

Design Framework and Planning Process

Workshop Goals

Learning Objectives:

- Learn about tools and mechanisms that could be used in the planning and zoning procedures.
- Learn via project examples on how to identify design opportunities and customize design standards and best practices to fit a range of urban conditions.
- Learn to support a streamlined process, such as public/private partnerships and physical and digital tools.

Takeaway Materials:

- Presentation Deck with Miro Comments

Today's Agenda

- 1. What We Heard from Workshop 1**
- 2. Design Framework and Phasing Recommendations**
- 3. Communication Tools and Collaborative Partnership Recommendations**

This is an interactive session

We will be using Miro to document your thoughts throughout the workshop



The screenshot displays a Miro workspace titled "MIX OF USES". The central focus is a map of downtown San Carlos, California, with several blue sticky notes placed on it. To the right of the map is a "Potential Precedents" panel featuring four images of buildings, each labeled with a letter: A (Office / Lab Spaces), B (Industrial / Production Spaces), C (Community Spaces), and D (Daily Amenities). To the right of this panel is a grid of colored sticky notes (green, red, blue) for note-taking. At the top of the workspace, "Activity Questions" are listed: "What do you like?", "What could be better?", and "What would you like to see in the future?". The bottom right corner of the screenshot shows a grid of video thumbnails for participants in a virtual meeting.

Is your city working on a plan to transform a shopping mall and/or office park?

6

Not Started Yet

6

Early Planning/Visioning Stage

3

Coordinated Specific Plan/Area Plan

1

Funding and Implementation Stage

What types of land uses, community benefits and community investments would your community aspire to in these transformed neighborhoods?



Challenges to Moving Projects Forward

What are the key takeaways from case studies around **applicable design guidelines, development standards, and policies** that can be applied to shopping centers and office parks **to ensure urban design integrity** and integration into the surrounding community?

Challenges to Moving Projects Forward (cont.)

Our challenge is **how to actually make it happen?**

Phasing of development and re-using of buildings may happen.

The implementation is going to be critical. We need to get to the point where **can we can begin to see something happen. The first take-off is the hard one.**

Challenges to Moving Projects Forward (cont.)

Due to **recent state laws, general plan, and housing element policy**, there is an impetus to add significant housing on these sites. It's a good thing and a challenge.

There is a challenge to be able to set the community vision and deliver the right amenities from these developers. **What are effective tools to establish land use, community amenities, and open space.**

Challenges to Moving Projects Forward (cont.)

How can we strike the right balance between **certainty for the community** and what we're going to get at the end of this process vs. **necessary flexibility for developers** in the market?

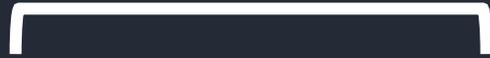
Challenges to Moving Projects Forward (cont.)

Did the local case studies go through the typical EIR process?

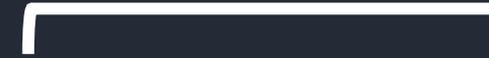
Challenges to Moving Projects Forward (cont.)

How do you address the potential adjacency challenges/sensitivities to adjacent neighborhood uses?

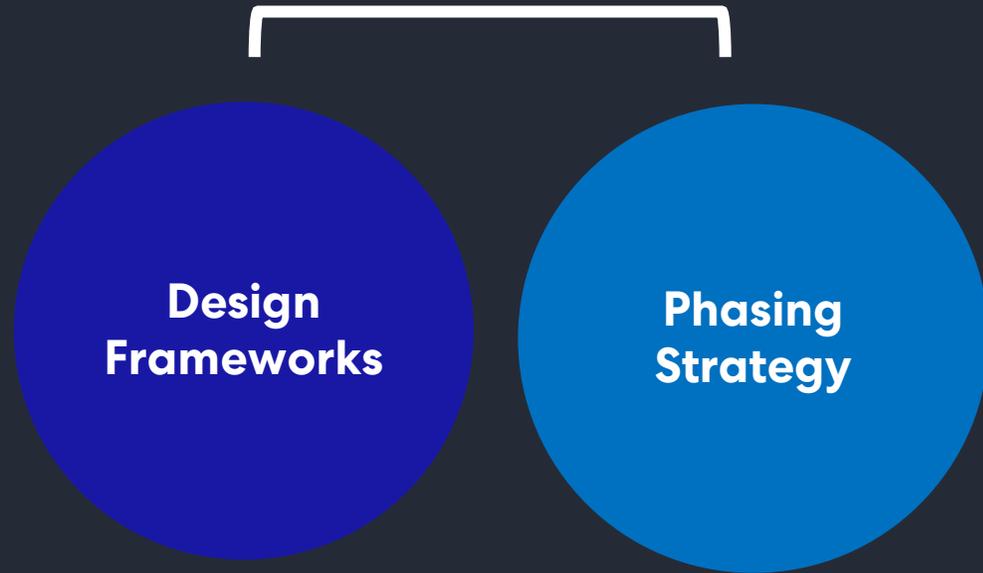
Championing Resilient and Equitable Communities



Shifting Perspectives and Building Partnerships



Championing Resilient and Equitable Communities



The Phasing Spectrum

Building Scale

Site Scale



Highland ATX
Austin Community College

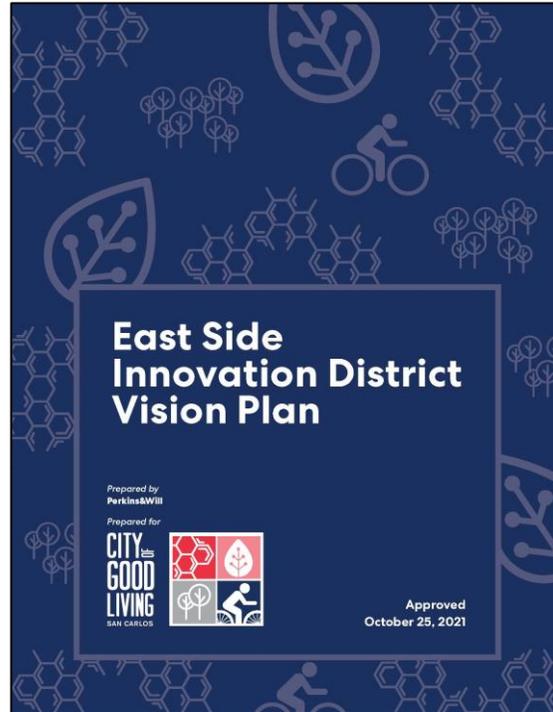
Tasman East

Implementation Tools

The Specific Plan and EIR



The Vision Plan



General Plan, Zoning Code, and Planned Development Review



Comments on Implementation Tools

1. Developers want speed, certainty, and not too much burden
2. Add AB2011 on top of this
3. Add Development agreements as option
4. Development agreements embedded in City of Santa Clara Zoning Code but not included in Milpitas.
5. Onboarding property owners early – what can they achieve?
6. Establishing clear intent and shared vision
7. Understanding the state laws and regulations matched with local regulations
8. Brining the owners and the community together through the process
9. Fiscal analysis around cost and services.
10. Need for financial analysis of what the benefits could be. An example is Milpitas Innovation District – how to make the case to redevelop self-storage facilities.
11. Develop Toolkit – steps that a property owner/developer can do to wrap their heads around development process.
12. Yes – the property owner/developer toolkit would be helpful. As planners, most of us understand the objectives but others don't necessarily see it.

Recommendation 1

Enact a Flexible Land Use Framework

| ✓ | Strategies |
|---|--------------------------------------------------------------------------------------------------------|
| | Permit residential uses on every block with allowances for a range of high-density housing typologies |
| | Enable allowable and conditional uses can support multiple property owners and tenant types |
| | Add dedicated parkland / community amenities requirements with acreage targets on every block. |
| | Require concentration of active ground floor uses at strategic nodes to enable 15-minute neighborhood. |
| | |



Enact a Flexible Land Use Framework

Case Study: Tasman East

New Zoning District: Transit Neighborhood (TN)



Figure 03-5-3 Land Use Framework

| LAND USE | SANTA CLARA ZONING CODE USES | PERMITTED/CONDITIONAL/PROHIBITED |
|-------------------------------|------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|
| Residential | Multiple-family dwelling units | Permitted |
| | Supportive Housing | Permitted |
| | Transitional Housing | Permitted |
| | Home for the Ambulatory Aged | Permitted |
| | Stand-Alone Parking | Prohibited |
| Commercial | Neighborhood Commercial | Permitted and Conditional per Zoning Code Chapter 18.34 |
| | Alcohol Sales (on-premises) | Conditional |
| | Co-working | Permitted (only as a ground floor use to a residential building) |
| Neighborhood Light Industrial | Light Industrial | Conditional (only as a ground floor use to a residential building, or as a legal non-conforming use) |
| Public/Quasi-Public | Parks and Recreational Facilities | Public parks are permitted, as well as privately-owned and -maintained parks that are publicly accessible. |
| | General Education Facilities (including Elementary School) | Conditional |
| | Municipal and Public Utility Facilities | Conditional |
| | Places of Worship and other Assembly uses | Conditional |
| | Neighborhood Recreational Enterprises | Conditional |

Recommendation 2

Establish Minimum Land Use Intensity Thresholds

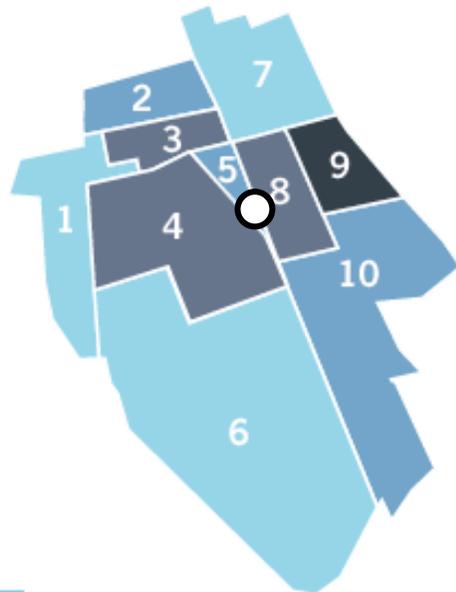
| ✓ | Strategies |
|---|-----------------------------------------------------------------------------------------------------------------------------------------|
| | Ensure a target level of intensity across the site to support walkable, transit-oriented environments |
| | Calibrate minimum thresholds to preserve key opportunity sites for when market conditions will result in optimal development conditions |
| | Calibrate minimum thresholds to ensure that short to medium term development is financially viable |
| | |



Establish Minimum Land Use Intensity Thresholds

Case Study: Warm Springs / Fremont Community Plan

SECTION 2 LAND USE



- MIX A** Industrial and Research & Development
- MIX B** Industrial, Research & Development, Office & Convention, Hotel and Retail & Entertainment
- MIX C** Research & Development, Office & Convention, Hotel, Retail & Entertainment and Residential
- MIX D** Hotel, Retail & Entertainment, Residential and School

| Land Uses | Land Use Mix and Land Use Standards | | | | Land Use Intent |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | MIX A | MIX B | MIX C | MIX D | |
| Industrial Land uses including in the process of making products by using machinery and factories. | | Minimum Building Intensity 0.35 FAR Maximum parking 3/1000 SF Jobs Factor 10-20 Jobs / Acre | | | This Land Use Type is intended to create an optimum setting for industrial land uses such as, but not limited to: high technology, life science and advanced manufacturing. |
| Research & Development Land uses including research, routine product testing, experimental production and the training of personnel. | | | Minimum Building Intensity 0.5 FAR Maximum parking 3/1000 SF Jobs Factor 35 Jobs / Acre | | This Land Use Type is intended to support uses involved in scientific and technological discoveries and the creation new products, processes, and services. |
| Office & Convention Land uses including professional, administrative, or business related services, conference centers and other collaborative venues. | | | Minimum Building Intensity 1.5 FAR Maximum parking 3/1000 SF Jobs Factor Within 1/4 Mile of Transit: 58-60 Jobs / Acre Outside 1/4 Mile of Transit: 22-37 Jobs / Acre | | This Land Use Type is intended to support office uses that have a higher intensity of use than other jobs-focused land uses and provide a setting for a convention center and other collaborative venues. |
| Hotel Land uses including temporary rented rooms for paying guests, meeting spaces and food service. | | | | Minimum Building Intensity 1.5 FAR Maximum parking 1/ guest room Jobs Factor 0.35 Job / guest room | This Land Use Type is intended to provide lodging and hospitality uses for workers, residents and visitors. |
| Retail & Entertainment Land uses including the sale of goods to the public for use or consumption and uses that provide a venue for entertainment. | | | | Minimum Intensity 2000 SF / Acre Maximum parking 3/1000 SF Jobs Factor 1 Job / 300 SF | This Land Use Type is intended to provide locally serving retail, services and amenities for workers, residents and visitors. |
| Residential Land uses including for sale or rented places to live and related uses including childcare facilities, recreational facilities, private outdoor space and other residential related uses. | | | | Minimum Intensity Within 1/4 mile of transit: 50 DU/Acre Outside 1/4 mile of transit: 30 DU/Acre Maximum parking Within 1/4 mile of transit: 1.5 spaces/unit Within 1/2 mile of transit: 2.0 spaces/unit | This Land Use Designation is intended to promote a mix of residential uses and related uses. |
| School Uses involved in providing instruction, especially to children. This land use type is reserved for an elementary school. | | | | Minimum Area 5 to 10 Acre Site +/- 5 Acres; School Maximum parking 1/employee plus visitor spaces | The size of the school property will be determined by the State Board of Education and will be approximately 5 to 10 acres. |
| Public Open Space and Public Facilities An area of land that is developed for outdoor passive and active recreation and gathering which is accessible to the public. | | | | Minimum Area Indicated in Figure 3.4 Project Targets and Section 3.3 Open Space | This Land Use Type is intended to provide conveniently located, publicly accessible open space. |

NOTE: Floor Area Ratios and Residential Densities are calculated based on net site areas.

Figure 2.3 Land Use Matrix

Comments on Establish Minimum Land Use Intensity Thresholds

1. This is being implemented in Milpitas – conversations with landowners who are proposing development that does not meet minimum density thresholds.
2. San Leandro holding onto key sites for optimal development.

Recommendation 3

Develop Context Sensitive Urban Design Guidelines

| ✓ | Strategies |
|---|------------------------------------------------------------------------------------------------------------------------------|
| | Provide guidance on walkable blocks, bringing back a historic street grid, and reconnecting to surrounding neighborhoods. |
| | Provide guidance on setbacks and stepbacks to adjacent single-family neighborhoods and sensitive parkland and habitat areas. |
| | Provide guidelines to a multi-functional, experience-rich, and inclusive public realm. |
| | Provide guidelines that consider embodied carbon implications, reuse, and deconstruction of existing structures |
| | Provide guidelines that help advance equity opportunities and promote inclusive spaces. |
| | |

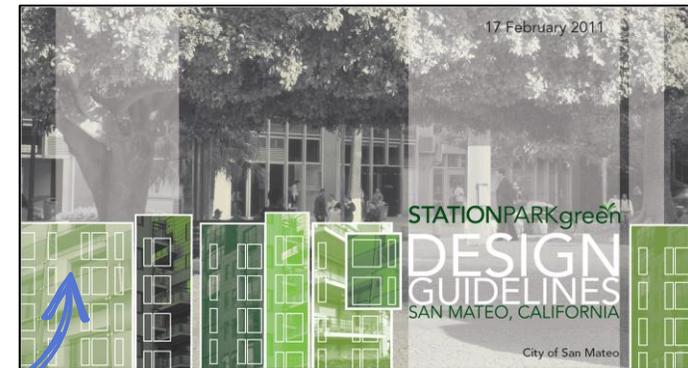


Develop Context Sensitive Urban Design Guidelines

Examples

| Chapter 18.24 | |
|-----------------------------------------------------------|------------------------------------------|
| Contextual Design Criteria and Objective Design Standards | |
| 18.24.010 | Purpose and Applicability |
| 18.24.020 | Public Realm/Sidewalk Character |
| 18.24.030 | Site Access |
| 18.24.040 | Building Orientation and Setbacks |
| 18.24.050 | Building Massing |
| 18.24.060 | Façade Design |
| 18.24.070 | Residential Entries |
| 18.24.080 | Open Space |
| 18.24.090 | Materials |
| 18.24.100 | Sustainability and Green Building Design |

**Streamlined Review
Easily Defined,
Enforceable,
Often City-wide**



**Discretionary Approval
Recommendations to support
a health dialogue
Often District-Specific**

Recommendation 4

Allow More Flexible Permitted Ground Floor Building Uses

| ✓ | Strategies |
|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | Allow for social infrastructure such as health clinics, childcare, library, community rooms |
| | Allow for emerging employment opportunities such as urban production, maker spaces, and co-working |
| | Explore development-based incentives to provide affordable ground floor spaces for local businesses and non-profits |
| | Require guidelines for appropriate storefront square footage, ceiling height, shop space depth, utilities, and other design factors to support a range of commercial uses |
| | |



Recommendation 5

Consider the Preservation of Existing Buildings

| ✓ | Strategies |
|---|------------------------------------------------------------------------------------------------------------------|
| | Assess which existing buildings on site are eligible for adaptive reuse |
| | Seek out partnerships with civic and cultural institutions and non-profits to bring near-term activation to site |
| | Explore development-based incentives to subsidize the upfront costs of retrofits of big boxes |
| | |



Consider the Preservation of Existing Buildings

Case Study: ACC Highland



- ACC's business office was seeking to centralize their specialty programs.
- Red Leaf Properties was also seeking land in the urban core for a mixed-use development.
- A bidding war became a P3 partnership with education at the core.
- Together, they collaborated on the following:
 - Shared Vision
 - Master Plan for the Entire Site
 - Design Standards
 - Shared Infrastructure Costs



Recommendation 6

Leverage Intensity of Land Use to Influence Regional Transportation Network

| ✓ | Strategies |
|---|---------------------------------------------------------------------------------------------------------|
| | Coordinate with regional transportation authorities to support equitable transit integrated development |
| | Require compact urban blocks and multi-modal streets |
| | Engage developers to negotiate TDM menus such as transit passes, carpool/vanpool, and unbundled parking |
| | Partner with public/private micro-mobility providers for first / last mile connectivity |
| | |



Leverage Intensity of Land Use to Influence Regional Transportation Network

Case Study: ACC Highland

- As part of the MetroRail Red Line planning process, ACC advocated for a Highland Station adjacent to the ACC academic buildings.
- ACC works closely with Capital Metro Transit Authority to support future development with light rail and bus access to help effectively shift the mode split.



Recommendation 7

Reduce Parking Requirements Over Time

| ✓ | Strategies |
|---|----------------------------------------------------------------------------------------------------------------------------------|
| | Institute phased vehicle parking maximums within the zoning district. |
| | Allow shared and unbundled parking within the zoning district |
| | Engage with developers in shared parking agreements that reduce parking supply for individual projects and are tied to TDM plans |
| | Count parking provided in new projects toward FAR calculation in conjunction with parking cap |
| | |

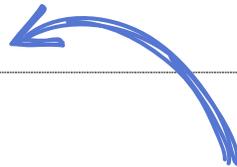


Comments on Reduce Parking Requirements Over Time

1. Mall ownership has a vested interest in maintaining parking supply but are willing to shrink down
2. Zero parking requirement is not palatable at the moment
3. Context specific – more realistic for residential development (closer to BART) than the commercial development.
4. Bringing back to showing the value proposition
5. How do we handle ADA/EV spaces which have historically been associated with parking minimums?
6. Important to always realize that the people living there are not attending the public workshops/meetings but often surrounding neighborhoods.
7. Implementation of phased parking standard was tied to a development agreement with tech company. The tech companies are well served to building structured garage and help with efficient of parking.
8. Owners like the idea of the flexibility of the parking requirement – allow for negotiations with city staff as part of review.
9. Add performance standards/monitoring for evaluating the efficacy of these requirements for decision makers.

Resilient and Equitable Communities Strategies Checklist

| | Strategy | Achieved |
|---|------------------------------------------------------------------------------|--------------------------|
| 1 | Enact a Flexible Land Use Framework | <input type="checkbox"/> |
| 2 | Establish Minimum Land Use Intensity Thresholds | <input type="checkbox"/> |
| 3 | Develop Context Sensitive Urban Design Guidelines | <input type="checkbox"/> |
| 4 | Allow More Flexible Permitting For Ground Floor Building Uses | <input type="checkbox"/> |
| 5 | Conduct Feasibility Analysis on Preserving Existing Structures | <input type="checkbox"/> |
| 6 | Leverage Intensity of Land Use to Influence Regional Transportation Networks | <input type="checkbox"/> |
| 7 | Reduce Parking Requirements Over Time | <input type="checkbox"/> |
| 8 | | <input type="checkbox"/> |



Your thoughts....

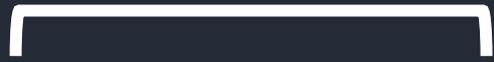
- A lot of different contexts / development schemes – make sure that recommendations can be tailored to the project.
- Needs to be tailored to the local conditions.

Discussion



We want to hear your thoughts on design framework/phasing strategies and the options for implementation

Shifting Perspectives and Building Partnerships



**Community
Tools**

**Collaborative
Partnerships**

Cultural Competence Stages

Cultural Pre-Competence

Where people have acceptance and respect for difference, and continue self-assessment

Power Dynamics

- Seeks advice/consultation
- Identifies what they are NOT capable of doing
- “Let’s hire an expert”
- “Teach me please”

Assumptions

- Consult with or hire one member of a local BIPOC community
- Special programming

Cultural Competence

People unconsciously hold culture in high esteem, and use this to guide their lives

Power Dynamics

- Target community has a role (real power) in education design and application

Assumptions

- Recognizes individual and cultural difference
- Develops new approaches
- “Let’s work together to truly empower communities”

Community Tools

Recommendation 1

Develop Your Equity Engagement Strategy

| ✓ | Strategies |
|---|-----------------------------------------------------------------------------------------------------------|
| | Determine what stakeholders need to be engaged and why. |
| | Assess what stakeholders have been historically left out of the planning process. |
| | Analyze what are the racial and ethnic demographics of those living in the area. |
| | Determine are their key individuals or constituents that the City should be building a relationship with. |
| | |



Community Tools

Case Study:

Racial Equity Toolkit

Perkins&Will

Racial Equity Toolkit

How do I use this toolkit?

With Inclusion. Remember the difference between diversity and inclusion: Diversity is being asked to the party, while Inclusion is being asked to dance. Ideally, this analysis should be completed by people with different racial perspectives.

When should I use it?

Project Kick-Off. Apply the toolkit early for alignment with your Perkins and Will Change Team and Diversity Council goals and desired outcomes.

Why do we lead with race?

Again, it doesn't mean that all other "isms" are any less important. By leading with race, we can work to eliminate all other forms of systemic oppression that individuals face.

— 01

Set project outcomes

Team communicates key project outcomes for social equity to guide analysis.

— 02

Involve stakeholders, analyze data

Gather information on how the issue benefits or burdens the community in terms of social equity.

— 03

Determine benefit and/or burden

Analyze issue for impacts and alignment with social equity outcomes.

— 04

Advance opportunity or minimize harm

Develop strategies to create greater racial equity or minimize unintended consequences.

— 05

Evaluate. Raise racial awareness. Be accountable.

Track impacts on communities of color overtime. Continue to communicate with and involve stakeholders. Document unresolved issues.

— 06

Report back

Share information learned from analysis and unresolved issue with Team Leadership and your PW Change Team.

Community Tools

Recommendation 2

Create a Welcoming Environment and Increase Accessibility

| ✓ | Strategies |
|---|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| | Design a process that reflects, honors, and welcomes the community. |
| | Choose physical and digital venues that invite inclusive participation and engagement. |
| | Hire staff from the community that reflects the community. |
| | Prioritize strategies to remove barriers for attendance such as language, location, time, transportation, childcare, food, power dynamics, and others. |
| | Offer multiple ways for stakeholders to contribute input and feedback. |
| | |



Community Tools

Recommendation 3

Curate a Public Space Community Design Process

| ✓ | Strategies |
|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | Design new public spaces to celebrate local art, culture, and history. |
| | Establish a framework to empower community to influence design decisions and engage local artists, especially those from marginalized communities. |
| | Deploy tactical urban interventions such as public art, food trucks, and microenterprise spaces on site to build champions for development and build community opportunities. |
| | Create tactical public spaces on underutilized surface parking lots to encourage social interaction and relationship building. |
| | |



Community Tools

Recommendation 4

Invite the Community into the Site

| ✓ | Strategies |
|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | <p>Coordinate existing and/or new community events to take place on site such as the following:</p> <ul style="list-style-type: none">- Food Truck Pods- Game Day Broadcast and Movie Night- Weekly Farmers Market- Local Art and Interactive Murals |
| | |



Community Tools

Case Study:

Destination Crenshaw



Community Tools

Recommendation 5

Craft the Story of the Site with Digital Tools

| ✓ | Strategies |
|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | Inclusive and effective digital tools include but are not limited to the following: <ul data-bbox="206 725 598 868" style="list-style-type: none">- Interactive Story Boards- Digital Surveys- Asset Mapping- Virtual Site Tours |
| | |



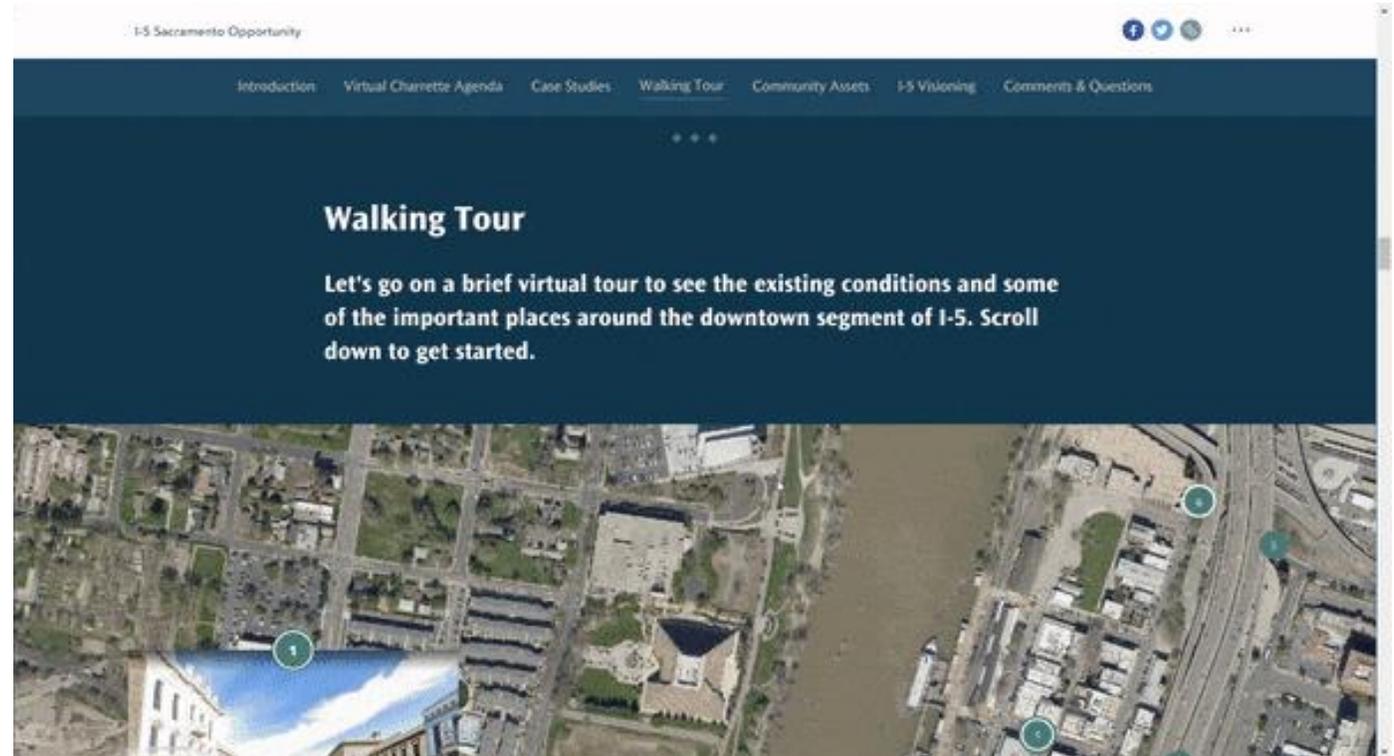
Community Tools

Case Study:

City of Sacramento I-5

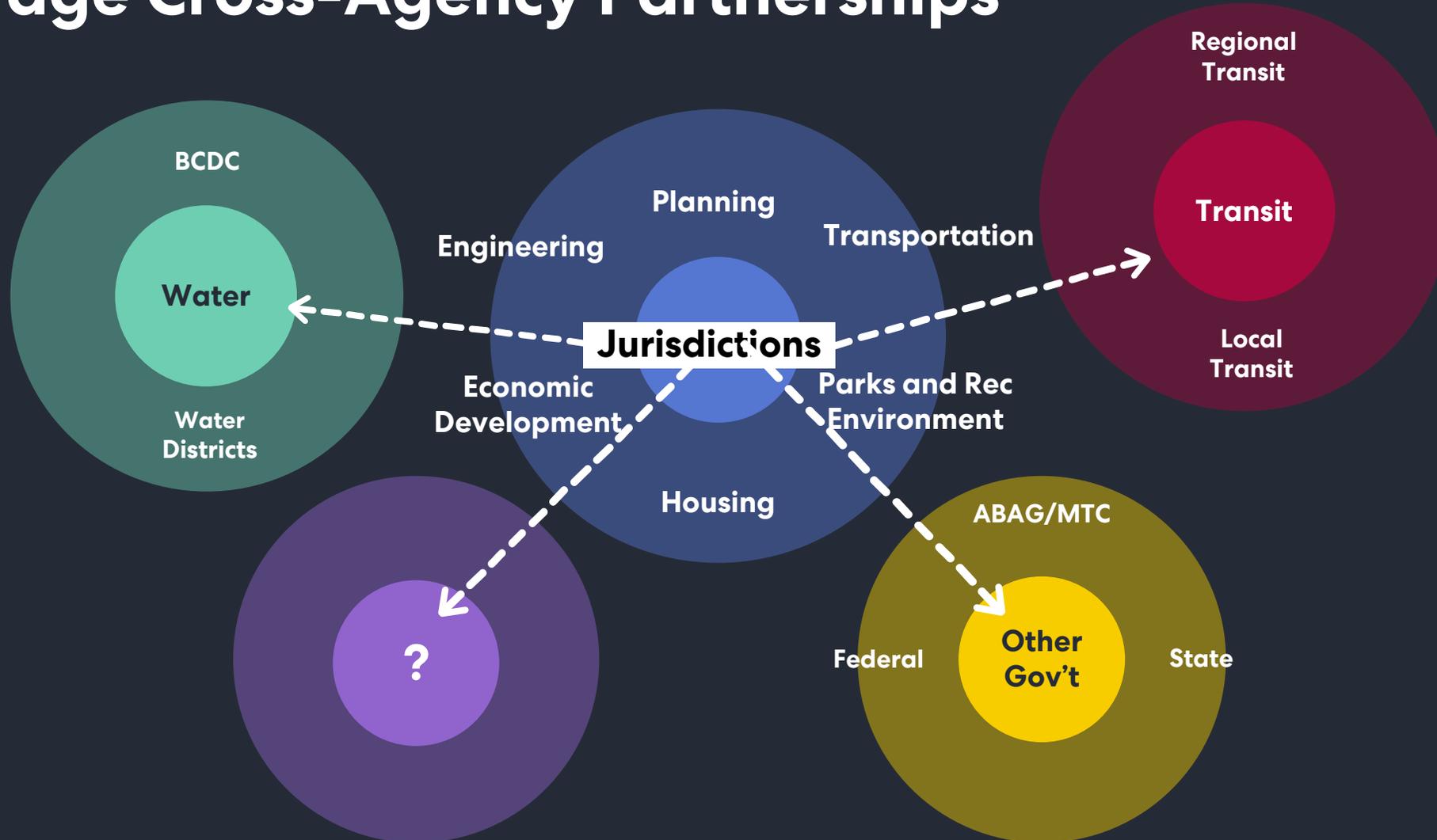
Virtual Walking Tour

- As part of a community workshop to envision the removal of the I-5 freeway from Downtown Sacramento, the project team created a virtual walking tour for stakeholders to review.
- This served as an introduction to the site which allows stakeholders to “visit” and learn about a site’s planning context from the comfort of their home.
- This virtual walking tour was created using ESRI ArcGIS StoryMaps



Recommendation 6

Leverage Cross-Agency Partnerships

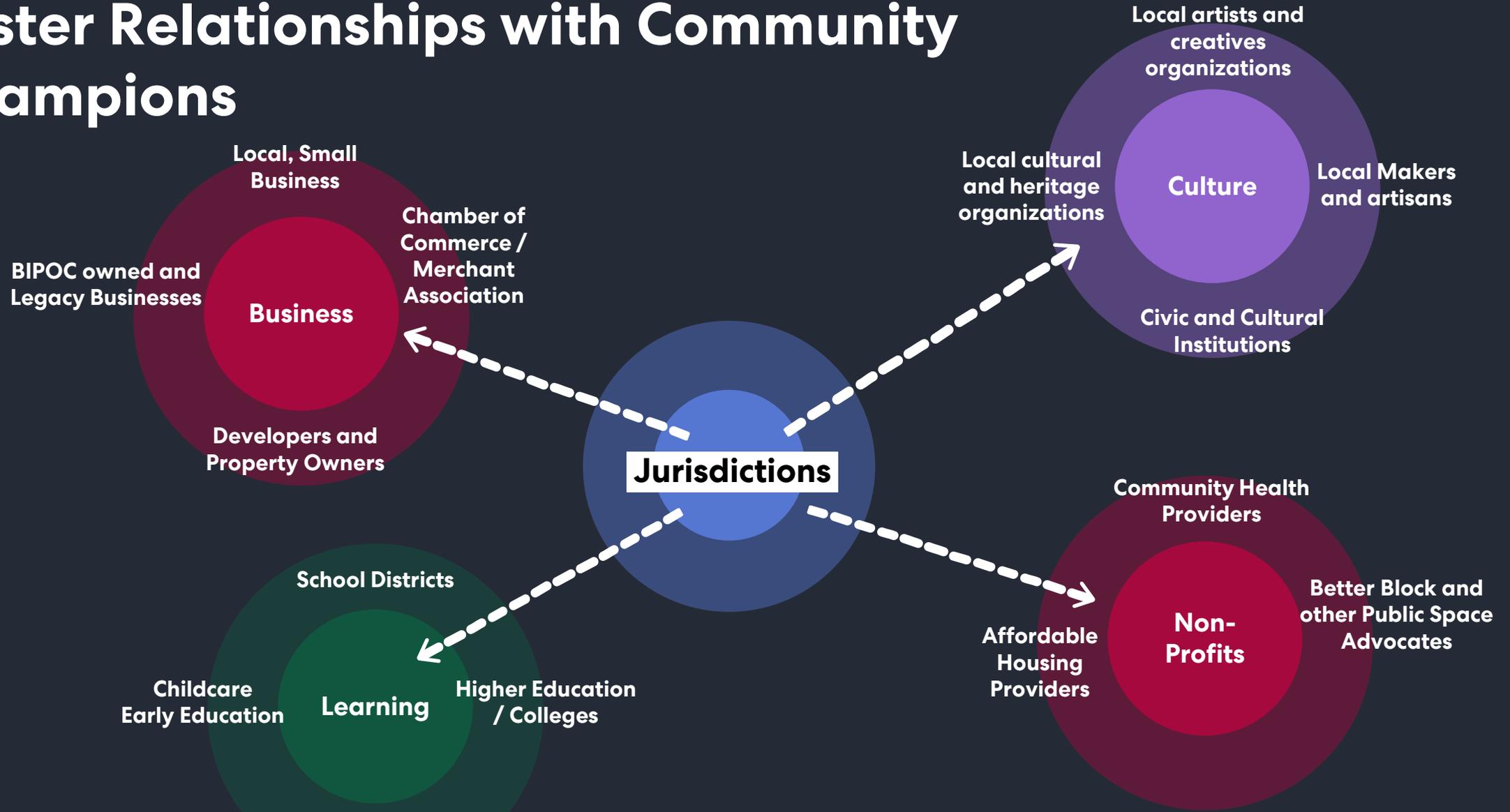


Comments on Leverage Cross-Agency Partnerships

1. Add Emergency services – police and fire
2. Add County Partners such as Alameda Flood Plain Management District

Recommendation 7

Foster Relationships with Community Champions



Collaborative Partnerships

Recommendation 8

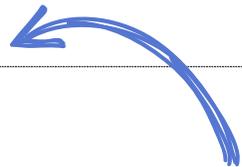
Lead with a Shared Development Vision

| ✓ | Strategies |
|---|-----------------------------------------------------------------------------------------------------------------------------------------------------|
| | Build momentum and champions through early partnership and coordination with key stakeholders and public agencies. |
| | Develop a project timeline that can accommodate the different decision-making processes. (i.e., developers build and fund faster than institutions) |
| | Early joint coordination is critical for horizontal infrastructure such as roads and utilities. |
| | Explore shared amenities across different property owners to share time and money |
| | |



Shifting Perspectives and Building Partnerships Strategies Checklist

| | Strategy | Achieved |
|---|-----------------------------------------------------------|--------------------------|
| 1 | Develop Your Equity Engagement Strategy | <input type="checkbox"/> |
| 2 | Create a Welcoming Environment and Increase Accessibility | <input type="checkbox"/> |
| 3 | Curate a Public Space Community Design Process | <input type="checkbox"/> |
| 4 | Invite the Community into the Site | <input type="checkbox"/> |
| 5 | Craft the Story of the Site with Digital Tools | <input type="checkbox"/> |
| 6 | Leverage Cross Agency Partnerships | <input type="checkbox"/> |
| 7 | Foster Relationships with Community Champions | <input type="checkbox"/> |
| 8 | Lead with a Shared Development Vision | <input type="checkbox"/> |
| 9 | | |



Your thoughts....

Discussion



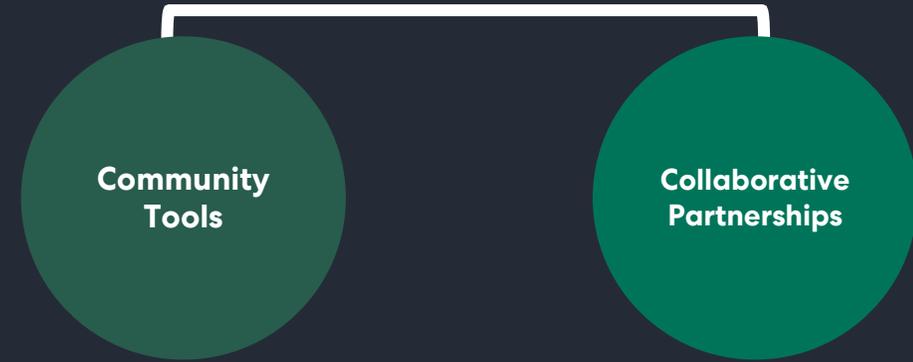
**We want to hear your thoughts on
community tools and collaborative
partnerships**

Championing Resilient and Equitable Communities



- 1 Enact a Flexible Land Use Framework
- 2 Establish Minimum Land Use Intensity Thresholds
- 3 Context Sensitive Urban Design Guidelines
- 4 Allow More Flexibility Permitted Ground Floor Building Uses
- 5 Consider the Preservation of Existing Buildings
- 6 Leverage Intensity of Land Use to Influence Regional Transportation
- 7 Phased Parking Requirement Reduction

Shifting Perspectives and Building Partnerships



- 1 Develop Your Equity Engagement Strategy
- 2 Create a Welcoming Environment and Increase Accessibility
- 3 Curate a Public Space Community Design Process
- 4 Invite the Community into the Site
- 5 Craft the Story of the Site with Digital Tools
- 6 Leverage Cross-Agency Partnerships
- 7 Foster Relationships with Community Champions
- 8 Lead with a Shared Development Vision

Work Group Schedule



September 14, 2022
12-1:30pm

Defining the Purpose of Mall & Office Park Transformation



September 29, 2022
12-1:30pm

Incorporating Housing



October 14, 2022
1-2:30pm

Implementation Roadmap



November 2, 2022
12-1:30pm

Design Framework & Planning Process



November 9, 2022
2-3:30pm

Economic Modeling for Development Feasibility



November 30, 2022
12-1:30pm

Affordable Housing: Tradeoffs & Financing