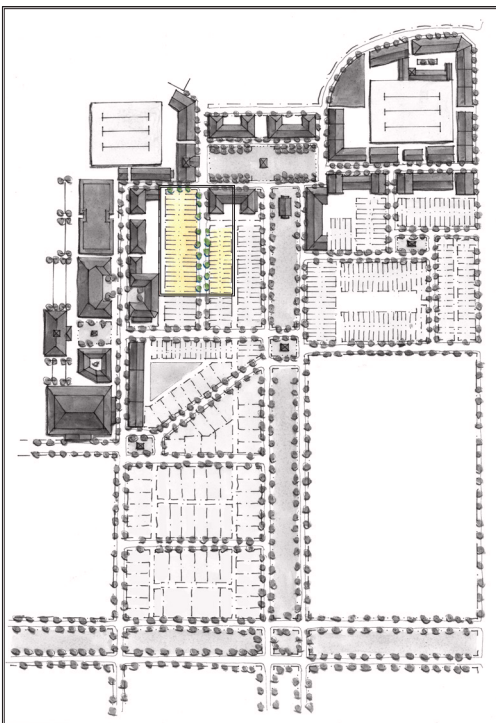
Recommended Upgrades

Our Approach

Our approach to planning is always based on market realities and our prior experience building places. The best way to tour a hypothetical plan is with images of built structures.



Mixed Use Buildings

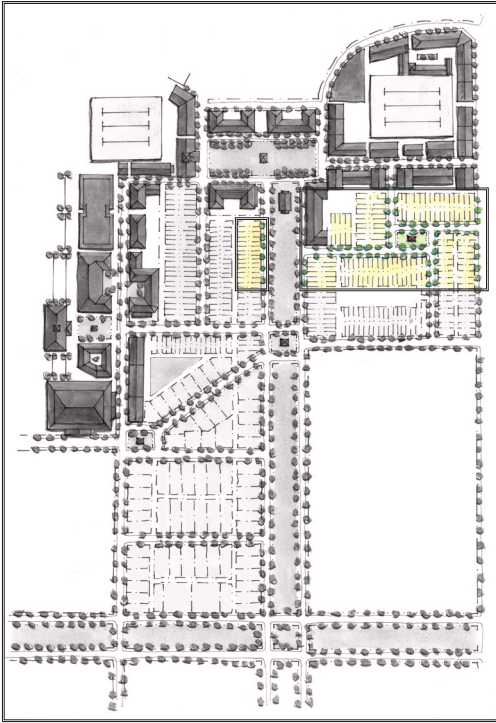


Live-Work

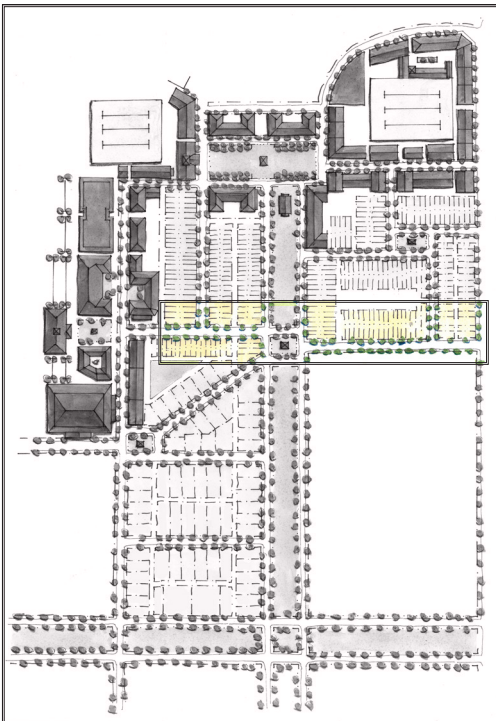


Flexibility

There is no one way to build a place. A code must allow for flexibility. However, these images show likely outcomes.



Rowhouses

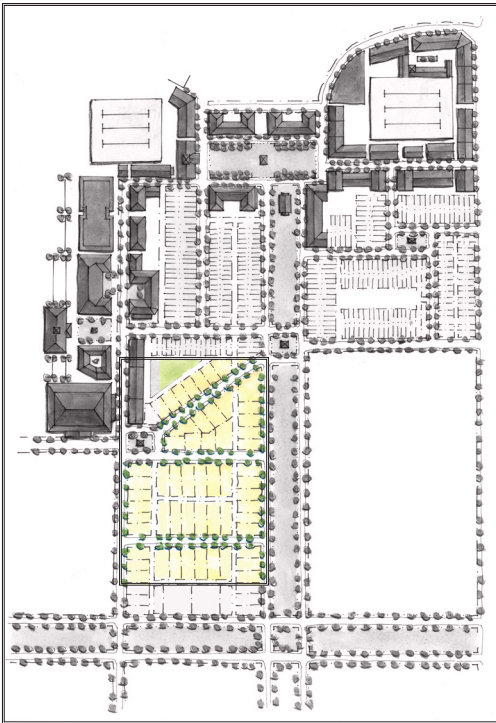


Apartments

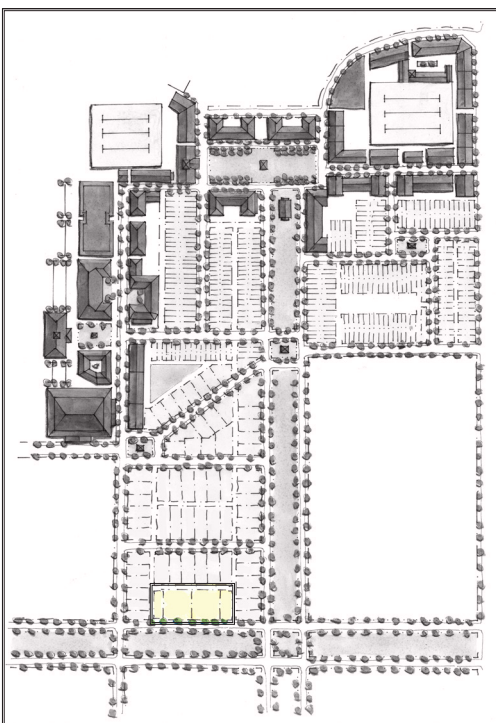


Variety

Places with a variety of building types have a variety of people. The key is “like always faces like” with transitions occurring mid-block to insure neighborhood stability.



Cottages & Mid-Size Houses

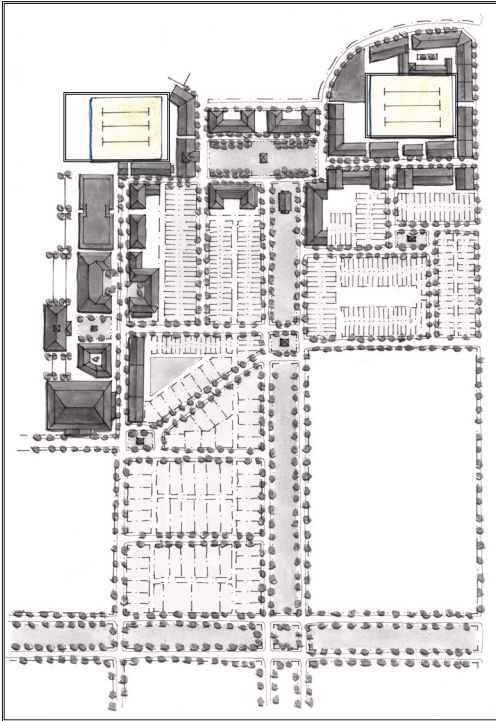


Larger Houses

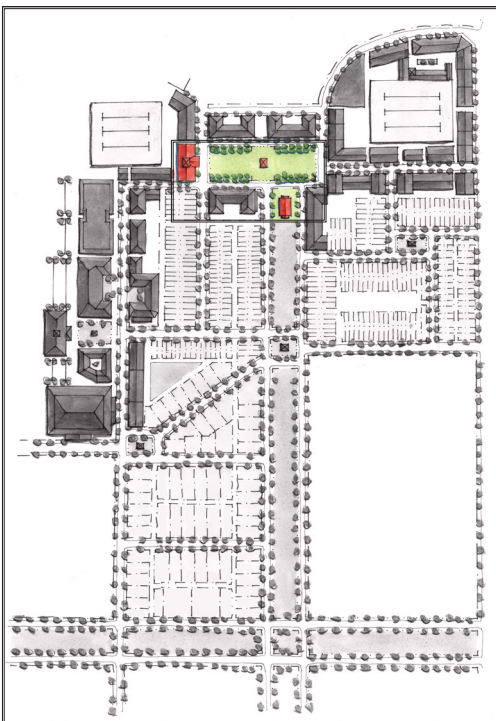


Market Resilience

Where there are a variety of product types the site weathers ups and downs in the real estate market over the long-term.



Mid-Block Parking

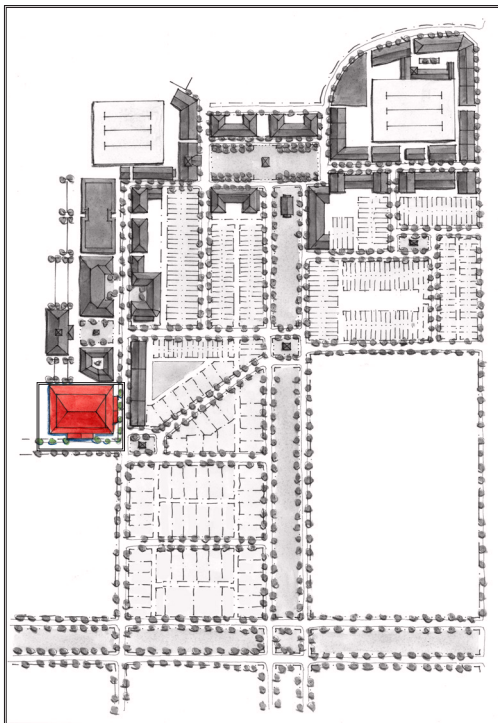


Civic Buildings

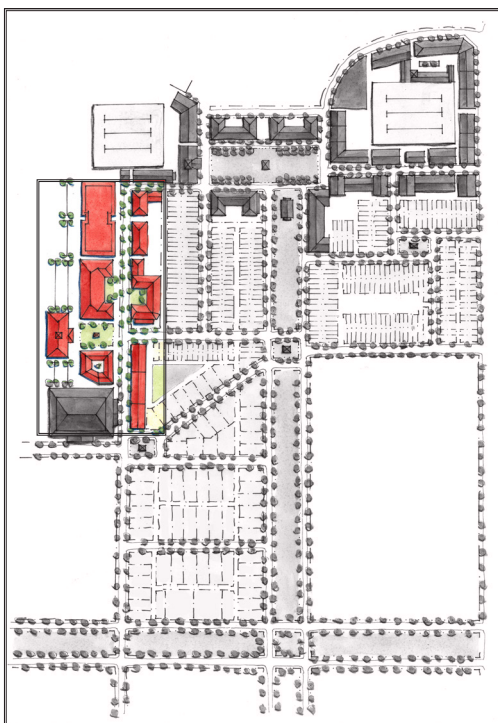


Utility

Workplaces and transit station are within walking distance of homes without pedestrians having to cross parking lots.



Transit Station

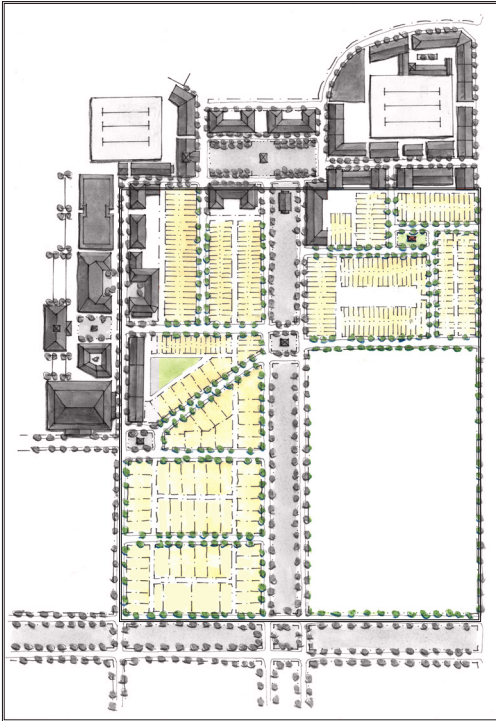


Offices



Multi-generational Housing Opportunities

“Granny flats” can provide a place for younger and older family members or additional rental income opportunities for owners living on-site.

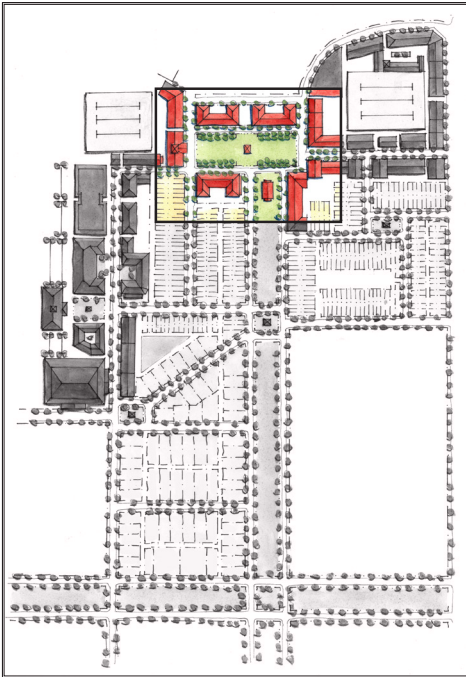


Garage/Workplaces on Alleys



Design Details: Heart of Town

A central square with a mix of uses forms the heart of town.

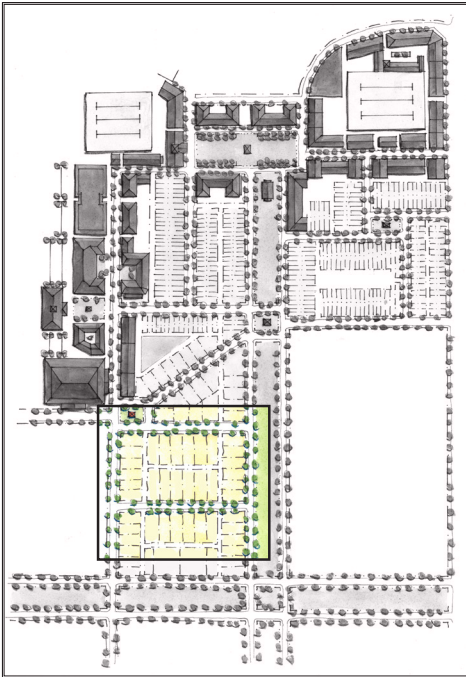


- (A) A network of green spaces provides quality public spaces for the community
- (B) Public events reinforce the heart of town and improve the neighborhood's quality of life
- (C) Special sites are reserved for civic buildings
- (D) Off-street parking is provided behind buildings, in mid-block locations
- (E) A variety of building types allow for a mix of uses and a mix of incomes



Design Details: Neighborhoods

Residential streets are designed to encourage walking and biking.



- (A) An interconnected network of streets, creates an immersive walkable environment
- (B) Houses face streets with doors and windows, garages are in rear lanes with private outdoor spaces in between
- (C) A continuous street tree canopy provides shade and beauty for all road users
- (D) A mix of housing types and sizes are distributed throughout the neighborhood, allowing for a mixed-income community



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