

C. PROPOSED WORK PLAN

The proposed Work Plan is presented in three subsections:

- Project Approach
- Key Features of Our Services
- Project Scope, Staffing & Schedule

Project Approach



Community workshop - Anchorage, KY

A Time-tested Process

To assure successful implementation of design guidelines, we believe that the process is as important as the final product itself. To develop an urban design framework plan and design guidelines for the City of Ann Arbor, the Winter & Company team will use a process which focuses on the needs of the community. We will engage key stakeholders and decision makers in the process.

.....
: "We certainly enjoyed
: working with you
: on the plan and the
: guidelines. You have
: tremendous insight
: into the politics and
: thinking of downtown
: America."
:

: Jo Ann Radetic,
: Former Chair
: Washington, MO
: Preservation
: Commission
:

We also will provide a document that will be accessible to all users and that will inform residents and property owners of the design opportunities they have for protecting and enhancing the character of the downtown. This requires coordinating the community's goals for urban design and clearly articulating how the downtown contributes to the quality of life in the entire community.

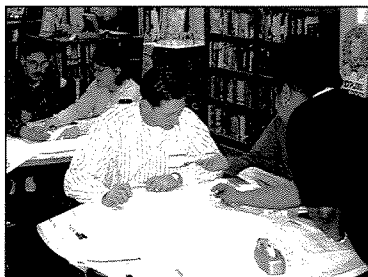
The guidelines must be developed to be compatible with community policies for urban design and historic preservation. Therefore, we will custom-tailor the guidelines to reflect the character of the area, and anticipate development trends while also including the interests of its stakeholders.

The final product will build on goals for urban design and historic preservation that are articulated in a variety of planning documents, and they will consider the influences of earlier investments, such as streetscape improvements, as well as other precedents. They will include fundamental principles of urban design that focus on enhancing the pedestrian environment and the overall image of downtown.

Our Philosophy

We believe that downtown guidelines should stimulate creative design solutions for improvement projects and should help to enhance livability and contribute to a desirable downtown character. We also believe that they should help create a climate for investment and support economic development strategies.

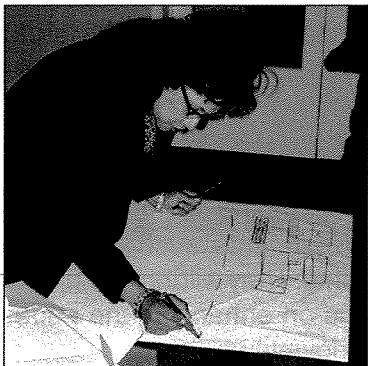
In addition, we are committed to actively involving the community in the process. While the contents of the guidelines are important, so too is the process of developing them. It should be an educational experience as well as a technical endeavor. Through the process, residents, property owners and community leaders should gain a better understanding of



Guidelines workshop, Memphis, Tennessee.



Guidelines workshop, Covington, KY



Citizens testing draft design guidelines in Pasadena, California

effective urban design and preservation principles and learn how they can be used for their benefit.

Also important, we have an innovative approach to engaging communities, training staff and developing DESIGN REVIEW SYSTEMS. The result from this effort should be a functioning review process, not just a book of guidelines.

- The process should be a set of learning experiences for participants (staff, commissioners, policymakers, private sector partners, etc.).
- The design review system should be an outcome of the process.
- The result should be enduring—the design review system should last a long time because it adapts, there is continuity of ownership, leadership and positive results.

Specifics of the City of Ann Arbor

A preliminary reading of the Recommended Vision & Policy Framework for Downtown Ann Arbor suggests these issues:

Defining “Character Areas” for the city center

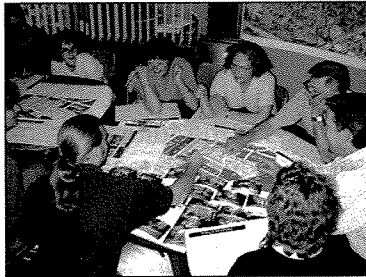
The Vision Framework identifies some downtown places that have special character, or where a specific vision for development is set. However, the way in which all of these areas work together, or are linked into a dynamic city center, is not defined. A design framework plan is needed, which identifies key entry points, corridors and areas of distinct character which function together and indicates how they can be linked in an overall framework.

Connecting the Character Areas

A key part of the framework plan is to describe how land within the study area is to develop, in terms of architectural character, building scale and streetscape. Some individual development sites are identified, but the specific design parameters to be addressed are not specified; that task remains for this next project. Goals for the design character of specific streets also must be identified, and the design goals for each of the potential Character Areas must be articulated. These goals statements will establish the rationale for more specific design standards and guidelines.

Addressing mass and scale in a traditional context

The Policy plan suggests some basic design standards for development, including minimum and maximum building heights and requirements for upper floor setbacks. These are basic standards that need to be more carefully tailored to Ann Arbor. In older commercial centers, the way in which new, higher density development may occur, while also respecting the established context, is important. Finer-grained principles for building massing, articulation and design of the street level, will need to be provided.



Neighborhood workshop - Greenville, South Carolina.

"Thank you for everything. You'll be highly recommended by us. I especially want to thank you for your eager concern with accomplishing our goals..."

Shain Dennison, Director, Metropolitan Historic Zoning Commission, Nashville, TN

Historic preservation

Historic resources are found throughout the city center, including downtown itself and the adjacent neighborhoods. Many of these are recognized with historic districts. Others are individual "landmarks." How these assets work within a development strategy that promotes increased density is a key question. It will require thoughtful analysis of specific development alternatives, and an informed discussion on the part of the preservation community and the designers. While overall bulk regulations are important in this respect, more refined "sculpting" standards and guidelines may also be useful in helping to shape development in the context of historic resources.

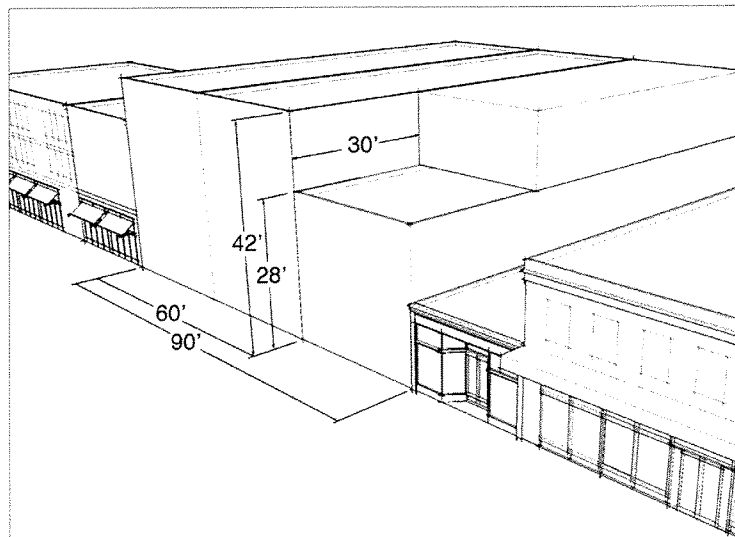
We also can help the city in developing evaluation criteria for historic resources in the context of envisioned redevelopment.

Balancing established context with increased development density

Two competing goals are embedded in a revitalization strategy for a city center such as that in Ann Arbor: One is to increase the density and diversity of uses; the other is to respect the established context. Thoughtfully crafted design standards and guidelines can define the balance between these two interests. A specific example is the manner in which "tower design guidelines" may be developed.

Modeling potential results

The Policy Plan illustrates a few examples of potential development that would follow some basic design policies. Now, it is important that the potential cumulative effects of these policies be illustrated. Using computer modeling, we would illustrate the potential effects on the proposed design standards and guidelines. This helps to test their effectiveness.



The potential effects of urban design standards can be diagrammed within the context of its setting with computer modeling .

“Quite honestly I can’t tell you how much I personally appreciate all the help you provided; it was great!”

Pratt Cassity, Executive Director, Georgia Alliance of Preservation Commissions, Inc.

Key Features of Our Services

In our urban design guidelines projects, we seek to highlight the assets of the community, establish a strong vision for the future and provide clear, practical guidance for improvements. In the process, we emphasize these key features:

We will produce guidelines that reinforce adopted policies and also inspire high quality development which is economically feasible.

We will:

- Address specific design issues that are relevant to Ann Arbor.
- Follow the direction established by the advisory committee.
- Coordinate with the appropriate commissions and departments.

Groups Represented

The interests of many groups will be included in the process, including:

- Residents inside and outside of the downtown
- Property and business owners
- Representatives from business and community/downtown organizations
- Architectural Review Committee
- Members of City Commissions and Boards and elected decision makers
- Architects, landscape architects, builders, developers, and Realtors
- City Staff

We will incorporate a framework of urban design principles.

Building upon this assessment, the guidelines must be based on fundamental principles of good urban design. Among these are concerns for the character of the pedestrian experience, a sense of public spaces, compatible streetscape, a positive business environment and a sense of identity. Therefore, we will work with the project stakeholders to sketch key urban design principles and develop the guidelines based upon these principles.

